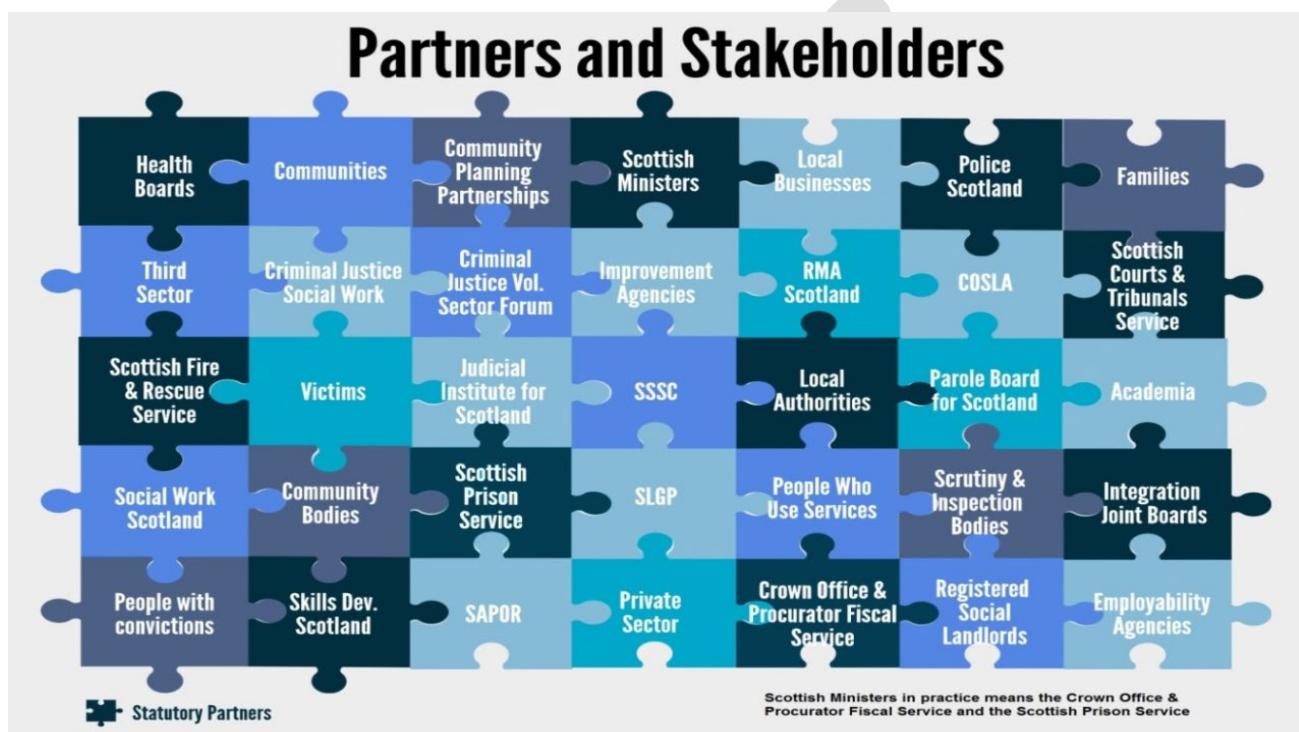


**Collaborating to improve community justice outcomes
across a diverse geographical landscape**



Our vision is in line with Scottish Government vision for:

**A just, safe resilient Argyll & Bute and Scotland.
Issues of Justice affect us all.
Justice is the concept of fairness.**

Argyll and Bute Community Justice Plan 2024 - 2027

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Foreword

To be inserted following consultation

What is Community Justice?

The National Strategy for Community Justice provides the following definition:

Community justice is principally about organisations working together to ensure that people who have offended address the underlying causes of their behaviour and pay back to the community where appropriate. It aims to encourage rehabilitation, reduce reoffending, and protect the public, leading to fewer victims and safer communities. This requires a strong partnership working approach at each point of the justice system, from the point of arrest, through to integration into the community. Public protection remains our first priority, with robust risk management systems in place to ensure that, where appropriate, those who have committed offences can be managed safely and effectively in the community. In the long term, our ambition is to use prison only for those who pose a risk of serious harm.

