

Community Justice Scotland

Ceartas Coimhearsnachd Alba

**Community justice outcome activity across Scotland:
Local area annual return template
Reporting year April 2025 – March 2026**

April 2026



Community justice outcome activity across Scotland: Local Area Annual Return Template

1. Background

This reporting template has been developed in discussion with community justice representatives from local areas. This template is designed to enable local areas to gather information and report on progress towards the community justice outcomes.

2. Statement of Assurance and Data Usage

The information submitted to CJS using this template will be used by CJS in its role to monitor, promote and support improvement in, and keep the Scottish Ministers informed about, performance in the provision of community justice.

In line with provisions in the Data Protection Act 2018 and the General Data Protection Regulation (GDPR), CJS will use appropriate data to ensure that there is continuous reporting, development and progress towards the national outcomes. By providing data to CJS you are consenting to its use by CJS as indicated. Community Justice Partnerships should be aware that any information held by CJS is subject to statutory Freedom of Information obligations.

Completion of the template can help local partnerships to fulfil their requirements under s23 (1b) of the Act by using the developed content to inform the production of the publicly facing summary statement of annual progress.

3. General principles of the template

The template and guidance have been developed using the following principles:

- Support CJS in developing the evidence base for local community justice activity and progress across Scotland within the reporting year
- Support CJS to comply with their duties set out in the Act, Sections 26-30
- Support local partners to comply with their local reporting requirements set out in section 23 of the Act.



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4. How to fill in the template

The return should be completed and consulted on with partners involved in community justice in your local area. In line with the Act this includes statutory partners, third sector bodies involved in community justice in the area, and such community bodies or other persons as partners consider appropriate. CJS expects that completion of this template will be a collaborative effort.

This template incorporates guidance to support completion, with the text *(in blue)* providing reflective prompts to consider when developing your answer, which can be deleted and replaced with your response. These should be considered together through the development of your answer rather than addressed individually.

There is no expectation that areas will return substantial numerical data. It is likely that local areas will not have the national data indicators set out by the Community Justice Performance Framework at the time they are completing this template. **It is not anticipated that CJS will routinely use or refer to local level national indicator data in the context of the national outcome activity annual report.** If in developing the national report it becomes apparent that local-level data may support further analysis of particular outcomes, for example in identifying potential recommendations, exploring data outliers, or areas for further development, we expect this to be taken forward in discussion with the relevant local areas and partners.

Instead, we want partners to focus on the qualitative evidence drawn from their activity and insights about impact. Relevant local supporting evidence from the [CJS improvement tool](#) that will supplement the national indicator data has been specified under each national outcome in this template. We would encourage partners to develop the response to this template in conversation with each other and view it as an opportunity to reflect on your strengths and needs in partnership.

Where the template asks for evidence, a written response will suffice and there is no expectation that you send additional supporting documentation – if there are any aspects CJS is unclear on, it will be our responsibility to request clarification where necessary.

If any response or evidence requires details about people with lived experience (e.g. evidence in respect of someone's life story) please DO NOT include any identifiable personal or sensitive information (as outlined in Schedules 2 & 3 of the Data Protection Act 1998) as CJS does not require such information. If this is unavoidable then please ensure that the data is fully anonymised.

If you have any queries about completing the template, then please email CJSImprovement@communityjustice.scot.



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1. Community Justice Partnership / Group Details

Name of local authority area/s	West Dunbartonshire Council
Name and contact details of the partnership Chair	Name: Clare Wilson Email: Clare.wilson@west-dunbarton.gov.uk Telephone: 01389 738282
Contact for queries about this report	Name: Dominique Haggerty Email: Dominique.haggerty@west-dunbarton.gov.uk Telephone: 07904 996649

2. Template Sign-off from Community Justice Partnership / Group Chair

Clare Wilson

Head of Children’s Health, Care and Justice/ Chief Social Work Officer

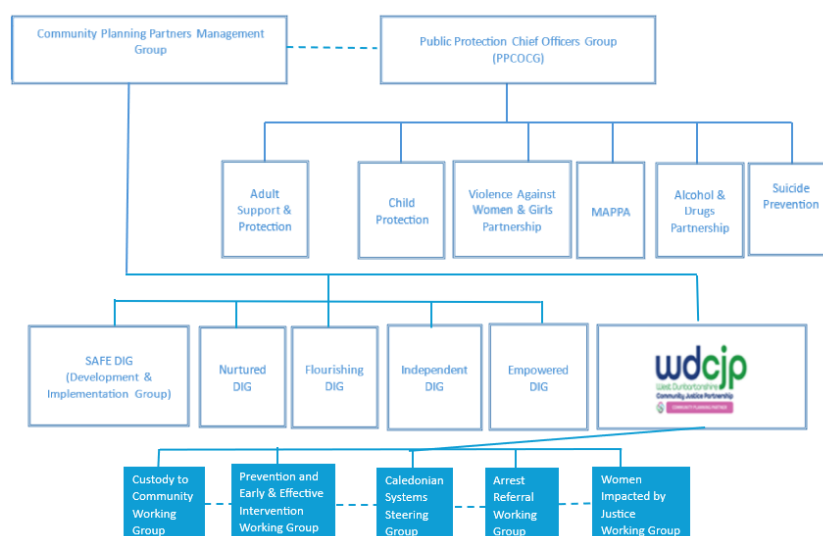
Date: 23-10-2026.



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3. Governance Arrangements

The working group structure has been slightly amended. The original inception of the working groups included an Authentic Voices group to ensure that lived experience was a cornerstone of service development, design, and delivery. The success of authentic work activity led the local Community Justice Partnership to integrate authentic voice work as a core activity of each working group, rather than it being a separate, standalone initiative. Each working group now has a responsibility to ensure authentic voice activity is a principal element of outcome improvement planning.



Employability: Working 4U and The Lennox Partnership

Whilst not a standalone working group or governed by the Community Justice Partnership it should be noted that the development of employability pathways for justice and justice-impacted service users has been a notable area of success and improved outcomes. Effective and well-established employability partnerships are supporting employability agendas within the context of the working group, a strength that is not necessarily clear within the structure but important to note.

4. The year overall

Challenges / Negatives

Across April 2025 – March 2026 West Dunbartonshire Justice Services continued to work under increasingly challenging austerity measures. Fiscal challenges have necessitated ongoing budget cuts to services, service provision, and resources, in a bid to reduce significant deficits. This has impacted on the development, provision and delivery of community based social work and community justice services.



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Legislative changes, including the Emergency Early Release (EER 2025-2026) of prisoners and planning for changes to sentencing for short term prisoners (STP30, introduced as a longer-term prison population management measure to ease severe overcrowding in prisons and maintain the safe operation of prison estates) has placed a greater strain on community-based justice social work and a partnership approach to the delivery of community justice services. National and local Justice Social Work services have highlighted the increased pressure on pre-release planning, accommodation, benefits, and community support due to shorter custody periods.

The ongoing national and local housing emergency continues to impact on outcome improvement planning for both justice service users and justice impacted victims. There have been direct consequences in terms of meeting the commitments of the SHORE standards as well as ensuring suitable and sustainable housing for those in recovery from addiction and substance misuse linked to offending behaviours and offending profiles.

There has been little traction in terms of the re-launch of the National Arrest Referral Scheme led by Police Scotland. Despite ongoing activity to develop and embed the scheme across Scotland, there has been no official national directive. Funding to support the success of the initiative across Scotland remains an area of ongoing discussion.

Funding for community-based justice social work and the delivery of community justice services remains an ongoing concern in terms of service provision, delivery, risk management and victim safety. Community based justice social work services are required to deliver a broader service portfolio with no increase to current budgets or resource. National and local justice social work services have highlighted the increased pressure on services and the potential impact this may have on risk management, staff morale and overall strategic and operational outcome improvement planning within the locality.

Positives / Opportunities

Despite the challenges and pressure experienced across 2025-2026 there is much to celebrate in terms of positive ongoing outcome improvement planning and a partnership approach to innovative whole-systems 'proof-of-concept' initiatives across the locality.

West Dunbartonshire's current Community Justice Outcome Improvement Plan 2024-2027 is largely complete in terms of strategic infrastructure commitments and service outcome improvement planning ambitions. Autumn 2026 - April 2027 will focus on implementing and embedding findings and lessons learned from the developmental and discovery activity that has been underway since 2024. Importantly, developmental and discovery activity has been underpinned and informed by authentic voices to ensure that service provision is directed by those who are experts by experience across all West Dunbartonshire's community justice and justice services working groups.

West Dunbartonshire's '*Women Impacted by Justice*' working group undertook discovery activity in collaboration with SafeLives to better understand the experience of women



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experiencing domestic abuse who are impacted by the justice system. This discovery activity garnered the voices of women with lived experience, and learning from the study will be implemented and embedded as part of the community justice outcome improvement plan 2027-2030.

West Dunbartonshire's Community Justice Partnership contributed to research to better understand the health needs of those and serving community-based sentences and those on remand, contributing to the Health Needs Analysis undertaken by NHS Greater Glasgow and Clyde. This work has been pivotal to outcome improvement planning ambitions for local Community Justice Outcome Improvement Plan 2027-2030.

West Dunbartonshire's involvement with the routes out of poverty 'Fairer Futures Partnership' – with Working 4 U's Financial inclusion, Learning and Employability teams and specialist justice employability partners The Lennox Partnership - has proved to be hugely successful in the locality in terms of improving outcomes for those impacted by justice or on the fringes of justice. An initial four-month pilot was awarded a further 12 months funding due to the success of the 'proof of concept' phase, and West Dunbartonshire's partnership approach to service delivery has been recognised by the Scottish Government as a recommended approach that they are keen to replicate in other localities across Scotland.

West Dunbartonshire Community Justice Partnership was invited by Community Justice Scotland to be part of the new 'Community to Rehab (C2R) – 'proof of concept' pathways, allowing justice social work and partners to refer service users to rehabilitation facilities directly as part of community-based orders. This initiative has been a huge success in West Dunbartonshire, and the work continues to be ongoing. There has been much developmental work undertaken to support the referral pathway and there is a noted improvement for service users who have been part of the pathway to recovery. This pathway further compliments traditional routes to recovery, offered by West Dunbartonshire's Alcohol and Drug Partnership, allowing service users the option of recovery as part of sentencing to break the intersectionality of addiction and offending behaviour.

West Dunbartonshire has made a concerted effort to raise the profile and raise confidences in community-based sentencing to ensure that they are considered as a primary sentencing option by the judiciary and community benefits understood and valued by the local community. To support this activity West Dunbartonshire has hosted multiple information and awareness raising sessions in partnership with universal and third sector partners as part of a collaborative approach to improving outcomes. One information session was hosted to for community members and this activity proved fruitful and beneficial to the wider community understanding the ethos and benefits of community-based sentencing. Community facing events will be an important aspect of the community justice outcome improvement plan 2027-2030.

To strengthen West Dunbartonshire's commitment to the National Strategy for Community Justice: National Aim No. 4, West Dunbartonshire held its first Justice and



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Community Justice Conference in June 2025 to raise the profile of community-based sentences and the importance of understanding '*Trauma Informed Justice*'. The conference was hugely successful and brought together decision makers, senior managers, strategic leads, researchers, and experts by experience to consider meaningful outcome improvement planning through a trauma informed lens across and between service providers. The conference highlighted the importance of a collaborative trauma informed and a trauma responsive workforce to support the complex needs of justice service users.

Awareness raising, training, development and improving staff competencies for justice and partners has been a key part of outcome improvement planning from 2025-2026. The following staff training have been developed and delivered to ensure staff competencies:

- Justice & Partners Service Information and Awareness Raising Session (multi-agency)
- Trauma Informed Practice Development Session (multi-agency)
- Routine Sensitive Enquiry & Dash-Ric (Domestic Abuse, Stalking, Honor based Violence – Risk Indicator Checklist) Competency Training (multi-agency)
- Dash-Ric Training
- Custody to Rehab “Proof of Concept” Information and Awareness Raising Sessions (multi-agency)
- Fairer Futures ‘Proof of Concept’ Partner Development Sessions
- Emergency Early Release of Prisoners 2025 Information and Awareness Raising Session (multi-agency)
- The use of Electronic Monitoring as a justice response: Information, Awarenesses Raising and Development Sessions
- Framework for Risk Assessment, Management & Evaluation (FRAME) and Care and Risk Management (CARM) Training (multi-agency)
- Youth and Adult Diversion Development Sessions
- DAAMH (Domestic Abuse, Addictions, Mental Health) - Intersectionality Training
- MARAC Awareness
- Adult Support and Protection
- Child Protection- Understanding neglect
- Commercial Sexual Exploitation Awareness Training Session
- Penumbra – talking about mental health toolkit
- Use of Structured Deferred Sentences – Development Session
- Justice Service Development Sessions
- Justice and The Mental Health Act. Information and Awareness Raising Session (single agency)
- Cross Cutting Agendas: Trauma, Justice, VAWG & The Promise. Information and Awareness Raising Event
- SARA V3 – risk assessment



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Priority Action One

Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution

Nationally determined outcome:

More people successfully complete diversion from prosecution¹

Local Evidence

- Mechanisms are in place to understand the views of people undertaking diversion from prosecution and are used to support improvement.
- Mechanisms are in place to understand the views of people supporting the delivery of diversion from prosecution and are used to support improvement.

