



Community Justice Scotland

Ceartas Coimhearsnachd Alba

Strategic Needs and Strengths Assessment Guidance Document

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Introduction

The Strategic Needs and Strengths Assessment (SNSA) is one of the first steps in the planning and reporting cycle. It is an crucial step that will underpin understanding of both service provision and population needs in the local area and form a baseline for planning decisions and measuring outcomes. The SNSA will facilitate evidence-led planning to effectively address the needs of individuals in a local area. This is a significant piece of work that requires careful consideration from all partners. Each local area needs to have a SNSA in place as a foundation for all strategic and operational activity.

The SNSA should provide a comprehensive overview of community justice in that locality and the needs, issues and strengths specific to that area. To do this, the SNSA should:

- Collate current, relevant, local information from a range of sources to build a picture of Community Justice
- Provide an overview of current services and activities in the area, and where possible an appraisal of the local area strengths and needs in service delivery
- Be evaluative, not just descriptive, in order to plan for improvements
- Be informed by a range of partners, drawing on expertise to better build a rich picture
- Be forward looking. Whilst understanding the current picture of Community Justice is crucial, what are the future developments that might change this picture?

Purpose of this Guidance

This guidance has been developed to assist local area Community Justice Partnerships (CJPs), or their equivalent, across Scotland to develop their own, local SNSA.

This document is a guide only and is not a prescriptive process for local areas to follow. It aligns to the 'Analyse' and 'Plan' sections of the CJS 'Smart Justice. Social Justice. A Framework for Action' document, which has been co-produced by CJS and our partners to outline processes for community justice strategic commissioning and will be issued in March 2020. These two documents should be used in conjunction with each other, with the Framework providing a longer-term strategic overview of planning and reporting supported by the practical SNSA guidance for immediate use.

The Community Justice Scotland (CJS) Improvement Team will support the use of this guidance document and the development of local SNSAs where appropriate.