National Context

The Scottish Government introduced the [Community Justice \(Scotland\) Act 2016](#) which places a statutory duty on a range of local and national bodies to improve outcomes for people within, or on the edges of the justice system with a focus on reducing/eliminating reoffending. They are:

Argyll & Bute Council
Argyll & Bute Health & Social Care Partnership
Scottish Fire and Rescue Service
Police Scotland L Division
Highland Health Board
Skills Development Scotland
Scottish Courts and Tribunal Service
Scottish Ministers, represented locally by:
Scottish Prison Service & Crown Office and Procurator Fiscal Service

This list below is the national planning context for community justice. Links to these documents can be found on page 15.

Vision for Justice in Scotland – National Strategy for Community Justice

National Strategy for Community Justice Delivery Plan

The delivery plan details the agreed activity which the Scottish Government and national community justice partners are taking forward to drive improvement and address each of the priority actions in the strategy. Progress towards the delivery of the actions in the plan will be monitored by governance structures which are coordinated at a national level.

Community Justice Performance Framework

The CJPF sets out nationally determined outcomes which are to be achieved in each local authority area, and the indicators which are used in measuring performance against these.

The CJPF is to be used by statutory community justice partners, continuing to apply and monitor the commitments of the National Strategy for Community Justice and Community Justice Scotland

Community Justice Scotland Improvement Tool

The Community Justice Scotland improvement tool sets out the local evidence that will supplement the national indicator data in the CJPF. Local evidence can provide further context to better understand outcomes in relation to the nationally determined outcomes and inform how to deliver services in a locally determined way.

Care Inspectorate Self-evaluation Framework

The Care Inspectorate's guide to self-evaluation for community justice in Scotland promotes collaborative self-evaluation and provides a range of quality indicators to support community justice partners in providing improved life chances and outcomes for people with lived experience of community justice in Scotland.

Argyll and Bute Context

Argyll and Bute Community Justice Partnership is required to consider each element of the national framework and develop a Community Justice Plan that reflects local circumstances and needs.

Local Community Justice Partnerships are required to consult, engage and involve a range of communities of interest in local planning and delivery. Third sector, people delivering community-based sentences; people serving community-based sentences; people leaving prison; and wider communities.

In the development of this plan a wide range of individuals and organisations have participated in discussions focused on what's working, what's not and what our collective potential for improvement is. Further details on organisations and services can be found at page 18, it is a statutory requirement to publish this information with the local plans.

This Argyll & Bute Community Justice Plan is accompanied by a Delivery Action Plan 2024-2027, this details the local actions we are pursuing towards creating an enhanced understanding of our capacity to deliver improvements and implement what can be achieved within current resources. We are creating a Community Justice webpage where our annual reports, submitted to Community Justice Scotland, will be published by the end of October each year, providing details of the progress we've made, and any challenges encountered. Annual reports covering 2022-2024 will also be published.

The Community Justice Partnership will pursue a range of options to highlight to national bodies (in particular, Scottish Government, Community Justice Scotland and Cosla) where local improvement is dependent on national action taking place first.

At publication of the refreshed National Community Justice Strategy, the context of delivery for community justice improvements across Argyll & Bute is described well in the [Chief Social Work Officer Annual Report 2022-2023](#):

“The pandemic period and, probably more, the associated responses masked significant chronic issues. Services were stood down and emergency finances made available. Now demands for new initiatives feel to be accelerating at a pace outstripping financial and human resources. We are having to plan financial savings in core services. Short term focussed grant allocations are stifling attempts to meet local needs with local solutions. Inspection models are not taking consideration of the critical context practitioners are facing. Recruitment is increasingly difficult, particularly in our remote and island areas. This is not simply about a dearth of affordable housing or the expense of living in remote and island areas. It is about demographic changes. In Argyll and Bute we continue to have a shrinking working age population and increasing numbers of older people. As a local authority, indeed as a nation, we require to address the questions: What do we keep doing? What do we do differently? What do we stop doing? Local and national government require to engage in this dialogue”

Community justice incorporates a wide range of services and policy areas, it's a multi-agency planning and improvement framework that requires involvement of those extensive collective workforces, the people in services, victims and wider communities of interest. It is a complex landscape that involves people who have a higher likelihood of having a history involving multiple adverse childhood experiences and severe multiple disadvantages throughout their lives. Argyll &

Bute Community Justice Partnership is committed to understanding what local evidence tells us, what do we do well and where do we need to improve. Engagement with people in the justice system is critical to this and will therefore be a high priority for community justice improvements across Argyll & Bute during 2025-2027.