5. What activity has taken place to increase successful completion of diversion? What impact has there been as a result?

West Dunbartonshire Community Justice Partnership's '*Prevention and Early & Effective Intervention working group*' undertook a multi-agency Strategic Needs and Strengths Assessment (SNSA) to better understand and support the use of diversion for both youth and adult justice. Three '*Understanding Youth and Adult Diversion*' development sessions were held between 2025-2026, including a focused session for education staff.

These sessions were hugely beneficial to better understand the use of diversion in the locality and offer learning for outcome improvement planning. This activity has been married with the updated national guidelines for Diversion from Prosecution in Scotland. The development of a local guidance and associated directory of diversionary activity is now underway to support ongoing quality assurance and staff competencies in the use of Diversion.

The SNSA also incorporated quality assurance & performance and audit activity to support the increased use of diversion. This work has explored the Diversion assessment process including conversion rates, supported a better understanding of COPFS process as well as the impact of Diversion in terms of reducing recidivism and preventing people becoming further entrenched in justice system.

Learning from this activity will inform the local guidance and support a framework for ongoing performance and audit/quality assurance work to ensure that the use of Diversion is optimised and the local community has faith in the process, understanding the importance of keeping people out of justice systems to improve outcomes and life chances.

¹ National Indicator:

Number of diversion from prosecution:

- assessments undertaken
- cases commenced
- cases successfully completed



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Diversionary activity is part of wider strategic planning for the new Children (Care and Justice) (Scotland) Act 2024. A Strategic Needs and Strengths Assessment for Care and Risk Management (CARM) Framework was undertaken between August and September 2025. In October 2025 West Dunbartonshire children and families and justice social work staff were trained in the Care and Risk Management (CARM) Framework as part of a best practice response to youth justice and embedding child welfare and protection into justice systems– the enhanced use of Diversion is a crucial aspect of embedding CARM practices in the locality.

CARM training was delivered in partnership with the Centre for Young People's Centre for Justice (CYCJ) and West Dunbartonshire's Community Justice Partnership. Diversionary activity as part of CARM will be embedded with wider child protection and child welfare practices to ensure that young people who come into conflict with the law are diverted away from justice systems at the earliest possible opportunity.

Learnings from Diversionary activity will be implemented and embedded across 2026-2027 with associated ongoing quality assurance and performance activity to ensure that use of Diversion is optimised at the earliest opportunity supporting improved outcome for those who come into conflict with the law.

Justice staff have been trained in and utilise the needs assessment tool Justice Star for everyone supported by the diversionary process. The Justice Star helps people and the services supporting them identify progress towards key outcomes like accommodation, mental health and well-being, drugs and alcohol and managing strong feelings, and give clarity on where to focus next. The Justice Star continues to be used within Diversion from Prosecution services as an effective outcomes-focused tool, supporting both assessment and the measurement of individual progress. During the reporting period, 40 Justice Stars were completed, providing valuable evidence of change across key areas of individuals' lives and helping practitioners to identify needs, strengths and areas for further development. The tool supports collaborative conversations between practitioners and service users and contributes to a greater understanding of the impact of diversionary interventions. By making change visible, the Outcomes Star approach enables services to consistently understand, evidence and improve the impact of their work.



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Priority Action Two

Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services

Nationally determined outcome:

More people in police custody receive support to address their needs²

Local Evidence:

- There is an effective relationship between community justice partners, Alcohol and Drug Partnerships (ADPs) and police custody centre for local population.
- Referral pathways and support are in place from police custody centre for local population

6. What activity has taken place to support people in police custody to access support? What impact has there been as a result?

West Dunbartonshire's '*Arrest Referral Scheme (ARS)*' working group is a joint work group shared with West Dunbartonshire's Alcohol and Drug Partnership to ensure a collaborative approach to early and effective intervention at the point of arrest through to prosecution. The group is well established and continues to develop a coordinated strategic and operational approach to the identification of need and delivering support for individuals who come into conflict with the law where involvement in justice systems is influenced by substance misuse and/or mental health challenges.

In January 2025 West Dunbartonshire welcomed new alcohol and drug service providers into the locality. The new providers '*With You*' have joined the ARS working group and are supporting the development of innovative solutions to improve the offer and uptake of service at the point of arrest. The group has also welcomed '*Stepping Stones*' mental health specialist support service to ensure that those experiencing mental health vulnerabilities that contribute to offending behaviour are appropriately supported. Both services have been a welcomed addition to the working group and are committed to improving outcomes for justice service users.

Police Scotland held a national partner event in April 2025 to consolidate a whole-systems approach to redesign the arrest referral service across Scotland and have issued their first report.

The event called for continued collaboration, greater investment in preventive and long-term support, and national coordination. It proposed '*Open Doors Network*' that would provide a shared space for ongoing service design, insight, and partnership working.

² National Indicator:

- Number of referrals from custody centres



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1. Challenge: Requiring a National Approach
Next Step: Creating national minimum standards and/or core principles for the service of helping individuals change pathway away from the justice system.
2. Challenge: Understanding of Shared information
Next Step: Developing an understanding of what information sharing agreements (ISAs), memorandums of understanding (MOUs) or service level agreements (SLAs) are already in place for the service. Determining why they are required and what is needed to improve the sharing of information as we follow our service users throughout their journey.
3. Challenge: Feeding Back the Impact & Importance
Next Step: Gathering of stories of individuals who have had that one conversation whilst in the justice system that has opened the door to support for them to change pathway and transform their life.

West Dunbartonshire's Community Justice Partnership has explored other localities approach to the delivery of the ARS and has taken learning from the 'Navigator Model' that has been developed and adopted in Fife and North Ayrshire. This model of delivery has evidenced good outcomes for a significant number of individuals and 'With You' have provided West Dunbartonshire's Community Justice Partnership with a funding proposal for a pilot based on the navigator's model to deliver ARS services in the locality – this is currently under consideration.

Despite the success of the working group and progress made, the number of individuals supported through the scheme are ominously low with consideration to the level of need that exists in West Dunbartonshire. The group has faced challenges due to the absence of clear national progress, as the pursuit of a nationally consistent Arrest Referral Scheme has compounded opportunity to implement a local approach aligned with local priorities and circumstances.

A further challenge for the local ARS group is to consider how the impact of the ARS and any resulting improvements in sentencing outcomes can be measured and demonstrated. This will be necessitated by working closely with Police Scotland, justice social work, COPFS and the judiciary to ensure that engagement with the ARS is considered and viewed advantageously at sentencing.



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Priority Action Three

Support the use of robust alternatives to remand by ensuring high-quality bail services are consistently available and delivered effectively

Nationally determined outcome:

More people are assessed for and successfully complete bail supervision³

Local Evidence

- Mechanisms are in place to support a high-quality bail assessment.
- Referral pathways are in place that support identified needs of people on bail supervision.

7. What activity has taken place to increase the use of bail, and support people to access services to address needs while on bail? What impact has there been as a result?

A Strategic Needs and Strengths Assessment for Bail and Bail Supervision is underway to support a comprehensive understanding of Bail and Bail Supervision in West Dunbartonshire. Bail Supervision numbers in West Dunbartonshire are lower than national Bail Supervision figures in comparative local authorities. Performance and audit work was undertaken to explore this and key themes emerged:

- There has been ongoing long-term staff sickness and absence that has contributed to capacity issues for the justice social work team.
- Individuals may be deemed as unsuitable for bail supervision as they are already on an existing order, and supervised bail would not bring any additionality to justice supports already in place.
- West Dunbartonshire has moved to a position of triaging assessments because there are more requests than the justice team are able to meet. This means that not all assessment requests are able to be actioned.
- Often bail supervision assessments are requested but by the time due diligence to process is undertaken the person has been granted standard bail and released from court.
- Administration processes from court and police can be problematic and often requests for bail supervision assessments are not communicated to the justice social work team.

³ National Indicator:

Number of:

- assessment reports for bail suitability
- bail supervision cases commenced
- bail supervision cases completed



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Bail and Supervision Data Trends 2015-2025

Year	Local Authority [note 5]	assessment reports for bail suitability	bail supervision cases commenced	bail supervision cases completed
2015-16	West Dunbartonshire	n	0	n
2016-17	West Dunbartonshire	n	0	n
2017-18	West Dunbartonshire	n	0	n
2018-19	West Dunbartonshire	n	0	n
2019-20	West Dunbartonshire	n	0	n
2020-21	West Dunbartonshire	n	2	n
2021-22	West Dunbartonshire	n	0	n
2022-23	West Dunbartonshire	28	15	1
2023-24	West Dunbartonshire	38	25	8
2024-25	West Dunbartonshire	58	21	2

Despite the issues highlighted above, it should be noted that Bail Supervision trends in WD have been positive since 2022-2025.

- The number of assessment reports for bail supervision suitability has doubled since 2022 an **overall increase of 107%** and this upward trend is expected to continue into 2025-2026.
- There has been a **noted increase** in bail supervision cases commenced – **40%**
- It is difficult to interpret an accurate increase in bail supervision cases completed due to reporting systems – some order may last up to two years and therefore would not be noted for completion in the same year as the order was given – this created difficulties in converting completion rates year by year.

To strengthen the use of Bail Supervision in West Dunbartonshire the justice social work team are continuing to develop and strengthen positive working relationships with local defence agents, Sheriffs, and Clerks of Dumbarton Sheriff Court to promote Bail Supervision and identify eligibility at the earliest opportunity. Court staff continue to communicate and collaborate with the Crown Office and Procurators Fiscal Service to ensure bail opposed notifications are received at the earliest opportunity in order to prepare bail assessments on the same working day. There is further ongoing development work, undertaken by COPFS, to enhance the Bail Supervision assessment used in the Sheriffdom to support wider outcome improvement planning and activity.

Justice social work managers are working closely with Police Scotland to ensure that frontline police officers are fully aware of Bail Supervision and the process if conditions are breached. A standard operating protocol for the timely management and reporting of breaches, particularly in cases where domestic abuse is evident, is currently being explored.

As well as seeking to enhance safeguards when there are breaches of bail in cases where there is a risk of violence against women and girls, West Dunbartonshire's CJP is



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seeking to quantify the use of victim's addresses as bail addresses for those who have caused the harm. There have been cases where the person causing harm has bailed to the victims address which has obvious implications for safeguarding adult and child victims as well as being counter intuitive to the use of bail and supervision measures as a safeguarding response for victims.

The Justice Social Work team meets regularly with the Scottish Courts and Tribunals Service. Updates on Bail Supervision are provided through the Court Consultative Meeting, attended by key stakeholders including the Procurator Fiscal, Police Scotland, Defence Agents and Victim Support.

To support capacity issues for the justice social work team there is an internal agreement that anyone presently on a Community Payback Order who is made subject to a Bail Supervision Order will be supervised by the Community Payback Order responsible officer – it is intended that this will streamline Bail Supervision and Community Payback Order's undertakings for the team.

There is an extensive portfolio of employability, education and training services in West Dunbartonshire. Those subject to a bail supervision order are automatically referred to financial inclusion partners and considered for the Fairer Futures initiative, Working 4U team or The Lennox Partnership.

Justice social work is currently in discussion with West Dunbartonshire Council Housing and Homelessness services to ensure that the needs of justice service are visible and included with their 'Ask & Act' strategic planning that supports residents of West Dunbartonshire to maintain tenancies and reduce incidences of homelessness and where homelessness is unavoidable a pathway from justice services to homelessness services is accessible.

A joint protocol has been agreed with homelessness colleagues to ensure a bail address can be provided to courts. Anyone assessed for bail supervision that requires accommodation will be offered temporary accommodation to support them and ensure parity of service support for those affected by homelessness.



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Priority Action Four

Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

8. What activity has taken place in your area to increase the use electronic monitoring technologies? What impact has there been as a result?

To support the use Electronic Monitoring (EM) in West Dunbartonshire, information sessions have been hosted in partnership with '*Allied Universal*' to help staff understand the parameters of use of EM and the benefits of using electronic monitoring as a sentencing option.

It is recognised nationally and locally that there are issues with information sharing between justice social work and '*Allied Universal*' and the parameters around this. West Dunbartonshire residents may be part of EM directly from court and therefore it is not lawful to share information with justice social work. There is inherent risk with the current process as breeches to the EM order may not be reported back and thus leaves justice impacted victims vulnerable and potentially without suitable safeguards or supports.