Argyll and Bute Demographics

The extract below is from the recently published Argyll & Bute Local Outcome Improvement Plan 2024-2034

Argyll and Bute: Context

Argyll and Bute is a region characterised by small coastal towns, inhabited islands and a low population density, with three quarters of the population living in rural or remote areas. Moreover, the average gross weekly pay for full-time workers and the percentage of residents who are economically active are both below the Scottish average.

The initial data published from Scotland's Census 2022 shows that the population of Argyll and Bute continues to both decline and age.



Since the last Census in 2011, the population of the area has decreased by 2.4% to 86,000, with the proportion of those aged over 65 increasing within that period from 21.9% to 27.2%, the highest in Scotland.

Over the same period, the number of individual households in Argyll and Bute increased by 4.4%, indicative of older people being more likely to live alone or in smaller households.

With the population of Argyll and Bute projected to decrease more rapidly over the ten-year period of this Outcomes Improvement Plan, the implications for communities and community planning — including provision of health and social care, housing and infrastructure — are significant and wide-ranging.

The recent Scottish Human Rights Commission publication, *Economic, Social and Cultural Rights in the Highlands and Islands*, notes as part of its findings (page 9), the following issues as examples of particular human rights concern in rural (including island) areas of Scotland:

- Lack of affordable and quality housing
- Limited access to sufficient and nutritious food
- Inaccessible health care services
- Fuel poverty
- Access to technology or poor internet connectivity
- Poverty related attainment gap in education
- Transport connectivity to essential public services and supplies

The report also provides 8 recommendations of what needs to change (pages 113-114)

The Scottish Government Cross-Party Group publication, *Inquiry into poverty in Rural Scotland*, notes as part of its conclusions and recommendations (page 4):

At the heart of many of the challenges highlighted in the submissions we received were the following common threads:

- ***The additional cost of living faced by rural communities is a distinctive feature of rural poverty and is not currently reflected in general policy or in antipoverty policy***
- ***The two most significant drivers of additional costs are transport and energy***
- ***Cost of living pressures combined with the challenges of geography create additional barriers to accessing public services and we heard that access to childcare rurally is a particular concern.***

The geographically diverse landscape of Argyll & Bute requires a multi-faceted approach that takes cognisance of small community resources and needs. This is why the Community Justice Partnership will take a place-based approach for strategic planning and improvement delivery. We will enhance our collective knowledge through our learning from the rights-based approach to voluntary throughcare April 2024-March 2027. Enhanced and pragmatic partnership working will create an improved understanding of the requirements to develop and implement opportunities for change. We will also highlight what requires national action to deliver local improvements.

People involved in, or on the edges of, the justice system

Argyll & Bute Community Justice Partnership is committed, first and foremost, to public protection and safety across our communities. Our responses will be underpinned by a public protection first approach, while we create an enhanced local understanding of what we need to do to increase opportunities for changes in attitudes, behaviours, circumstances and environments which are shown to be effective in reducing offending. There is a plethora of research providing evidence that a holistic systems approach is required to support an environment of change, improved understanding of the resources across our communities is critical.

The [Hard Edges Scotland report \(2019\)](#) was commissioned by Lankelly Chase and supported by The Robertson Trust to bring separate datasets together to reveal how some harms interconnect in the lives of people in Scotland. Severe multiple disadvantage includes Homelessness, Substance Dependency, Offending, Domestic Abuse and Mental Health.