Furthermore, there are implications for housing/homelessness partners if there is no clear communication loop to inform them that the EM equipment is being installed in local authority properties or report concerns for the individual or wider victim/community concerns.

West Dunbartonshire is supportive of an increase in the use of EM in the locality and are keen to explore its applicability particularly for sentencing options associated with Domestic Abuse or wider Violence Against Women and Girls offences. West Dunbartonshire is awaiting national direction on the use and applicability of EM as part of community-based sentencing.



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Priority Action Five

Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes

Nationally determined outcome:

More people access services to support desistance and successfully complete community sentences⁴

Local Evidence

- Availability of local programmes to support desistance from domestic abuse and sexual offending.
- Availability of referral pathways to support the needs of local population on community disposals.
- Mechanisms are in place to understand the views of people with experience of community disposals to support improvement.
- Mechanisms are in place to understand the views of the community justice workforce with regard to supporting the needs of people subject to community disposals to support improvement.

9. *What activity has taken place that will support people serving sentences in the community to desist from offending, address their needs, and help them successfully complete their sentence? What impact has there been as a result?*

West Dunbartonshire has the second highest rate of domestic abuse incidents and aggravated crimes in Scotland, recording 163 incidents per 10,000 population in 2024-2025. Local reports show domestic abuse cases reaching 1629 in 2024-2025, rising from 1444 in 2023-2024 and 907 in 2022-2023. Responding to Domestic Abuse and reducing recidivism rates for this crime is a critical component of outcome improvement planning in West Dunbartonshire.

West Dunbartonshire justice services portfolio includes the Caledonian Systems supporting meaningful behaviour change for men who use harms in their intimate relationships and offer support to women and children impacted by these harms. The justice team continues to receive Community Payback Orders with Caledonian Programme requirements from Dumbarton Sheriff Court generating 39 male Caledonian cases between 2025-2026.

The Caledonian Men's Programme has now been running successfully for the past 18 months. During this period, four cohorts of men, each comprising approximately seven to

⁴ National Indicator:

Percentage of:

- community payback orders successfully completed
- drug treatment and testing orders successfully completed



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eight participants, have completed the programme and have either progressed to the maintenance phase or successfully completed their Community Payback Orders.

The rolling nature of the programme has provided significant flexibility, enabling men to join at appropriate stages to complete outstanding modules where necessary. It has also allowed participants to maintain continuity of engagement when significant life changes have occurred, such as changes in employment, accommodation, or relocation within the local authority area.

Although the Men's Programme is an intensive weekly intervention, many participants have reported that it has introduced a positive sense of structure and routine into their lives. Several men have commented that attendance has become an important and valued part of their weekly schedule, providing consistency, accountability, and an opportunity for personal reflection.

From a health, emotional wellbeing, and social perspective, participants have consistently identified a range of benefits arising from their involvement in the programme. Men have reported gaining valuable insight, knowledge, and practical skills that have enabled them to develop and sustain healthier intimate partner relationships. In addition, many have acknowledged an improvement in their emotional wellbeing and overall outlook on life.

These benefits appear to stem not only from the learning and behavioural change components of the programme but also from the collective nature of the groupwork process. The group provides a safe and supportive environment in which participants can reflect on their current circumstances, consider the relationships they are seeking to build or maintain, and draw motivation from others who share a genuine commitment to reducing the risk of harmful and abusive behaviours within intimate relationships.

A recent example of the programme's impact arose when a participant currently attending the Men's Group contacted me to share his experience. He described the programme as both enlightening and uplifting, whilst acknowledging the intensity of the work and the challenge of confronting previously ingrained beliefs and attitudes that had contributed to domestically abusive behaviours within past relationships. He spoke positively about the unique nature of the group environment, describing it as a space in which he felt emotionally safe to explore behaviours, thoughts, and experiences that he had previously felt too ashamed or embarrassed to disclose, let alone confront.

Another participant who recently completed the programme returned to the service whilst experiencing a significant personal crisis following the loss of a close friend. During this discussion, he reflected on how the skills and coping strategies developed through the programme had helped him manage the emotional impact of this bereavement. He acknowledged feeling better equipped to regulate his emotions, maintain healthier coping mechanisms, and resist the temptation to revert to previous negative behaviours that, by his own admission, he may once have relied upon during periods of significant stress.



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One of the most notable areas of change observed within the groupwork process has been participants' growing capacity to understand and appreciate the experiences of victims. As men progress through the programme, many move from a position of focusing primarily on their own circumstances and perceived grievances towards a more informed understanding of the fear, uncertainty and emotional impact experienced by those subjected to abusive behaviours. This developing victim empathy, combined with increased personal accountability, is often evident in group discussions and individual reflections and represents an important indicator of meaningful attitudinal change.

These examples demonstrate the empowering nature of the Caledonian Men's Group Programme and highlight the genuine attitudinal and behavioural change that can occur when individuals are appropriately motivated and willing to engage meaningfully with a structured therapeutic intervention. They also underscore the wider benefits of the programme in supporting emotional resilience, personal accountability, and the development of healthier relationship practices, all of which contribute to reducing the risk of future harm and promoting sustained positive change.

The programme is running well in the locality and outcome improvement planning is supported by the Caledonian Steering Group. The remit of the group is to support embedding and shaping of 'The Caledonian System' across West Dunbartonshire. The group is responsible for directing enhanced and targeted activity and actions, which will ensure the fidelity of the system and associated men's programme.

The group has been developing a Standard Operating Protocol (SOP) between partners to ensure effective communication and agreed protocols to manage risk and ensure the safety of victims as paramount. The SOP is being developed in a partnership approach, and each partner has contributed to its development. The 1st draft of the SOP has been referred to other strategic partner i.e. the VAWGP and the MARAC steering group for scrutiny and agreement.

In line with wider 'breach' outcome improvement activity, the steering group is further considering protocols regarding breaches of orders and responding timeously to ensure that risk is always considered in a dynamic manner and shared with relevant partners i.e. justice and children and families' social work.

As part of a partnership approach with the Child Protection Committee the working group is considering the incorporation of multiagency chronologies as part of best practice to ensure that all significant information is shared with relevant stakeholder partners. The group is developing protocols around ensuring contribution to the chronologies or use of single -agency chronology as standard practice for those who are part of the Caledonian men's programme.

An ongoing challenge for the Caledonian' men's programme, both nationally and locally, is to measure the ongoing impact of the programme in terms of meaningful and sustainable behaviour change. The Caledonian steering group require to develop a quality assurance framework to quantify the impact of the programme and resulting improvement of safety for adult and child victims.

West Dunbartonshire's Caledonian Men's programme participants contributed to a recent Health Needs Analysis undertaken by NHS Greater Glasgow and Clyde Community Justice Health Improvement partners. This proved to be a very positive



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experience for the men who contributed to the research. Learning from the research will inform outcome improvement planning activity for the Caledonian System 2027-2030.

Women's Safety and Support Service (WSSS) as part of Caledonian Systems

Operating within Justice Services and providing support to women and children as part of the Caledonian System, the WSSS adopts a whole-system approach, supporting survivors while also working alongside services addressing the behaviour of convicted domestic abuse offenders. The service pathway includes comprehensive risk assessment, safety planning, recovery support, and change-focused practice. This integrated model ensures women and children are safer and adequately supported when men are engaged with the men's programme.

The WSS Service experienced continued and heightened demand during 2025–2026, reflecting both local prevalence and increased system pressures. Referral data demonstrates sustained growth over the past five years:

- Total referrals increased from 113 in 2021–2022 to 207 in 2025–2026, representing an overall rise of more than 80% across the period.
- Re-referrals rose significantly from 13 in 2021–2022 to 60 in 2025–2026, with re-referrals accounting for nearly one-third of referrals in the reporting year. This indicates increasing levels of complexity, ongoing risk and repeat need among women engaging with the service.
- Women involved in the justice system, included within total referrals, remain a consistently represented cohort. Numbers increased from 9 in 2021–2022 to 24 in 2025–2026, reinforcing the importance of integrated justice-based responses for women affected by GBV.

The sharp rise in re-referrals in 2025–2026 aligns with national evidence that many domestic abuse incidents involve repeat victimisation and previously known victims and perpetrators.

Growth in Perpetrator-Linked and Specialist Pathways

Referrals associated with the Caledonian system increased substantially:

- Caledonian referrals rose from 8 to 22
- Caledonian out with area referrals increased from 3 to 5
- ASSIST referrals increased from 1 to 6

This growth reflects improving integration between perpetrator-focused interventions and women's safety services. These referral routes are particularly important as they often coincide with changes in risk, such as:

- Engagement or disengagement of perpetrators
- Enforcement or breach of orders
- Increased monitoring revealing escalation

The rise in these pathways underscores the importance of parallel working models, ensuring women's safety planning keeps pace with perpetrator-focused activity and justice decisions.



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Caledonian Children's Service Outcome

The following case highlights the importance of early intervention, sustained therapeutic support, and a whole family approach in mitigating the long-term impact of domestic abuse on children and promoting safe recovery.

Case Study: Whole Family Support Through a Domestic Abuse Case Study: Caledonian Children's Service – Supporting Recovery and Safety

Child: R (aged 6, Primary 1)

Context: Child impacted by domestic abuse linked to a parent's participation in the Caledonian Programme

Case Overview

R was referred to the Caledonian Children's Service due to past domestic abuse within the family home. His father was convicted of domestic abuse and assault against R's mother in September 2024 and is currently participating in the Caledonian Programme. R has direct experiences of domestic abuse and was able to clearly describe incidents where he felt unsafe, particularly when witnessing his father shouting at his mother and feeling a need to protect her.

At the time of intervention, R had experienced multiple disruptions to his sense of safety and stability, including a period in kinship care with his maternal grandmother, two house moves, and a change of school. Although R managed these transitions, they contributed to emotional dysregulation, sleep difficulties and challenges with boundaries in peer relationships.

Intervention and Support

The Caledonian Children's Service worked alongside Children and Families Social Work to provide targeted, trauma-informed support focused on emotional safety, understanding domestic abuse, and strengthening protective relationships. R was supported through fortnightly school-based sessions, using age-appropriate tools such as *The Colour Monster* to explore emotions, identify feelings and develop self-regulation strategies.

Safety planning and age-appropriate domestic abuse awareness were central elements of the work, particularly due to minimisation of past incidents within family narratives. This ensured R could understand what safe and unsafe behaviour looks like, without placing responsibility on him. Ongoing communication with R's mother ensured shared understanding and consistency at home.

Outcomes and Impact

Improved Safety and Understanding:

R developed increased awareness of safety and boundaries, supported through child-friendly safety planning. This aligns with Equally Safe Outcome 1, ensuring children affected by domestic abuse are recognised and supported early.

Emotional Regulation and Wellbeing:

R showed improved ability to identify emotions and begin managing dysregulation, supporting Equally Safe Outcome 2 and the Healthy SHANARRI indicator. Work on bedtime routines and emotional calming supported improved sleep and daily functioning.

Strengthened Relationships and Nurture:

R maintained a secure, nurturing relationship with his mother and continued positive supervised contact with his father, monitored by Social Work. Support reinforced the



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Nurtured and Respected indicators by prioritising R's views, experiences and emotional needs.

Inclusion, Confidence and Development:

Through school-based support, play and art-based activities, R was supported to engage in learning and peer relationships, contributing to Achieving and Included outcomes. Additional support helped him develop awareness of physical boundaries when playing with others.

Learning and Wider Impact

This case highlights how children impacted by domestic abuse can present with behaviours that reflect trauma rather than defiance. The Caledonian Children's Service provided consistent, relational, and child-centred intervention that addressed harm, reduced risk and supported recovery.

By working in parallel with the Caledonian Programme, the Service ensured that child safety and wellbeing remained central, contributing to Equally Safe Outcome 4 through coordinated, system-wide responses.

Overall, the intervention supported R to feel safer, understood and supported, strengthening resilience and promoting long-term recovery following domestic abuse.

The Caledonian children's worker also delivers the Caledonian Men's Group work Programme and That's My Dad Parenting Programme.

Case Study: That's My Dad Programme – Strengthening Safer Parenting and Accountability

Participant: R (aged 37)

Programme Link: Caledonian Programme (since January 2025)

Background and Need

R is a father of three children: two daughters aged 10 and 12 from a previous relationship, with whom he does not currently have contact, and a six-year-old son from his current relationship. Due to domestic abuse and associated safety concerns, R does not live with his son and has supervised weekly family time, which has been reported as positive with no concerns.

R's history of abusive behaviour had significantly impacted his children's emotional safety, relationships and trust. In line with Caledonian principles, R was referred to the That's My Dad programme to support him to develop safer, child-centred parenting, take responsibility for harm caused, and reduce risk within family relationships.