- There is growing recognition that disadvantages or harms such as poverty, mental ill health, drug misuse, violence or homelessness put you at much greater risk of others.
- Perhaps the most serious finding is described as “the pervasive role that violence continues to play throughout the life course of people experiencing severe and multiple disadvantage – whether in their childhood home, at school, in the local community, on the city centre streets, in hostels, in intimate relationships, or other settings in adulthood”. The authors argue that the psychological effects of this “ever present threat” mustn’t be under-estimated.
- Also striking is the extent to which some disadvantages appear to be growing out of failures to deal with others. Attempts to ration increasingly scarce resources, for example, are pushing demand elsewhere, creating further harm in the process. ***We hear from people whose housing situation or mental health has become so desperate that they offend to access help through the criminal justice system.*** This whole system effect cannot necessarily be attributed to the shortcomings of any one service and helps explain the frustrations of frontline workers, and those they support, who are contending with dynamics beyond their control.
- There clearly were distinctions between the larger urban areas and the more rural and semi-rural areas in both the quantity and quality of services available to people facing Severe Multiple Disadvantage.
- The wide geographical spread in this rural area made attending appointments difficult for many service users, and transport costs could be a particular barrier in both rural and semi-rural areas, as well as making the delivery of peripatetic services more challenging

Local records and anecdotal information indicate high prevalence rates of severe multiple disadvantages for people involved with Argyll & Bute Justice Social Work and those leaving prison,

Argyll & Bute Community Justice Partnership will consider these through the development of our Community Justice Strategic Needs and Strengths Assessment during 2024-2027.

The voices and experiences of people involved in the justice system is critical to inform improvement considerations. This is why it is a key priority for us develop and implement an engagement and participation approach, across all pathways, where learning is evidenced through improvements.

Argyll and Bute Community Justice Strategic and Operational Commitments

Since the publication of the refreshed National Strategy for Community Justice in June 2022, the Argyll and Bute Community Justice Partnership has been overseeing a range of activities aligned to the national aims, priority actions and outcomes. These activities have contributed to the establishment of these commitments:

- Deliver improvements that can be met within available resources across Argyll & Bute Community Justice Pathways (Point of Arrest/Through Prosecution/Community Sentences and Disposals/At Court/ Custody to Community)
- Monitor the progress of the Scottish Government Community Justice Delivery Plan identifying any local impact
- Horizon scan to scope the potential impact of relevant Scottish Government legislation that directly/potentially impacts local delivery. This is particularly relevant to remote and island practice
- Ensure our services allow for legitimate local difference while avoiding a postcode lottery
- Create a baseline as to how we develop an approach and response to community justice improvements. It should consider human rights, equity of access and opportunity, the collective impact of severe multiple deprivation and ultimately poverty.
- Create an improved understanding of the extensive community justice workforce and communities of interest, particularly their ongoing contribution to improving multiple outcomes
- Create an improved understanding of the gaps in resilience and sustainability related to improving community justice outcomes
- Develop effective governance and engagement with existing Argyll and Bute planning groups to improve community justice outcomes
- Scrutinise progress to inform national Community Justice Performance Reporting
- Highlight challenges to Scottish Government, Cosla, Community Justice Scotland and other relevant national bodies where local solutions require national action.

What could affect the delivery of this Community Justice Plan

Community Justice crosses over into an extensive range of policy and service delivery areas, developing the approach to support improvements is complex. Within this context examples include:

- Restrictions in national and local funding
- Difficulties in recruiting, particularly in remote and island areas
- A crisis in the availability of housing
- Changes in legislation and statutory guidance
- Changes in social work (justice) dictated by the Home Office. Eg. ViSOR
- The impact of policy initiatives, for example, early release from prisons
- Ongoing Cost-of-Living crisis
- Changes in judicial practice and processing

Our local model for community justice in Argyll & Bute will be underpinned by a place-based approach, ensuring unique challenges to remote and island communities are considered and evidenced. Whilst there are challenges, there are also a wealth of resources and untapped opportunities across our people involved with the justice system, workforces and communities. The Community Justice Partnership will proactively pursue improvement collaborations that develop local solutions to improve community justice outcomes.

What have we been doing to develop this plan?

Argyll and Bute Community Justice Partnership recognise the extensive policy and service areas that align to community justice. Statutory and non-statutory partner workforces already contribute significantly the delivery of services to people involved with justice across our diverse geography.