Intervention

R began the That's My Dad programme in February 2025 and is nearing completion. The programme provided structured, individual support focused on understanding the impact of abuse on children, emotional regulation, accountability and practical parenting skills. Additional sessions were offered during periods of transition, including changes to contact arrangements and uncertainty within Children's Hearings and family court processes. This responsive support ensured R remained regulated, reflective and focused on his child's needs.

Alongside Caledonian work, R engaged with addiction support services and made significant lifestyle changes, including reducing cannabis use and improving his physical



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and mental health through regular gym attendance. These changes supported stability, routine and emotional regulation.

Outcomes and Impact

Increased Insight and Accountability

R demonstrated clear insight into how his past behaviours affected his children emotionally and developmentally. He was able to articulate responsibility for harm without minimisation and openly reflect on loss, including when his daughters chose not to resume contact. This aligns with Equally Safe Outcome 2, supporting behaviour change and accountability in men who use violence.

Improved Emotional Regulation

R practiced and applied self-calming techniques during emotionally challenging moments, managing distress without escalation. This reduced risk and supported safer parenting interactions.

Safer, Child-Centred Parenting

R applied age-appropriate play techniques, boundary-setting and safe play during supervised contact. Feedback confirmed his son enjoyed and benefitted from this interaction, demonstrating improved alignment and responsiveness to his child's needs.

Healthier Communication and Co-Parenting

R showed measurable improvement in communication skills, supporting healthier co-parenting and reducing conflict—key to Equally Safe Outcome 3, creating safer, more supportive environments for children.

Engagement and Motivation for Change

R reported feeling heard, supported and safe to explore his emotions within the programme. He identified That's My Dad as instrumental in helping him make safer choices for himself, his partner and his children. This case demonstrates how the That's My Dad programme supports meaningful behaviour change by strengthening parenting skills, emotional regulation and accountability. Through child-centred, safety-focused intervention, the programme contributes directly to Equally Safe outcomes and improves safety, wellbeing and long-term prospects for children affected by domestic abuse.

Programme Development and Learning

Following service user feedback and evaluation, That's My Dad has been formally developed into a structured 20-week intervention which will be rolled out 2026-2027. The programme now includes:

- Comprehensive assessment and induction
- Fortnightly facilitated sessions
- Fortnightly supported homework sessions

The model can be tailored for:

- Men separated from their children
- Men living with or having contact with children
- Expectant fathers with a pregnant partner

Throughout delivery, the programme places the safety of partners and children at its core. Their voices will be actively sought and centred, with ongoing safety monitoring embedded at every stage. Coordinated working with women's and children's services ensures timely,



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proportionate responses, reinforcing the Caledonian approach as a whole-family, safety-focused model.

MARAC: Collective Risk Management and Safer Outcomes

The Multi Agency Risk Assessment Conference (MARAC) is a cornerstone of WSS collaborative practice for women assessed as being at high risk of serious harm. MARAC brings together statutory and specialist partners to share intelligence, analyse risk and agree coordinated actions that reduce duplication and close safeguarding gaps.

WSS contributes research informed analysis for all women discussed at MARAC, strengthening the forum's understanding of:

- women's vulnerabilities and protective factors,
- patterns of coercive control and escalation,
- intersection with justice, housing, health and child related risks.

This contribution directly improves the quality and specificity of safety planning, ensuring actions are proportionate, timely and responsive to changing risk. The impact is twofold: women receive clear, practical safety measures aligned across services, and agencies operate with a shared understanding of risk, improving accountability and follow through.

Risk Analysis and Safety Planning: Evidence-Led Decision-Making

WSS utilises Safelives-aligned assessments alongside structured professional judgement tools to inform individual safety planning and system responses. In addition, WSS contributes to SARA v3 risk assessments, which focus on perpetrator behaviour patterns and victim vulnerabilities to assess the level and imminency of risk.

Using these tools collaboratively enables:

- prioritisation of the most relevant risk factors,
- clearer escalation pathways where risk increases,
- coordinated responses that link perpetrator management with survivor safety.

The combined use of victim-focused and perpetrator-focused tools strengthens the overall risk picture and supports more effective, preventative interventions.

Disclosure Scheme: Information as a Safety Intervention

The WSS Coordinator attends the fortnightly Disclosure Scheme (Right to Ask/Right to Know) forum, working with multi-agency partners to assess cases within the legislative framework. This collaboration supports women's access to information about risk, enabling informed decision-making and enhancing safety planning.

Through joint assessment and careful application of the scheme, women are supported to exercise their rights safely, with disclosure integrated into broader safety measures and support planning rather than treated as a standalone action.

Routine Sensitive Enquiry: System Change Through Collaboration

Learning from routine sensitive enquiry (RSE) undertaken in the previous year has led to meaningful changes across wider justice services. This learning has informed revised approaches and processes that ensure all women are asked, in a safe and consistent way, about experiences of domestic abuse, and are offered the opportunity to engage with WSS where GBV is identified.



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A learning needs analysis has been completed and continues to guide development. In 2026–2027, this work will focus on embedding formalised processes that ensure RSE is consistently applied and that referral pathways are clear, timely and accessible. The benefit is systemic: earlier identification, reduced reliance on crisis disclosure, and more equitable access to specialist support.

The work of the WSS Service is governed and supported through the '*Women Impacted by Justice*' working group.

Drug Testing & Treatment Orders

West Dunbartonshire's DTTO service is provided by an integrated care team working across West Dunbartonshire to support individuals whose offending is primarily due to their established addiction issues. The staff provide both medical intervention and social work support, encouraging recovery, reduced offending behaviour and promoting stability.

The team are working in partnership with local ADRS services to provide inclusive, wraparound treatment provision, supporting rehabilitation in the community. It is hoped within the forthcoming year, that a single use area will be completed to allow the team to provide a wider range of interventions and treatments and further support to the client group.

In late 2025 West Dunbartonshire was invited by the Scottish Government to take part in a 'proof of concept' for a new route into rehab, Community to Rehab (C2R). This was viewed as excellent news for a marginalised and vulnerable group however glaring gaps in the concept were raised due to who was able to be included in it. Service users on a Drug Treatment and Testing Order (DTTO), a direct alternative to custody for people who offend in relation to substance use, were not eligible to be considered for the pathway. This was despite being already involved in addictions services, with support and a clear link of drug use in relation to offending behaviour.

Appeals were raised to Community Justice Scotland and they adjusted the eligibility criteria and subsequently within West Dunbartonshire, DTTO were included within the concept. Since the implementation of the concept, around 14 service users have come through the initial investigation stage with 2 not progressing as were incarcerated. 2 determined as not currently suitable, 2 currently awaiting placement, 2 awaiting initial enquiries and 6 having had positive admissions into rehab facilities.

Case Study

Client A – Extremely vulnerable 43-year-old woman. Dependant alcohol user with poly substance use. Unresolved trauma and abuse regularly missing person and consistent non engager with most statutory services. Regularly offending with community-based sentences and has also been within custody previously. History of violent offences alongside acquisitive crimes. Has 2 children, both looked after and was around 5 months pregnant.



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Client was unable to sustain sobriety and was consuming up to 4 litres of spirits daily. She was extremely vulnerable for a variety of reasons including financial exploitation possible sexual exploitation and drug and alcohol use.

Large police involvement due to being reported as missing and unborn child being on the child protection register. On an order but not engaging, linked in with addictions but not engaging to any degree, viewed within ASP and has been offered support through women's support services. Wide variety of support available however not linking in with any.

Attended the service and was seen by professionals, seen and assessed and agreed with a plan of admission is possible to Kershaw unit for detox followed by rehab. The team involved worked extremely hard, in alignment with the court to keep client A safe. She appeared at court and in order to keep her safe and as was a flight risk, a proposal was made to remand until a bed was available. This was initially not agreed and she was housed within B&B accommodation. However, at a further appearance at court client A was remanded overnight, a bed was sourced and client A was able to be bailed straight to the medical detox facility.

Following this admission Client A was transferred into one of the C2R rehab facility, she settled very well into the facility and thrived; she engaged in all aspects of the recovery programme eventually giving birth. Initially the plan was for client A's child to be removed from her care however due to her significant progress and her determination not to return to West Dunbartonshire a further plan was made for her to be admitted to Harper House in Ayr with her baby. A multi-agency agreement has been made to close her ASP case due to risks being mitigated.

She continues to reside within the mother and baby part of Harper House, is on no medical treatment and is hopeful to re-establish contact with her older two children. This is an excellent exemplar of multi-disciplinary teams coming together utilising a '*whole-person, whole-family, whole-systems*' model with an extremely vulnerable client and working with her for an extremely positive outcome.

10. What activity has taken place to make restorative justice available to people and support them to access it, and what impact has there been as a result?

Restorative justice remains a challenge both nationally and locally, there have been issues with provision, funding the resource along with capacity to deliver within the justice team.

Consideration is being given to locally restorative justice activity through the mechanism of the 'Prevention and Early and Effective Intervention' working group, namely the enhanced use of the provision offered by SACRO 'STOP' resource that facilitates restorative justice for individuals who have been charged with hate crimes. The working group is committed to raising the profile of this resource and increasing referrals to



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SACRO as party of Diversion, Bail Supervision, ARS and Youth Justice in collaboration with stakeholder partners.

WD is working closely with Community Justice Scotland national activity to develop local restorative justice practices in the locality and is part of national meetings and national developments as part of local outcome improvement activity in this area. West Dunbartonshire justice services welcome and is committed to the opportunity to add restorative practices to its portfolio of community-based sentences and is committed to developing restorative practices and pathways in the locality.



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Priority Action Seven

Enhance individuals' access to health and social care and continuity of care following release from prison by improving the sharing of information and partnership-working between relevant partners

Nationally determined outcome:

More people have access to, and continuity of, health and social care following release from a prison sentence⁵

Local Evidence

- Health and social care circumstances/care plans are reflected in collaborative plans for release.
- Referral pathways and information sharing arrangements are in place to support timely access to health and social care supports upon release.

11. What activity has taken place to support people to access health and social care support after release from prison, and what impact had there been as a result?

Emergency Early Release of Prisoners

West Dunbartonshire's '*Custody to Community*' working group made significant progresses in terms of outcome improvement planning across 2024-2025. Since autumn 2024 the Scottish Prison Service initiated the emergency release of prisoners to ease pressures on the prison estates. New legislation has now been ratified to change sentencing guidelines and prisoners will now serve up to 40% of their sentences as opposed to 50% - with the rest of their sentences supervised in the community.

West Dunbartonshire '*Custody to Community*' working group has responded to and supported these changes by taking a co-ordinated agency/services approach to risk and risk management – ensuring robust communication and process pathways across and between stakeholder partners. The group has naturally evolved into 2 areas: Strategic Planning and Risk Management/Safety Planning.

The '*Custody to Community*' Vulnerability/Risk management & Victim Safety Planning Group met at the beginning of October 2025 to begin preparations for a whole-systems approach to managing risk and victim safety. This process proved hugely beneficial to children and families and housing/homelessness colleagues to support wider planning for service users and potential adult/child victims known to these services.

Following the Early release of prisoner's scheme, a protocol was established between children and families and justice social work ensuring information sharing in regard for risk and victim safety for those returning to the community following a custodial sentence. This protocol has proved to be beneficial and is now embedded as a core business practice.

⁵ National Indicator:

Number of transfers in drug/alcohol treatments from:

- custody to community



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West Dunbartonshire Justice Services has contributed to the Survey to quantify impact of Emergency Early Release (EER) being undertaken by Social Work Scotland. National and local Justice Social Work services have highlighted the increased pressure on pre-release planning, accommodation, benefits, and community support due to shorter custody periods.

Staff from homelessness services have also reported a strain on services as many residents who are being released are homeless, due to the housing crisis in West Dunbartonshire this is placing additional demand on an already stretched service.

Custody to Rehab (C2R) “Proof of Concept”

West Dunbartonshire Justice Services were invited to be part of the C2R concept by Community Justice Scotland (CJS). CJS have secured money from the Scottish Government to pilot a direct pathway from community to rehab modelled on the Custody to rehab pathway. West Dunbartonshire was initially funded for up to 4 places from October 2025 until March 2026.

Custody to Rehab pathways is proving to be hugely beneficial to justice service users in West Dunbartonshire such that West Dunbartonshire’s Community Justice partnership approached Community Justice Scotland (CJS) to request further places in line with demand, and this was granted. CJS have removed the limit on placements and residents can now be referred in line with local demand.

Since October 2025-April 2026 there have been 10 assessments undertaken, with 8 WD residents progressing into placements. As part of West Dunbartonshire’s commitment to C2R ‘proof of concept’, a data return has been requested and submitted to Community Justice Scotland providing local stats and qualitative data in the form of a case study.

This information was presented to the Scottish Government by Community Justice Scotland to evidence the need for continued and sustainable funding for this pathway.

There has been a draft local C2R guidance created to support a clear, unified, protocol and process for referral as part of shared partner commitment that promotes a ‘whole person’ approach to supporting WD resident in their recovery journeys.

The guidance contributes to mitigating service generated risk as part of systems or protocols and provide a step-by-step guide to the referral process, highlighting single and multi-agency responsibilities and undertakings. This has been developed in collaboration with West Dunbartonshire’s Alcohol and Drug Partnership to ensure synergy of process and protocol between health and community-based pathways to rehabilitation.

C2R Case Study.

Bonnie has been struggling with her alcoholism since the age of 14. She was raised in a household where her parents struggled with their alcohol addiction and as a result, she became a looked after child and was supported by CAMHS for the majority of childhood. Bonnie’s alcoholism brought her into conflict with the law both as a child and as an adult and it is clear that her substance misuse is a key driver of her offending behaviour.

Bonnie became a mother at age 27 and this was the catalyst to address her addiction; she became abstinent to prioritise being a good mother to her child. She maintained her



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sobriety for 8 years and was doing well and enjoying her family life. Bonnie is a victim of domestic abuse perpetrated by her child's father, she ended the relationship quickly after the birth of her child as she recognised the risk present to both her and her child and wanted her child raised in a healthy adaptive environment that was better than she had experienced in her own childhood.

Bonnie raised her child as a single parent until she entered into a relationship with a new partner. Subsequently her new partner became abusive and subjected Bonnie to an extremely violent physical attack and sexual assault as well as ongoing coercive control. To cope with this traumatic event Bonnie self-medicated with alcohol and quickly became entrenched in her addiction, she recognised that she was no longer able to care for or meet her child's needs and as such she placed him with a family member in kinship care.

By the end of 2025 Bonnie's alcoholism was so severe she was drinking up to 6 bottles of wine per day and the impact to both her mental and physical health became critical. Bonnie was supported by justice services, as part of a community payback order, and was offered a rehab placement through the Community to Rehab pathway, she entered the facility in January 2026 and thrived, her placement was extended, beyond the extension she felt that she required further support before returning to the community – she is determined to recover and get her son back in her care and be a good mother to him.

Bonnie subsequently moved to another recovery facility with a view that after three months she will seek a placement at a facility that supports parenting and family recovery to help both her and her child recover from the impact of her alcoholism, improve her parenting capacity and maintain a position of sobriety in her life.

Without access to the pathway, it is highly likely that she would have become further entrenched in her addiction with dire consequences for the life chances of her child. Thankfully the pathway was available, and she is now thriving and positive about her and her son's future. She is committed to living a healthy and productive life and being the best mum she can be to her child. Bonnie is now 4 months into recovery and seeking to regain custody of her child - this is an amazing achievement wouldn't have been possible without the availability of the pathway.

Health Needs Assessment of individuals in community justice in services and untried in custody. Community Justice Health Improvement NHS Greater Glasgow and Clyde.

West Dunbartonshire Community Justice Partnership contributed financially and provided authentic voices to innovative research that seeks to better understand the health needs of those serving community-based sentences and those on remand. This research is pivotal to outcome improvement planning for the '*Custody to Community*' working group and will inform commitments to the next Community Justice Outcome Improvement Plan 2027-2030.

<https://www.stor.scot.nhs.uk/handle/11289/580454>



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Penumbra: 'Talking About Mental Health' Toolkit

Community Justice NHS Greater Glasgow and Clyde have been working in partnership with Penumbra who have created a "Talking about Mental Health" toolkit for those working with justice populations. Working 4 U and Upside Voluntary Throughcare services were trained on the use of the toolkit in October 2025 and are now equipped to support justice populations as part of the collaborative "Fairer Futures" Project in partnership with Justice services. The Train the Trainer took place in November 2025.

The Community Justice Co-ordinator has been trained to deliver the materials and a workplan has developed to support the wider roll out of the resource in the locality. There will be a targeted approach to training delivery and will include justice services and closest partners in the first instance i.e. social work staff and Housing 1st staff.

The workplan and roll out of the toolkit is a collaborative approach between West Dunbartonshire justice services and the Scottish Prison Service health improvement team. A rolling training calendar is under development and the roll out of training is planned for October 2026.



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Priority Action Eight

Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage by fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas

Nationally determined outcome:

More people have access to suitable accommodation following release from a prison sentence⁶

Local Evidence

- SPS admissions and liberations information is shared with relevant partners to support suitable accommodation planning.
- Proportion of admissions where housing advice was provided.
- Percentage of people leaving prison who have been housed by the local authority and have maintained tenancy for more than 1 year

12. What activity has taken place to support people to access suitable accommodation following release from prison, and what impact had there been as a result?

In line with SHORE standards, data obtained from the Scottish Prison Service is shared with housing services on a weekly basis. This identifies points of contact and required actions for people in custody who have been sentenced or remanded. Initial contact is made to the relevant prison either by phone or in person and arrangements made to link in with prisoner. These appointments are carried out by the resettlement team either in the link centre, via agent visits or phone/video calls to prisons that are a significant distance from West Dunbartonshire. The resettlement team attends integrated case management meetings where appropriate.

The resettlement team meets with prisoners to identify housing needs and assess the risk factors for homelessness. This entails a collaborative approach with justice social work, health, police, and housing/homeless partners.

Tenancy sustainment is always crucial to the assessment. The Resettlement Team work closely with corporate debt and housing officers to ensure where possible the tenancy is maintained, and manageable payment plans are in place for any rent on release.

West Dunbartonshire Council's resettlement team have their own temporary accommodation flats which can be used for prisoner release if requiring homeless accommodation. The resettlement team work closely with justice services and the Sex Offender Liaison Officer has the responsibility for MAPPA cases and ensuring stable/suitable accommodation on release.

⁶ National Indicator:
Number of:

- homelessness applications where prison was the property the main applicant became homeless from



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The resettlement team also has the benefit of a supported accommodation worker who provides housing support in temporary accommodation. There is also close working with and referrals to Housing First to support justice service users with multiple and complex needs. Evidence demonstrates successful transitions from custody to both temporary and permanent accommodation through coordinated multi-agency approaches.

Due to the national and local housing crisis West Dunbartonshire Council is struggling with supply and demand for temporary accommodation to alleviate this pressure housing and homelessness services are having to make use bed and Breakfast accommodation which isn't the preferred choice of accommodation for justice service users.

West Dunbartonshire Council recognises the potential risk posed to both service users victims impacted by justice, and the wider community, and is committed to a resolve of this with the inception of the new housing/homelessness services strategic plan.

[Housing Solutions Strategy Summary 27.03.25](#)

The emergency release of prisoners has placed additional and often unexpected pressure on homelessness services, particularly when individuals are released with little notice and limited accommodation options in place. This has led to an increase in presentations from individuals at risk of homelessness on the day of release, requiring immediate assessment and intervention.

Services must respond quickly to secure temporary accommodation, while also addressing complex support needs such as mental health, substance use, and reintegration into the community. The emergency releases have added additional pressures to the existing challenges within homelessness services.



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Priority Action Nine

Enhance individual's life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services

Nationally determined outcome:

More people with convictions access support to enhance their readiness for employment⁷

Local Evidence

- Effective links between the Local Employability Partnership (LEP) and Community Justice Partnership supports:
 - i. local employment, education and training providers to respond to the needs of those with convictions
 - ii. local employment, education and training providers are confident and competent in providing effective conviction disclosure support
 - iii. local employers to develop more inclusive recruitment processes and employ people with convictions.
- Referral pathways are in place to connect people to appropriate services and support:
 - i. at commencement of, during and at the end of a CPO
 - ii. following release from custody.

13. What activity has taken place to support people to access employability support, and what impact had there been as a result?

West Dunbartonshire's Community Justice Partnership's employability, learning and training provision is supported heavily by West Dunbartonshire Council's financial inclusion partners Working 4U and The Lennox Partnership (TLP) to ensure that all residents who are part of justice, on the fringes of justice, or are justice impacted are supported to reach positive destinations by reducing barriers to employment and enhancing employability skills.

Working 4U and The Lennox Partnership are collaborators on various working groups:

- Prevention & Early and Effective Intervention
- Custody to Community
- Women Impacted by Justice

This has proved invaluable in terms of referrals and supporting the long term unemployed who have a desire to for employment and those struggling because they experience barriers to employment.

Within the context of the working groups collaboration approach, Working 4U have partnered with Scottish Families affected by alcohol and drugs (Sfad) and developed a

⁷ National Indicator:

Percentage of:

- those in employability services with convictions



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targeted approach to young people on the fringes of justice, or part of justice services to ensure that employability needs are supported.

West Dunbartonshire's Community Justice Partnership has been working closely with Working 4U to develop a partnership arrangement with youth justice and the "Thrive" & "Ready to Thrive" programmes to ensure that young people are being supported with employability needs at the earliest opportunity. Both service areas are ensuring referral pathways with relevant services and ongoing collaborative support to staff working with individuals with complex cases.

The Lennox Partnership (TLP) has also made traction in Low Moss and Greenock Prison estates and are now part of Integrated Case Management pre-release planning. This allows all West Dunbartonshire residents the opportunity to engage with an employability specialist key worker prior to liberation.

Routes out of Poverty: 'Fairer Futures' Initiative Governance: Community Justice Partnership – Prevention and Early & Effective Intervention working group

WD Justice Services are working closely with Working 4 U "Fairer Futures" Proof of Concept. Initially Working 4U secured money from the Scottish Government from October 2025 until March 2026 to support justice populations with a routes out of poverty agenda.

A strategic needs and strengths assessment was undertaken for each identified work strand to support the implementation and embedding of the Fairer Futures initiative, ensuring that the needs of each target group were met and that referrals were optimised by justice and justice partners teams.

There has been significant development and implementation work undertaken utilising a targeted approach to service provision operating through seven separate work strands:

1. Community to Rehab
2. Caledonian men's group
3. WSSS women's groups
4. Community based sentences
5. Education & Higher Education
6. Youth Justice
7. Justice Throughcare

Trauma Responsive Service Delivery

Each work strand is underpinned by a trauma responsive, needs led, person centred approach. Trauma informed organisations, systems and workforces are those that can recognise when someone may be affected by trauma, where the impact of trauma is understood and where systems and responses do no harm and support recovery. The key principles of a trauma informed approach are:

- Safety
- Trustworthiness
- Choice



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- Collaboration
- Empowerment

Trauma informed practice recognises that individuals may have a history of traumatic experiences which may impact on their ability to feel safe and develop trusting relationships with services and professionals and seeks to reduce the barriers to service access by collaboratively adjusting how we work to take this into account.

Community to Rehab – ‘proof of concept’ Project Aim:

WD CJP is currently contributing to a ‘proof of concept’ (in partnership with Community Justice Scotland) that supports individual to access residential rehabilitation as part of Justice Orders – this route is not currently available. By proving need, it is hoped that the Scottish Government will fund this model of recovery going forward.

This project will target those who are returning to the community following a stay in a residential rehabilitation facility. Residents will be returning to the community substance free and committed to an abstinence-based treatment plan of recovery. To support recovery, residents will benefit from structured and supported activity that addresses their rehabilitation needs by increasing protective factors such as employability, attendance at fellowship meetings, and continued engagement with ADRS and mental health services where appropriate.

This whole – systems approach to supporting the individual asserts that all their needs are understood and addressed in a person centred – needs led manner, facilitating stabilisation and progression to meaningful destinations that uphold ongoing recovery and hopefulness for the future.

Caledonian Men’s Programme Project Aim:

The Caledonian System men’s programme supports meaningful behaviour change for those who cause harm in their intimate relationships. Enhancing employability skills will provide service users with options and opportunity, supporting them to meaningful destinations by providing structured activity that will enhance confidence, efficacy, and self-esteem.

By championing the Caledonian Programme’s ethos of change, a targeted approach to this cohort will seek to reduce recidivism and support a pivotal shift towards whole-person and whole – life transformation.

Women’s Safety and Support Service (WSSS) Project Aim:

As part of supporting women in the justice system, this model will assume a gendered approach to engagement and reducing the unique barriers to employability that women face. Women who become part of justice system are disproportionately affected by Gender-Based Violence i.e. Domestic Abuse and Trauma - it is well evidenced in research that women involved with justice systems are overwhelmingly victims as well as perpetrators of crime and as such needs should be understood within this context.

A targeted approach to employability support for this cohort will seek to understand the unique challenges faced by women and provide them with realistic and meaningful opportunity to enhance and develop employability skills that will significantly improve life chances and opportunity. This whole – systems approach to supporting the individual asserts that all their needs are understood and addressed in a trauma informed, person



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centred – needs led manner, facilitating stabilisation and progression to meaningful destinations that uphold ongoing recovery from trauma and hopefulness for the future.