Since the publication of the refreshed national strategy for Community Justice in June 2022, Argyll & Bute Community Justice Partnership have undertaken a range of activities to develop our local model for community justice. Increasing strategic planning and operational scoping activity by employing a full-time Community Justice Coordinator (previously part-time) who has worked across the multi-disciplinary services, baselining against the four national Aims including:

- Scoping and creating local baselines against the national aims, priority actions and outcomes
- Identifying any potential capacity for improvements
- Supporting with scoping implementation of improvements (for people leaving prison)
- Consulting with a range of third sector services
- Monitoring changes in national policy, legislation, guidance and communications
- Developing an improved understanding of aligned strategic priorities with Violence Against Women, Alcohol and Drugs and Children, Families and Justice and Health and Social Care Partnership, Chief Officers Group Public Protection and Clinical and Care Governance
- Developing an improved understanding of the defined Argyll & Bute Community Justice Pathways and what a community justice place-based approach may look like

The National Strategy for Community Justice specifically mentions the following additional policy areas that contribute to improving community justice outcomes:

Policy Area	Argyll & Bute Community Justice Partnership activity ongoing from 2022
Victims of crime	<p>Jointly funded local research with Violence Against Women Partnership (Delivering Equally Safe fund) on the impacts of women experiencing domestic abuse and multi-agency responses. (Dr Anni Donaldson, <i>Transforming Responses to Violence Against Women and Girls, Domestic Abuse in Argyll & Bute</i>) will inform this activity.</p> <p>Aligning Equally Safe 4 Standard (crime response related) and Community Justice Pathways</p> <p>Establish improved local liaison between Community Justice Partnership & Victim Support to explore potential collaborations to improve understanding of experiences of victims</p>

Policy Area	Argyll & Bute Community Justice Partnership activity ongoing from 2022
Violence Prevention	<p>Analysis of crime type data is underway. The publication of the Scottish Government Violence Prevention Strategy presents an opportunity analyse and discuss what that looks like from a place-based planning approach.</p> <p>The commissioned domestic abuse research findings will also inform this activity.</p> <p>Initial discussions have taken place with the Scottish Violence Reduction Unit on potential areas of collaboration. Police Scotland L Division collaborating with SRVU on school inputs and activities during 2024-2025</p>
Youth Justice	<p>Community Justice Partnership alignment to existing strategic governance groups under review, in particular, Corporate Parenting, Our Children and Children, Families & Justice portfolio</p> <p>We will seek a collaborative approach across key organisations locally and nationally to understand our joint responsibilities and alignment to youth justice. In particular, Children & Young People's Centre for Justice.</p> <p>We will utilise Children and Young People Centre for Justice Practice Guide 2024: Children and young people in conflict with the law: policy, practice and legislation as one of our tools to baseline.</p>
Women in justice	<p>The data analysis and scoping activity undertaken has shown that further work is required to create an improved understanding of the needs of women within the justice system, applying a place-based approach. We will seek to collaborate with multi-disciplinary key leads- group to review where we are, what we can do better and how for both males and females.</p> <p>The commissioned domestic abuse research findings will also inform this activity.</p>
Trauma-Informed (and responsive) practice	<p>Community Justice Partnership Development sessions have been undertaken to begin discussions around what this means in a community justice context. One specifically for Justice Social Work and, more recently, a multi-agency session including both statutory and third sector workforces. Both sessions were informed by lived experience expertise. Understanding what trauma-informed/responsive community justice means, applying a place-based approach, is in the early stages of development.</p> <p>The commissioned domestic abuse research findings will also inform this activity.</p>

Argyll & Bute Strategic Planning Activity

Argyll and Bute Community Justice Partnership has been focussing on aligning their joint priorities within the highlighted forums below, and will consider (during the lifetime of this plan) the following;

Third Sector:

- Collaborating with Argyll and Bute Third Sector Interface to create an improved understanding of the locality providers
- Consulting with locality based third sector organisations to inform community justice pathway planning

Justice Social Work (HSCP Children, Families and Justice)

- Through Community Justice Pathway planning and delivery, support Justice Social Work to enhance multi-agency working (to support addressing underlying needs) and improve community justice outcomes

Alcohol and Drugs Partnership

- Strategic partner within alcohol and drug partnerships structures and mechanisms
- Continue to identify opportunities to collaborate on progressing joint priorities to reduce/eliminate duplication and streamline addictions and community justice
- Collaborate with statutory and third sector Addiction services to improve alignment of priorities, planning and delivery across multi-agency Community Justice Pathways

Argyll & Bute Local Employability Partnership (ABEP)