Community Based Sentences Project Aim:

As part of Prevention and Early & Effective Intervention, this model seeks to support those involved with the justice system by providing opportunity to meaningful destinations. This model seeks to reduce recidivism by supporting service users into structured meaningful activity at the earliest opportunity as part of court orders.

This model will target those on Diversion from Prosecution; Community Pay Back Orders; Fiscal Work Hours; Structured Deferred Sentences; and Bail Supervision. The model will support individuals with employability needs as part of their orders providing space, time and opportunity to improve skills and consider employability options that will enhance and improve life chances and opportunity.

Education & Higher Education Project Aim:

As part of Prevention and Early & Effective Intervention, this model seeks to support those on the fringes of justice system by providing opportunity to meaningful destinations.

This model seeks to engage with young people who have struggled with education and learning by providing them with an alternative pathway to develop and enhance their employability skills - supporting them to meaningful destinations.

Support service will work with those who have left education with a lack of formal qualifications or have withdrawn from higher education before attaining qualifications and as such experience increased barriers to employability.

This will provide young people with space, time and opportunity to improve skills and consider employability options that will enhance and improve life chances and opportunity.

Youth Justice Project Aims:

As part of Prevention and Early & Effective Intervention, this project seeks to support young people on the fringes of justice or already part of justice systems by providing opportunity to meaningful destinations.

The model recognises the intersectionality of adverse childhood experiences, poverty, and trauma as drivers for young people's offending. It will target young people that are part of EEI processes, CARM (Care and Risk Management) undertakings, Diversion from Prosecution; Community Pay Back Orders; Structured Deferred Sentences; and Bail Supervision.

The project will support individuals with employability needs as part of their orders providing space, time and opportunity to improve skills and consider employability options that will enhance and improve life chances and opportunity. This whole – systems approach to supporting the young people asserts that all their needs are understood and addressed in a trauma informed, person centred – needs led manner, facilitating stabilisation and progression to meaningful destinations that uphold ongoing recovery from trauma and hopefulness for the future.



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Statutory and Voluntary Throughcare Project Aim:

Statutory and Voluntary Throughcare support is provided to people on release from prison to ensure that their health and social care needs are met upon release - with a view to reducing recidivism by ensuring that the right support is provided at the time of need.

Employability is a key protective factor that will support this cohort to meaningful destinations and be contributory in preventing re-entry to custodial systems that hinder opportunity and negatively impact on life chances. Providing opportunity to enhance employability skills, and ultimately improve employability options, will support service users to thrive within the community setting and successfully sustain reintegration.

The proof of concept seeks to engage with services users to support them to a position whereby they see employability as a viable option, cognisant of the challenges and barriers faced by the justice population.

The initial proof of concept proved hugely successful, and the Scottish Government have awarded funding to continue with the initiative to March 2027. This news is greatly welcomed and allows justice services and Working 4U partners to continue and to develop our approach to service provision as part of ongoing commitment to a trauma informed justice service delivery model.

Financial Inclusion Partners & Routes out of Poverty Agenda Delivered by: Working 4U 2025-2026

Working4U registered 133 individuals with criminal convictions during 2025/26 and supported the achievement of 123 qualifications, including vocational and employability-focused certifications such as forklift truck licences, Mental Health First Aid, Horticulture, Introductory Barbering, and Community Development SVQs, helping to build skills and widen access to employment opportunities.

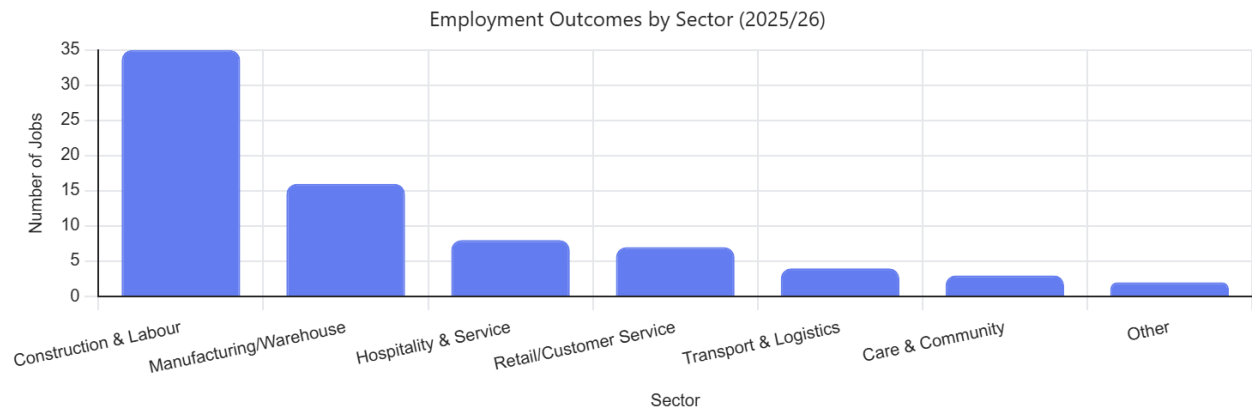
Within the same period, 72 individuals progressed into employment, predominantly moving into construction and manual labour roles, which account for the largest share of outcomes, including labouring, groundworks, and trades, often through temporary or agency work, with some progression into self-employment.

There is also strong representation in manufacturing, warehousing and processing roles, providing stable and routine employment opportunities. Smaller but consistent numbers are entering hospitality and service roles, alongside retail, customer service, and sales positions. Transport and logistics offer additional pathways, particularly where licences or specific skills are obtained. A smaller proportion are accessing care, community and third sector roles, often as trainee or part-time positions, indicating emerging progression routes.

Overall, outcomes highlight a concentration in high-demand, lower-barrier sectors, with evidence of gradual movement into more skilled and customer-facing roles over time.



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Priority Action Ten

Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services

Nationally determined outcome:

More people access voluntary throughcare following a short-term prison sentence⁸

Local Evidence

- Mechanisms are in place for partners to support people serving short term sentences.
- Proportion of people liberated from short term custody:
 - i. made aware of support
 - ii. accepting support offer
 - iii. with a co-ordinated pre-release plan in place.
- Mechanisms are in place to understand the views of people accessing voluntary throughcare to support improvement.
- Mechanisms are in place to understand the views of community justice partners in delivering voluntary throughcare to support the needs of people leaving short term custody.

14. What activity has taken place to support people to access voluntary throughcare? What impact had there been as a result?

National Voluntary Throughcare: Upside.Scot

The new National Voluntary Throughcare providers are now in place in the locality - 'Upside'. Local leads and community workers from the organisation have met with partners and are in the process of establishing clear referral and communication pathways.

Leads and community workers have also joined the Community Justice Partnership and relevant working groups to represent their organisation and contribute to a co-ordinated whole-systems approach to service delivery in WD. Upside partners also participate in Justice and Partners Information and Awareness Raising sessions that are hosted quarterly in the locality.

Working Groups:

- Women Impacted by Justice
- Custody to Community

The 'Custody to Community' strategic group, including Upside, met in November 2025 to support service preparedness for the emergency release of prisoners, ensuring that the health and social care needs of West Dunbartonshire residents were met on return to the local community.

⁸ National Indicator:

Number of:

- voluntary throughcare cases commenced



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Since Upside services Commenced on 1st of April 2025 there has been 2744 persons supported within first year of service. Within Pod 6 - 168 persons have been supported, 35 of which residing with West Dunbartonshire at time of release.

West Dunbartonshire's Community Justice Partnership hosted two targeted Information and Awareness Raising Sessions in October 2025 to raise the profile of the Emergency Early Release scheme and ensure that all residents returning to the locality are aware of the supports on offer from Upside partners.

The Emergency Early Release of prisoners has been a priority for Upside over the last six months presenting lots of challenges; confirmed date of release only known a few days before no time to plan and prepare for release. Despite this Upside have continued to tailor service provision to ensure that individuals are being offered the right support at the right time. The Upside team have built great relationships with West Dunbartonshire services especially with Housing/Homelessness services and Justice Services.

Upside has been working closely with West Dunbartonshire's Working 4U financial inclusion partners to ensure that access to the 'Fairer Futures' initiative is offered to every service user they support. Planning is underway for Working 4U staff to go to the prison estates and offer the support at the pre-release planning stage. This hadn't been possible as part of the EER process due to time constraints and capacity, however future outcoming improvement planning activity will incorporate a position of 'Fairer Futures' support being offered at the earliest opportunity so that individuals have the opportunity to engage with the Working 4U team prior to liberation.

Upside Year 1 report: <https://indd.adobe.com/view/a2c21d68-26b7-467e-ad2d-3e4dd0ddf2df>

Justice Social Work and Working 4U have been working closely with West College Scotland (WCS) to develop pathways to education from a custody setting transitioning back to community. This work is currently under development and is seeking to ensure that further education pathways are part of the portfolio of options on offer to WD residents as part of voluntary throughcare arrangements.



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Priority Action Eleven

Deliver improved community justice outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

Local evidence:

- Mechanisms are in place to support engagement in each local authority, specifically:
 - a community justice outcomes improvement plan (CJOIP)
 - a participation statement
 - an annual report on progress towards nationally and locally determined outcomes.
- Mechanisms are in place to support an effective interface between national partner organisations and their local representatives within Community Justice Partnerships.
- Evidence of mechanisms to engage non-statutory partners in strategic planning
- Use of the Care Inspectorate 'self-evaluation guide to support quality improvement for community justice in Scotland', with focus on Leadership and Direction

14. How has your partnership worked to develop local leadership and enhance strategic planning and collaboration? What impact had there been as a result?

WD CJP has created and developed the first Community Justice outcome Improvement Plan for the locality – CJOIP 2024-2027.

The CJOIP was created and developed in partnership with all stakeholder partners who collectively agreed the strategic outcomes priorities and their commitment to the thematic working groups. Each thematic Group is chaired by a stakeholder partner who lead on activity, data collection and analysis and co-ordinate the group's outcome improvement activity.

The CJOIP has a clear participation statement:

“WD CJP is committed to continue to engage with WD residents, listen to them, and empower them to influence, contribute, and shape, strategic outcome priorities and enablers across and between all facets of WD Justice Service's portfolio. To inform our Community Justice Outcomes Improvement Plan (CJOIP), WD CJP created engagement and participation opportunities with justice service users (previous and current), justice staff and managers, partner members of the CJP, and the wider workforce and community”. Participation activity is detailed fully in the CJOIP.

The input from partners has been excellent and has allowed for varying work streams to be progressed. Of note the partner who contribute to WD CJP without any statutory obligation are:



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- Council for Voluntary Services (CVS)
- West College Scotland (WCS)
- WDC Working 4U
- Stepping Stones
- With You
- Upside
- Action for Children
- WDC Education Services
- SFAD
- WDC Health Improvement
- Blue Triangle

In terms of national partnership working the Community Justice Co-ordinator sits on the following National Groups:

- MATSIN Justice Forum
- National VAWG Partnership
- Health Improvement in Police Custody (Police Scotland Targeted ((ToM) Operating Model)
- Community Justice Health Improvement NHS GCC Strategic group
- Action on Perpetrator Network: SafeLives
- Cross – Cutting Policy Agendas Peer Network: Improvement service
- Centre for Young People's Centre for Justice (CYCJ) EEI Group
- CYCJ – Secure Care Forum
- COPFS – Engagement with Community Justice Leads
- CJS – Restorative Justice Development Forum
- The Scottish Recovery Consortium

WD Justice Social Work Officer sits on the following National Groups:

- Social Work Scotland; Justice Standing Committee
- Prevention and Early Intervention Operational Forum (chair)
- Prevention and Early & Effective Intervention Strategy group (vice chair)

WD CSWO sits on the following National group:

- National Chief Social Work Officers group

Community Justice Partnership Working Group Partners

Arrest Referral Scheme

- Police Scotland
- ADP Coordinator
- Community Justice Coordinator
- Interim Senior Charge Nurse for Police Custody & Clinical Lead for the National
- Police Care Network National Services Scotland
- Service Manager WOS Sexual Assault Service & GG&C Police Custody
- Stepping Stones



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- With You

Custody to Community

- WD Housing Resettlement Team Leader
- Community Justice Co-ordinator
- Scottish Prison Service
- Justice Services Manager
- WD Homelessness Manager
- Addictions
- Recovery Coordinator
- NHS GGC CJ Health Improvement Lead
- The Lennox Partnership
- West College Scotland
- Integrated Operations Manager Adult Mental Health Services
- CJ SW
- Blue Triangle
- Department for Work and Pensions
- Social Security Scotland
- Alternatives
- Upside – NVTC

Women Impacted by Justice

- Community Justice Co-ordinator
- WSSS Co-ordinator/ Caledonian Operational Manager
- Trauma Informed Practice Lead
- VAWG Lead
- Health Improvement Lead
- Gypsy/Traveller Community Rep
- Employability- Lennox Partnership
- Working 4U Officer
- MARAC Co-ordinator
- Team Leader Supported Accommodation
- Team Leader (Homeless)
- Assistant Service Manager – Blue Triangle
- Upside: National Voluntary Throughcare

Prevention and Early & Effective Intervention

- Scottish Fire & Rescue Service
- Youth Liaison Officer Lead Polic Scotland
- WDC Education Support Officer
- Child Protection Lead Officer
- VAWG Lead Officer
- West College Scotland
- Trauma Informed Practice Lead
- Working4U Team Leader/Youth Alliance
- Community Justice Co-ordinator
- The Promise Manager
- Routes Project
- WD Health Improvement Senior



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SDS – School Non-attenders

- Working 4U
- Health Development Officer

Caledonian Steering Group

- Justice Services Manager
- CJ Senior Social Worker: Men's Programme Lead
- CJ Senior Social Worker: Women's Safety and Support Service Co-ordinator
- Community Justice Coordinator
- Police Scotland
- Child Protection Lead Officer
- Domestic Abuse EEI Co-ordinator Children & Families Social Work
- Children & Families Senior Social Work
- School Nursing

West Dunbartonshire's Community Justice partnership is committed to undertaking self-evaluation activity at the beginning of 2027. Self-evaluation will support and inform the inception of the new Community Justice outcome Improvement Plan 2027-2030



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Priority Action Twelve

Enhance partnership planning and implementation by ensuring the voices of victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

15. How has your partnership worked to understand and incorporate the voices of victims of crime, survivors, those with lived experience and their families into partnership planning and implementation? *What impact has there been as a result?*

West Dunbartonshire's Community Justice Partnership has made significant progress to ensure that service provision and delivery is borne out of co-production and shape by authentic voices. West Dunbartonshire's Community Justice Partnership has been working in partnership with West Dunbartonshire Council's Strategy and Transformation Team to create and develop Authentic Voice 'Minimum Consent Standards' in a bid to uniform all AV/lived experience activity across WDC and WD HSCP and ensure that the rights of those offering authentic voice input is both safeguarded and protected ethically and morally.

Between April 2025 – April 2026 West Dunbartonshire's Community Justice Partnership prioritised Authentic Voice (AV) activity to ensure that all service design and delivery was shaped by experts by experience. The original CJOIP working groups included a stand-alone Authentic Voice working Group to ensure that this activity was both visible and prioritised across all areas of justice and community justice business. A decision was taken at the CJP in November 2025 to disband the AV working group as this activity is now firmly embedded into all work strands which is the gold standard WD CJP had hoped to achieve. AV activity is now a crucial aspect of core business that each working group has a responsibility to report on.

Heath Needs Analysis NHS GGC

WD Justice Services are collaborating with NHS GGC to better understand the health needs of community justice populations. The qualitative report has been published, and Phase 2 of the project has commenced with data transfer and seeding activity underway.

<https://www.stor.scot.nhs.uk/handle/11289/580454>

Community Based Sentences

WD Justice Services has developed pre/post measure to ensure that the voices of service users are captured for all community-based sentences. This is being collated using Microsoft Forms and will be analysed annually as part of outcome improvement planning.



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Within Unpaid Work services, Microsoft Teams Forms have been introduced as a mechanism for gathering service user feedback from individuals who have completed their orders. This has improved accessibility and increased opportunities for participants to share their experiences of the service. Feedback collected covers areas such as satisfaction with the support provided, personal development, skills gained, and the perceived positive impact of unpaid work.

The information gathered through Teams Forms is reviewed regularly and is used to inform service improvement, quality assurance activity and future service planning. The combination of outcome data from the Justice Star and direct feedback from individuals completing unpaid work strengthens the service's evidence base and ensures that the voices of people with lived experience are reflected in the ongoing development of community justice services.

Next Chapter Scotland

'Next Chapter Scotland' engaged with justice services users to better understand the challenges and barriers that are faced by those who are or have been part of justice systems. West Dunbartonshire was included in the report and recommendations and learnings will be considered to inform the next strategic community justice outcome improvement plan.



What is the Point
report FINAL.pdf

Action for Children

Action for children are supporting embedding 'The Promise' in West Dunbartonshire and hosted an authentic voice event to raise the profile of the Promise and ensure that the voices of children and young people, including those on the fringes of justice or justice impacted, are heard in terms of systems and practice changes to improve outcomes. The event was called "Unheard Voices, Unbroken Spirits" and was showcased to senior managers and decision makers across October and November 2025.

The event was so successful it was invited to be showcased at the Edinburgh Fringe festival:

"Authentic, Emotional, Real: The Care-Experienced Musical Giving Centre Stage to Scotland's Unheard Voices EDINBURGH, AUGUST 2026 - This August, TAME makes its highly anticipated Edinburgh Festival Fringe debut with 'Unheard Voices, Unbroken Spirits', a brand-new original musical that shatters the silence surrounding the care system in Scotland. Performing at the Gilded Balloon Patter Hoose (The Big Yin), this is not just a show; it is a vital act of authenticity, written and performed entirely by young people with lived experience of the care system. 'Unheard Voices, Unbroken Spirits' follows a close-knit group of friends as they navigate the complexities of "the system," finding love, facing loss, and battling the shadows of mental health. While the musical tackles heavy themes - including suicide and the systemic failures of care - it is



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ultimately a celebration of the "unbroken spirit" and the resilience of a community often spoken about but rarely spoken to. Authenticity as a Superpower is what sets this production apart is its unwavering commitment to lived experience. Produced by TAME, an emerging production company dedicated to providing career opportunities and skills development to young people who otherwise wouldn't have had the opportunity to access the arts, the show is built on a foundation of radical authenticity. The cast all come from backgrounds of care or lived experience, allowing them to bring a depth and truth to the stage that is rarely seen in mainstream musical theatre. To maximize the impact of this debut, the production features a double cast of young performers who take the stage on alternate days. This unique structure ensures that as many young people as possible can access the life-changing professional experience of a full Fringe run. From Grassroots to the National Stage The show arrives at the Fringe following a wave of momentum from their humble preview performances. Previous audiences have described the work as "vital," with many noting they finally felt "represented" on stage for the first time, stating that the show was "just what they needed" to feel seen, heard and less alone. The production's cultural significance was recently recognized when the company was invited to perform their finale number at an event at the Scottish Parliament. A Mission to Dismantle Stigma Producer, Director, and Composer Talia Maysey, alongside Writer and Co-Creator Lauren Boyle, have crafted the show to be a catalyst for change. "My goal is that this show can begin to break down the barriers of misinformation and tackle the stigma of being care experienced," says Talia Maysey. "I want people to feel seen and heard in this process in a way they never have before. I want to show everyone that anything is possible—no matter your background or the journey you took to get there." Lauren Boyle adds "I want to show the good and bad parts of being care experienced, to help kids that feel lost and scared, to show them that there are other people that are the same. Just because now is rough and scary, it doesn't determine your whole future.""

Event Reviews:

https://url41.mailanyone.net/scanner?m=1x9mzx-0000000FA9c-2W9w&d=4%7Cmail%2F90%2F1790269800%2F1x9mzx-0000000FA9c-2W9w%7Cin41v%7C57e1b682%7C24902407%7C17005207%7C6AB55A09ED7D32430A23D475F18E085B&o=%2Fphtr%3A%2Fdtsg.iveoolegim.cedrvo%2Fsl%2Ff1er%2FodRR0hTXQvKbl3c-zJzuiJJFwHEha2QduNoip%3Dr%3Fsknil_ev&s=VYbk51bZwoHI58-HsZa1ligYTjE

As a result of West Dunbartonshire's justice services community engagement events, a donation from a local community group was given to support the ongoing work of the community justice Partnership. This donation was gifted to Action for Children to support the critical work they do supporting local children who are justice impacted.



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Women Impacted by Justice working group: Discovery Activity

As part of a collaborative approach with SafeLives the Women Impacted by Justice working group has engaged with discovery activity in the locality to better understand the journey of women who have experienced domestic abuse, involvement with justice systems, from the point of arrest through to prosecution. The discovery report was heard at the Justice conference in June 2025 and embedding the recommendation from the report is being considered by both West Dunbartonshire's Violence Against Women * Girls Partnership and Community Justice Partnership a part of a unified response to improving outcomes for women involved with justice systems.

Discovery Report 2025–2026 – Key Learning

The Discovery Report 2025–2026 reinforces that domestic abuse is a central driver of women's contact with the justice system. Key impacts include:

- High prevalence of repeated and cumulative abuse- Women involved in the justice system often report long histories of emotional, physical and coercive abuse, frequently from multiple perpetrators.
- Criminalisation of survival strategies- Offending is commonly linked to homelessness, substance use, debt, breaching orders for survival, or remaining in proximity to perpetrators.
- Escalating risk at justice transition points- Arrest, remand, sentencing, release and child protection interventions frequently coincide with heightened risk of abuse and exploitation.
- Compounded vulnerability during pregnancy and motherhood- Pregnant women and mothers experience increased scrutiny, fear of child removal and barriers to engagement, amplifying trauma and stress.
- System-generated harm and powerlessness- Rigid processes, inconsistent thresholds and poor information-sharing can inadvertently increase women's risk and erode trust.
- Disproportionate impact on engagement and wellbeing- Trauma histories affect women's capacity to comply with justice requirements, attend appointments and sustain engagement—often misinterpreted as non-compliance rather than unmet need.

A workplan is currently underway to undertake embedding the recommendations from The Discovery report. This plan will be a whole-systems plan involving all justice services from the point of arrest through to prosecution. There is a clear training gap for understanding violent resistance and the CJ Co-ordinator is developing this training as part of outcome improvement planning. It is anticipated the training will be ready for delivery as part of 16 Days of Action for VAWG 2026.

<http://www.wdhscp.org.uk/media/2988/womans-justice-journeys-document.pdf>



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Scottish Fire and Rescue Service (SFRS) in West Dunbartonshire continue to partner with the Scottish Parole Board to support Scotland's Safe Space Initiative. A developing focus on the needs of victims, and recent legislative change resulted in new rights for victims in the parole process has led to the need to create a new Victims Team. The Team is dedicated to improving the service received for victims across Scotland and ensure they have a voice in the Parole Process. This initiative has allowed the Parole Board Victims Team to gain a location to hold an observation across any locality with ease.

Authentic Voice Group – Creative Recovery Project Summary

During 2025–2026, an important additional outcome for the Women's Safety and Support (WSS) Service was the development of the Authentic Voice Group, a participation-based initiative designed to centre lived experience and support recovery through creative expression.

Over a three-month period, the group collaborated with Breaking the Mould, a specialist organisation delivering trauma informed creative workshops. Funded by the Police Commander's Fund, the project enabled women affected by domestic abuse to engage in the design and creation of sculptural masks, using art as a medium to explore, express and process their experiences of abuse and recovery.

The creative process was structured but flexible, recognising the importance of safety, trust and pacing in trauma informed work. Participants were supported to reflect on their experiences through guided sessions, gradually translating complex and often internalised feelings—such as isolation, fear, confusion and self blame—into visual form. The use of mask making symbolism provided a powerful framework, allowing women to explore the contrast between external presentation (“masking”) and internal lived experience (“unmasking”).

Inspired by the concept of kintsugi, the sculptures intentionally incorporated visible “fractures” repaired with gold and silver elements. This artistic approach enabled participants to represent harm without minimising it, while also symbolising recovery, identity rebuilding and the reclaiming of voice. Importantly, the process did not portray trauma as something that strengthens individuals, but instead recognised recovery as a deliberate, ongoing and often complex journey.

Outcomes and Impact

Participation in the group resulted in meaningful individual and collective outcomes:

- Improved wellbeing and emotional expression: Women were able to safely explore and articulate experiences that were previously difficult to express verbally.
- Increased confidence and self-understanding: The creative process supported reflection, helping participants make sense of their experiences without self-blame.



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- Peer support and reduced isolation: Group activity fostered connection, validation and shared understanding among participants.
- Empowerment and voice: Women contributed directly to shaping the project narrative, moving from service users to active contributors and educators.

Upside: Authentic Voice

Upside voluntary through care providers have also undertaken authentic voice work and learnings will be included in outcome improvement activity 2027-2030.

[Upside Voices Report 2025](#)

Trauma Informed Practice: Recognising the impact of secondary and vicarious trauma on the workforce

West Dunbartonshire justice services staff embody a trauma responsive workforce. As part of ongoing development and a commitment to trauma informed practice, WD justice services business manager and the community justice co-ordinator collaboratively development a protocol for staff who had been exposed to traumatic events as part of their work as a front of house service. It was recognised that trauma informed staff support was essential to ensure that the needs of the workforce were met when exposed to traumatic incidents. The protocol was put in place in April 2025, and this has proved to be hugely valuable in supporting the needs of business staff who are inadvertently the first point of contact for traumatised service users.