- Strengthen the supports and joined-up planning and delivery of employability services across the area for people with convictions. ABEP priorities align with inclusive growth and targeted support to employment including those with convictions, care experienced or health challenges.
- Explore how Local Employability Partnership can inform and strengthen shared justice outcomes, especially around access to services, transitions and sustained destinations

Violence Against Women Partnership

- Consider Equally Safe Quality Standard 4 '*Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response*' and what contribution the Community Justice Partnership currently makes and can progress
- Create an improved understanding of the wider alignments to the responsibilities of the Community Justice Partnership
- Review and support progression of the local response to commissioned research carried out by Dr Anni Donaldson, *Transforming Responses to Violence Against Women and Girls, Domestic Abuse in Argyll and Bute*
- Create an improved understanding of the progression of the implementation of the Safe & Together model in Argyll & Bute

Corporate Parenting Board

- Collaborate to ensure that our care experienced people, 16 years and older are represented and involved with improving community justice outcomes in both youth and adult justice

Chief Officers Group Public Protection

- Community Justice Governance arrangements include reporting to the COGPP. Further work is underway to further refine this key strategic relationship, the Chief Executive, Chief Officer Health & Social Care Partnership and Chief Social Work Officer are members of both, and community justice will be considered as part of the development of the developing COGPP plan

Community Planning Partnership

- Community Justice Governance arrangements include reporting to the CPP. The refreshed A&B Outcome Improvement Plan 2024-2034 identifies three outcomes for improving: Transport Infrastructure, Housing and Community Wellbeing. The Community Justice Partnership will review how future reporting can inform the work around these outcomes.

Health and Social Care Partnership

- The Community Justice Partnership included their Priorities as part of the HSCP Strategic Plan 2022-2025, progress reports are scrutinised by the HSCP Board and Strategic Leadership Team
- Identifying the Community Justice alignments within the new HSCP Strategic Plan are underway, beginning with the Joint Strategic Needs Assessment where a section on Crime will be included.

How will we deliver this plan?

The Community Justice Delivery Action Plan 2024-2027 (Appendix 1) provides the activity we will take to continue to improve community justice outcomes across Argyll and Bute. Previous activity and outputs will be available in our published annual reports.

In order to ensure we improve our understanding of individual needs across our diverse communities, we will apply a place-based approach from the Community Justice Pathways to support an improved understanding of community-based perspectives including challenges and resources.

This means creating an improved understanding, with multi-agency partners, at a town level in relation to the data we can analyse and share, the needs of people and the services available, and, the challenges and barriers unique to that location.

Community Justice Pathways (Service Access Points)

The national definition (on page 3) references *strong partnership-working approach at each point of the justice system, from the point of arrest, through to integration into the community.*

Argyll & Bute Community Justice Partnership has created work streams of Community Justice Pathways to support the monitoring and scrutiny of the strategic scoping and operational improvement activity. We know that community justice partners are already engaging in a wide range of existing multi-agency forums and meetings, our approach so far has been to identify shared areas of improvement to maximise opportunities to collaborate.

Argyll & Bute Community Justice Partnership and wider partners must consider how we assess and respond to complex needs, on the Community Justice Pathways over the lifetime of this Plan. It is critical that we develop and implement a participation and engagement approach that considers communication challenges and inequality support needs.