Business Support
Trauma Informed Supervision
Justice Services Staff

The impact on staff working in services where there are a high prevalence rates of traumatised service users' needs consideration. Justice services staff are often dealing with very challenging circumstances and are exposed to Secondary Trauma and Vicarious Trauma as a consequences of continually dealing with trauma in service i.e. dealing with disclosure, observing significant physical injury or dealing with highly traumatised people who can be very challenging to engage with. In Justice, working and dealing with the impact of trauma is an everyday undertaking – staff often deal with distressing disclosures of harm, support services users through police or court processes, deal with aggressive and hostile behaviour toward them and witness the devastating impact that trauma has on the person and the families they support. It is imperative that the burden of working so closely with trauma in the workplace is recognised as a traumatic experience for workers that can lead to high levels of burn out, high levels of sickness, high levels of staff turnover and compassion fatigue, with many workers choosing to leave the profession altogether due to the immense emotional burden it creates for the person and their family life. It is essential that we deliver Trauma Informed Practice within the workplace to the workforce. Having a supportive, understanding and empowering workplace culture can ensure staff feel valued and respected at work.

There are steps that managers can take to support staff who are impacted by trauma in their day to day jobs:

1. Trauma Responsive Care of Staff
Staff welfare is paramount following any distressing situations, staff will be fully supported by due process, and additional supports will be offered:

> **Peer Support**
Time will be allocated in team meetings to review any particularly challenging circumstances that staff have worked through, this will also be supported by a facilitated therapeutic discussion.

> **Supervision**
Staff will continue to be supported by means of the supervision process and line managers will check in with staff in terms of recovery from the incident. If staff feel they need additional supervision do not wait until scheduled supervision, requests for supervision meetings with line managers should be made as soon as possible. Equally managers should identify staff that they feel could benefit from extra supervision and be pro-active in arranging extra supervision sessions.

> **Flexibility in roles**
Reasonable allowances will be made for particularly distressing incidents that will support staff to recover from any traumatic impacts.

> **Specialist Support**
If particular incidents have left staff needing specialist support or ongoing support – please speak to your line manager who will escalate this through the appropriate channels.

Questions that will support a facilitated discussion during supervision:

1. What do you need from me as your line manager?
2. What do you consider to be the impact of the traumatic event and the effects it has on your ability to execute your role and responsibilities?
3. How do I support you with your day to day responsibilities?
4. How do I support you in your role going forward?
5. Are there reasonable adjustments I can make that would improve your occupational health?
6. How often would you need/like supervision to take place following a traumatic event at work?
7. Do you need me to escalate concerns to Human Resources or Occupational Health (where appropriate)?
8. Are you aware of specialist supports in the local authority and how to access them? (i.e. staff counselling helpline etc.)
9. Are there any other support I can provide that we haven't discussed?



Community justice outcome activity across Scotland: Local Area Annual Return Template

Raising the profile of Women Impacted by Justice: VAWG & Justice Systems

As part of West Dunbartonshire's ongoing commitment to improving outcomes for women affected by domestic abuse the community justice co-ordinator delivered a bespoke input at the "*COPFS Engagement with Community Justice Leads*" quarterly meeting for Strathclyde Sheriffdom. The session was intended as a call to action for all partners – recognising the harms caused due to violence against women and girls. The session was well received and generated much discussion in terms of a partnership approach and shared responsibility to outcome improvement planning for women and children/young people impacted by VAWG.



COPFS VAWG
Presentation Final.pdf

Cross Cutting Policy & Agendas: Justice Services, Child Protection and Adult Support and Protection

As part of ongoing commitment to shared priorities for child protection and adult support and protection, West Dunbartonshire's community justice co-ordinator has undertaken the role of co-chair for the child protection and adult support and protection learning and development sub-committee. This has been hugely beneficial in terms of the development of a shared understanding of risk, safety planning, and workforce development, ensuring that child protection, adult support and protection and VAWG is understood as everyone's business. As part of this work justice services contributed to Learning Reviews undertaken by the Child Protection and Adult Support and Protection Committees. Justice services is committed to the application of a partnership approach to making West Dunbartonshire's residents and communities safer.



Community justice outcome activity across Scotland: Local Area Annual Return Template

Priority Action Thirteen

Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice

Nationally determined outcome:

More people across the workforce and in the community understand, and have confidence in, community justice⁹

Local Evidence

- Community justice partner contribution to joint activity across policy areas to tackle stigma.

16. What partnership-driven activity has taken place to improve understanding of and confidence in community justice across the workforce and local community?

To support this priority area West Dunbartonshire's Community Justice Partnership has hosted multiple information and awareness raising sessions and development sessions across the locality targeted to multi-agency partners.

The partnership also hosted its first community justice conference in June 2025. The event raised the profile of the Community Justice Outcome Improvement Plan and included keynote speakers – raising the profile of the importance and benefits of community-based sentencing as part of understanding justice through a trauma informed lens.

“Trauma Informed Justice” Conference 2025

Objectives

1. To increase awareness and support of West Dunbartonshire's Justice Services and Community Justice Partnership.
 2. To demonstrate West Dunbartonshire's progress, and continued commitment, to delivering National and Local Outcome Improvement Planning for Community Justice in West Dunbartonshire.
- Key Performance Indicators:
 - Delegates reporting a greater understanding of and confidence in community-based sentences
 - Delegates supportive of a trauma responsive approach to justice and supporting this model of service delivery
 - Stakeholder Partners attending the event
 - Evaluation of event

⁹ National Indicator:

Percentage of people who agree that:

- people should help their community as part of a community sentence rather than spend a few months in prison for a minor offence



Community justice outcome activity across Scotland: Local Area Annual Return Template

- Develop a shared understanding of local priorities

Objectives

1. To demonstrate how partners work together to deliver a 'whole-person', 'whole – family', 'whole – systems' approach to service delivery, reducing recidivism and supporting WD residents to positive destinations.
2. To raise the profile of the core business of Community Justice and partner services.
3. Governance structures (VAWP/CJP/ADP/Public Protection Cog etc.) that underpin services to be understood and transparent.
4. Delegates to understand referral pathways to services.

The event evaluated excellently with Councillor Fiona Hennebry also posting a noteworthy review of the conference on social media.

"Yesterday I had the privilege of attending West Dunbartonshire community justice partnership conference on trauma informed justice. The conference was held on the third anniversary of the partnership being set up and hearing how far West Dunbartonshire had come in a short space of time was truly inspiring.

The conference consisted of keynote speakers and spotlight events from across the sector and third-party organisations, giving real insight into the work across Scotland and West Dunbartonshire.

I have been aware of trauma informed practices for a few years now but had honestly not thought about it being applied to the justice sector. Very quickly it all made sense, how do we break the cycle of generational trauma if we do not apply trauma informed practice to all areas of society?

We constantly hear about our prisons being overcrowded and prison staff overwhelmed with the job they have keeping everyone safe. We hear about people with addictions having no access to support or rehabilitation in prison so when they are released, they lapse back in to offending and addiction. Very rarely do we hear about the success of community justice and the work that goes on in our own communities and believe me there is plenty of evidence of success in West Dunbartonshire.

What came across to me loud and clear is that the funding for community justice partnerships falls far short of what is needed to be able to provide a trauma informed service for everyone and that politicians locally and nationally need to start listening and addressing the shortfalls in our drive for change. However, the passion from everyone involved far outweighs the shortfall in funding, the drive to stop accepting that "it's West Dunbartonshire" that is why we have the second highest rates of domestic violence. The desire for change starts from within, the bold decisions start to see reward, and we can change the path of West Dunbartonshire and stop the generational trauma continuing.



Community justice outcome activity across Scotland: Local Area Annual Return Template

West Dunbartonshire is being bold the Caledonia programme launched with no funding from @scotgov, but the community justice partnership took the decision to implement Caledonia so that the cycle can start to be turned from within and it is being turned!

My thanks go to everyone from our justice department and our @wdhscp for organising yesterday's conference and for inviting me to be part of your conference."

Thank you to the inspirational speakers and our community justice colleagues you have certainly inspired me to be bold and continue to strive for change within West Dunbartonshire and break the cycle of trauma in all areas of society."

Justice Conference 2025

<https://forms.cloud.microsoft/e/D6GAa5vgH1>



Conference Schedule of Events.zip

Information and Awareness raising Sessions 2025-2026

<https://forms.cloud.microsoft/e/N4UmhDCxpr>

Diversion Development Sessions 2025-2026

<https://forms.cloud.microsoft/e/xTUhRiM1ar>

<https://forms.cloud.microsoft/e/hHB353yuqW>

Justice Service Development Sessions 2025

<https://forms.cloud.microsoft/e/qcf9qkmV40>

Emergency Early Release of Prisoners: Whole-Systems Outcome Improvement Planning 2025

<https://forms.cloud.microsoft/e/mFT7GyQ9V1>

<https://forms.cloud.microsoft/e/JgryMxYaF6>

Electronic Monitoring Information and Awareness Raising Session 2025

<https://forms.cloud.microsoft/e/TWwq7cCjaS>

In recognition of the work of justice social work and community justice services, Justice Services won Leadership Team of the Year at WD HSCP staff awards March 2026. Justice Services manager, Laura Smith, and the justice services team were delighted to accept the award along with the recognition that the team have *'worked together to make a significant contribution to the people we serve under significant pressure and difficult circumstances.'*



Community justice outcome activity across Scotland: Local Area Annual Return Template

17. Look ahead for your local area. Please tell us what the next steps are for your partnership.

Community Justice Partnership and Working Groups Outstanding Work 2026-2027

1. Learning Report: Youth and Adult Diversion Development Sessions
2. Create a resources directory for EEL & Diversionary activity for youth and adult justice
3. 3 years stats collations for Working Group data:
 - Women In Justice
 - Caledonian
 - Arrest Referral Scheme
 - Custody to Community (including long term prisoners throughcare)
 - Prevention and Early Intervention
 - Employability
4. HSCP web design – resources for Justice & Community Justice produced for inclusion
5. Workplan: Actioning the Women in Justice Discovery Report
6. Standard Operating Protocol for Caledonian
7. Standard Operating Protocol for sharing EER/Planned release details with partners
8. Shared Justice and Community Justice Self-Assessment and Trauma Lens Self-Assessment
9. Workplan: Actioning Head Injury Recommendations
10. Fairer Futures Learning Report
11. EER – SPT40/30 – Learning Report
12. C2R – Learning Report
13. CARM local process embedded- Children's Care and Justice (Scotland) Act 2024 – fulfilling statutory duties.
14. CARM Information and Awareness Raising Sessions hosted.
15. Roll out Penumbra MH Training x3 deliveries 2026-2027
16. Information & Awareness raising sessions x3 deliveries
17. Dash-Ric Training x3 deliveries
18. DAAMH-I training x1 delivery
19. Understanding Violent Resistance training created.
20. New CJOIP 2027-2030

The Community Justice Partnership is due to publish its next three-year Outcome Improvement Plan in 2027. The new CJOIP will build on the success of the current outcome improvement plan and continue to engage in discovery activity to ensure an ongoing commitment to improved service development and delivery that meets the needs of justice service users and those who are justice impacted in West Dunbartonshire.

Projected Community Justice Outcome Improvement Plan 2027-2030

1. SNSA for Electronic Monitoring and Home Detention Curfew – workplan for embedding recommendations
2. Embedding Discovery Report recommendations



Community justice outcome activity across Scotland: Local Area Annual Return Template

3. Outcome improvement planning from shared Justice and Community Justice Self-Assessment and Trauma Lens Self-Assessment
4. SNSA for Bail & Remand – workplan for embedding recommendations
5. Implementing and embedding the recommendations from the HNA.
6. SNSA for EM and HDC – workplan for embedding recommendations
7. Embedding Discovery Report recommendations
8. Outcome improvement planning from shared Justice and Community Justice Self-Assessment and Trauma Lens Self-Assessment
9. SNSA for Bail & Remand – workplan for embedding recommendations
10. Implementing and embedding the recommendations from the HNA.
11. Supporting those with ASN/Head Injury/ Learning Difficulties
12. Embedding CARM and embedding robust Youth Justice service
13. Raising the profile of Violence Resistance and improving service responses to this.
14. Raising victim safety profile and improving responses to victims
15. Enhancing Quality Assurance through performance and audit activity.
16. Working with partners to maximise funding and accessibility to external funding to improve outcomes by enhancing resources.
17. Commission and improve the use of restorative justice practices in WD
18. Move away from an ableist model of service development and delivery – create inclusive systems and resources.
19. Improve partnership working with education and higher education.
20. IIA –EIA for new CJOIP
21. Implementing & embedding Domestic Homicide legislation
22. Establishing a funding and opportunity working group to support continued CJP development

The Community Justice Outcome Improvement Plan 2027-2030 will be presented at the next Community Justice Conference proposed for winter 2027.