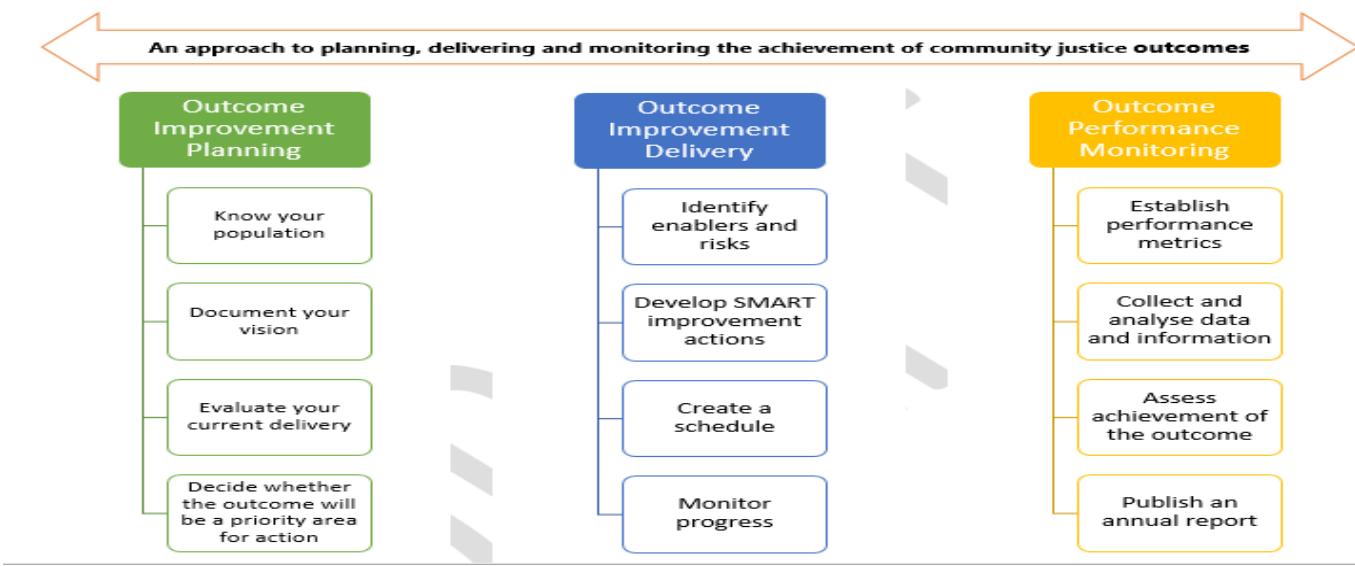
The Complex Needs to Address diagram (Scottish Government) is shown below in the context of our local approach. These need domains are included in the Community Justice (Scotland) Act 2016.



Performance Improvement, Reporting and Self Evaluation

Appendices 2 and 3 to this plan, provide an overview of the Community Justice Performance Framework Results 2023-2024 and 2024-2025, this includes national indicator results and outcome assessment for the 9 Community Justice Outcomes.

The scope and scale of improving community justice strategic planning and delivery is complex and multi-faceted. The Community Justice Scotland diagram below provides the framework for each of the Justice Pathways planning, delivery and scrutiny which we will embed a place-based approach.



Argyll and Bute Community Justice Partnership will utilise the following for improvement and delivery scrutiny and self-evaluation:

- The Scottish Government **Community Justice Performance Framework** forms the basis of monitoring and reporting on progress towards improving community justice outcomes.
- The **Community Justice Improvement Tool** provides additional suggestion for the collation of additional Local Evidence.
- The Community Justice Scotland **Targeted Resources** provide a framework for strategic planning, deliver and scrutiny

The Care Inspectorate: **A guide to self-evaluation for community justice in Scotland**, provides the framework across a range of quality indicators. In August 2024, the Care Inspectorate provided an overview of its intentions, as tasked by the Scottish Government to provide scrutiny and assurance of Justice Social Work and to support the implementation of the community justice model.

Justice Social Work self-evaluation: Performance and Quality Assurance: The national justice social work self-evaluation ran between September 2024 and May 2025. The Care Inspectorate national report can be found here: [Justice social work: Self-evaluation of performance, quality and outcomes](#)

Community Justice self-evaluation: The Care Inspectorate are currently engaged with a few community justice partnerships in supporting bespoke self-evaluation activities. They are also piloting a Core Assurance template, via Community Justice Coordinator network, with wider roll out planned. A staged approach will enable the Care Inspectorate to direct their resources efficiently and effectively. Argyll & Bute Community Justice Partnership will ensure that we develop a robust strategic approach and oversight for self-evaluation.

Argyll & Bute Community Justice Partnership will incorporate all the above into our processes and planning, considering our **Direction, Execution and Results** for improvement actions.

Equalities

Argyll and Bute Community Justice Partnership is subject to the Public Sector Equality Duty, we believe in the principle of equality and opportunity: everyone should have the chance to succeed. We recognise our responsibilities as service providers and employer to encourage the fair treatment of all individuals and to tackle inequalities.

Having due regard and need to:

- Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics covered are:

- Age
- Disability
- Sex
- Gender Reassignment
- Race
- Religion or Belief
- Sexual Orientation
- Marriage and Civil Partnership
- Pregnancy and Maternity

High level **Equality and Island Communities Impact Assessments** are in progress and will be published with the final version of this plan. Along with the Plan it will remain a live document that is updated in line with our place-based planning approach. We will adjust as required when developing our place-based approach to gain an improved understanding of variations across our geographically diverse communities in Argyll and Bute. We will actively lobby national government and organisations, where national action is required to achieve local improvements that are out with our collective capabilities to deliver.

Argyll and Bute Council has an Equality Forum. The purposes of the Equality Forum are:

- To consider equality issues and their impacts on service users in Argyll and Bute.
- To raise equality issues that affect staff and their employment.

[Equality and Diversity | Argyll and Bute Council](https://www.argyll-bute.gov.uk/equality-and-fairness/equality-and-diversity) (<https://www.argyll-bute.gov.uk/equality-and-fairness/equality-and-diversity>)

Participation in development of this Plan

As part of the statutory duties, Argyll and Bute Community Justice Partnership is required to provide details of who they engaged with for the development of this plan. They are provided below, :

- People with lived experience of the justice system
- With You (formerly We Are With You)
- Community Justice Scotland
- Alcohol and Drug Partnership Groups and members
- Lomond & Argyll Advocacy Service
- Scottish Recovery Consortium – Chief Executive
- Violence Against Women Partnership members
- Carr Gomm
- HMP Greenock, Low Moss and Barlinnie Link Centre staff and managers
- Corporate Parenting Board members
- Hope Kitchen
- Scottish Government (via Community Justice Peer Network)
- Third Sector Interface
- Blue Triangle
- Police Scotland – Criminal Justice, Custody Division (via Community Justice Peer Network and L Division)
- Housing Services
- Addictions and Mental Health Services
- Family Mediation Centre
- Community Justice Partnership members
- Children, Families and Justice Social Work Services
- InspirAlba
- Community Planning Area Groups
- Third Sector Interface

Key National Documentation

Document title	Link
Vision for Justice in Scotland	The Vision for Justice in Scotland - gov.scot (www.gov.scot)
Community Justice National Strategy 2022-2027	National Strategy for Community Justice (2022-2027)
Community Justice Performance Framework 2022-2027	Scottish Government Outcomes Performance Framework
Community Justice Guidance	?
Community Justice Improvement Tool	Community-Justice-Improvement-Tool.pdf (communityjustice.scot)
A guide to self-evaluation for community justice in Scotland	Community Justice self evaluation guide.pdf (careinspectorate.com)

Key Argyll & Bute Documentation

Document title	Link
Community Justice Plan 2024-2027	Insert when page live
Community Planning Partnership Local Outcome Improvement Plan 2024-2034	Argyll and Bute Outcomes Improvement Plan 2024-2034 Argyll and Bute Council (argyll-bute.gov.uk)
Health & Social Care Partnership Strategic Plan 2022-2025 (refreshed Plan due 2025)	Argyll and Bute HSCP Joint Strategic Plan 2022-2025 NHS Highland (scot.nhs.uk)
Alcohol & Drugs Strategy refresh 2023	Resources & Links (argyllandbuteadp.info)
Corporate Parenting Plan	CPP 2021 (argyll-bute.gov.uk)
Local Policing Plan	argyll-bute-local-policing-plan-easy-read.pdf

If you would like this document in another language or format, or if you require the services of an interpreter, please contact us.

Ma tha sibh ag iarraidh an sgrìobhainn seo ann an cànan no riochd eile, no ma tha sibh a' feumachdainn seirbheis eadar, feuch gun leig sibh fios thugainn.

Gaelic

إذا كنت ترغب هذه الوثيقة بلغة أو صيغة أخرى، أو إذا أجبت خدمات مترجم، أرجاء الإتصال بنا.

Arabic

Jeżeli chcieliby Państwo otrzymać ten dokument w innym języku lub w innym formacie albo jeżeli potrzebna jest pomoc tłumacza, to prosimy o kontakt z nami.

Polish

यह दस्तावेज़ यदि आपको किसी अन्य भाषा या अन्य रूप में चाहिये, या आपको आनुवाद-सेवाओं की आवश्यकता हो तो हमसे संपर्क करें

Hindi

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں دوکار ہو، یا آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

Urdu

ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੈਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।

Punjabi

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Cantonese

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