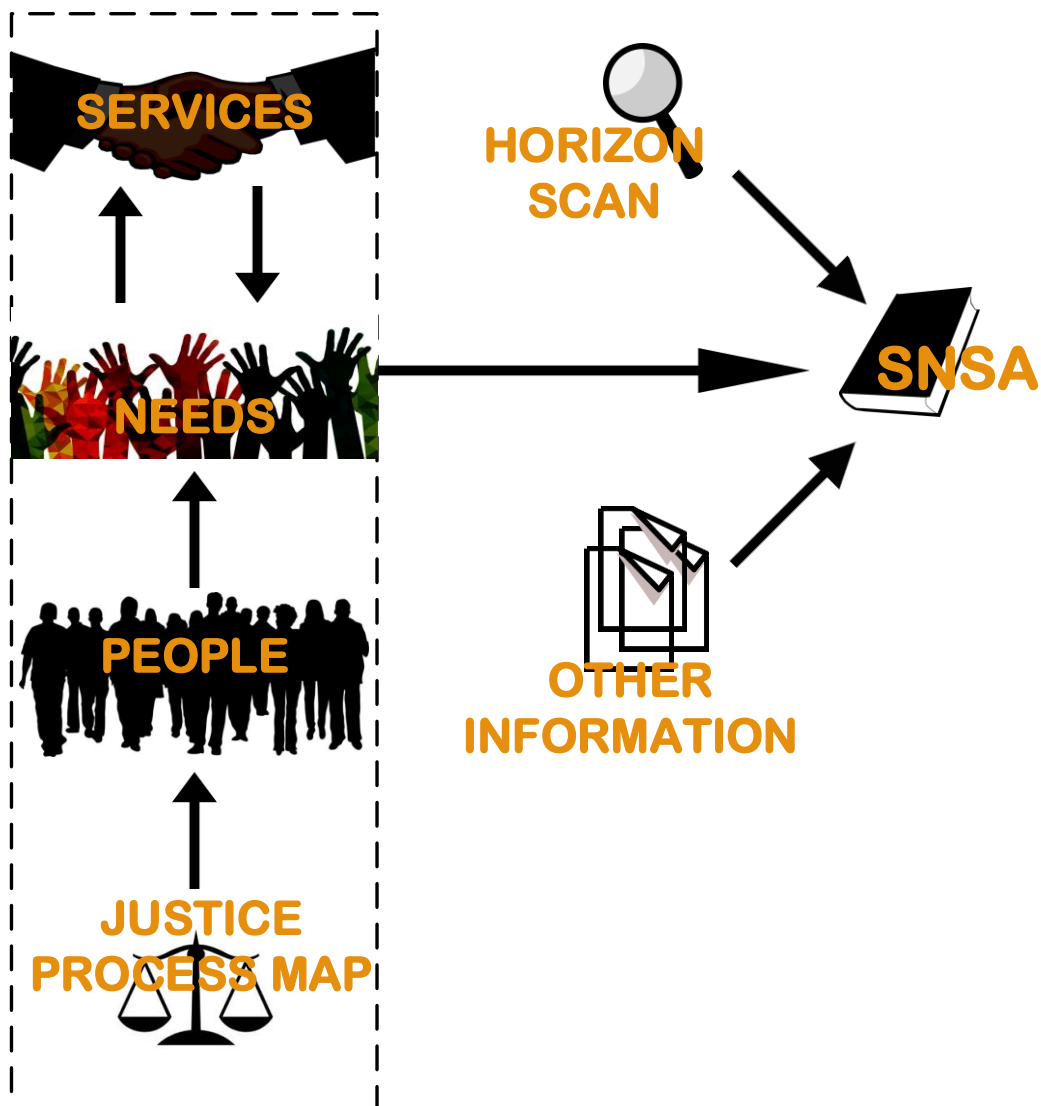


Compiling a SNSA: Overview

The development of a SNSA can be a complex and time-consuming task, requiring the collation of various information from numerous sources in order to compile a fully informed and refined assessment of need.

Structuring the task by breaking it down into smaller stages will make it easier to progress and will ensure a comprehensive analytical assessment. The following diagram shows key stages of SNSA production.

These are discrete tasks that build upon each other and can be collated with horizon scanning and other information to form the SNSA.



The diagram illustrates that SNSA production can be split into several stages. Breaking the final product down into several smaller stages in this way simplifies the process and allows a robust analysis of information.

These stages are discussed in the following chapters of this guidance and, when collated, will inform and structure the SNSA:

1. Justice process map
2. Demographic data analysis (People)
3. Needs data analysis (Needs)
4. Service data analysis (Service)
5. Horizon scanning
6. Collation of other relevant information

It should be noted that whilst the first four tasks listed above will build upon each other in a very logical way, both 'horizon scanning' and 'collation of other relevant information' can be completed at any stage of the SNSA process. All information will then be collated as the final step.



Planning the SNSA

Any process that requires Partnership input and collaborative working should begin with setting clear strategic aims and outcomes. What do you want to achieve as a partnership and what resource do you require in order to do so? Considering questions like this within your CJP will help to plan out the process of SNSA collation.

You should firstly consider the steps of the SNSA that you want to complete within the timeframe that you have available: this could be planning to complete the whole document within a year, or a certain stage of the SNSA within a shorter timeframe e.g. demographic data profile in 2 months. You can then consider the resource that is required for this task, using this guidance document to inform your planning, and can map out partner contributions that are required.

These strategic aims and outcomes and partner resource requirements should be kept as a reference tool to be used throughout the project to maintain focus and measure progress.



Justice Process Map



When writing a SNSA it is helpful to align analysis to the 'justice journey'. Considering this process from end-to-end (i.e. from point of arrest to the end of a sentence, or any point in between) will help to build a picture of the community justice landscape, allowing for needs and gaps in service delivery to be identified and prioritised as necessary.

The CJS Improvement Team have produced a Scottish justice process map that shows the various journeys that can be made from the point of an alleged crime being committed through to the various exit points from the process. The map breaks the justice process into the following broad stages:



The justice process map has been reviewed and agreed by all relevant partners with oversight of the various stages of the justice process. It provides a foundation from which we can understand community justice in Scotland and is the basis of subsequent stages of SNSA development; overlaying demographic, needs-based and service-level data on to this map will develop a picture of community justice at a national level. The processes for these activities is covered in subsequent chapters. The process map is available as a tool for all local areas to use as they wish, see accompanying documents.

Using the map in local areas

The national justice process map is relevant to all local areas and can be used as the basis for local SNSA development. Local areas do not have to make any amendments to the justice process map as the same processes exist across the country.



Demographic Data Analysis



A demographic data profile collates information relating to the people in a community. This is a straightforward overview of the numbers of people in the area that forms a baseline population and projections of how the population might change over time.

In order to understand needs within a community, it is first important to understand the community itself: the make-up of the population, the economic, educational and housing status of the population and characteristics of the local area that might impact on people's lives. This should be an understanding of the whole community, not just the community justice population.

As such, as the second stage in the SNSA process the demographic data profile should build on the process map and provide a foundation onto which needs and service data can be considered.

The demographic data profile should help to answer questions about the local area, such as the following examples¹:

In our local area...



¹ This is not an exhaustive list and questions are included for illustrative purposes only.



In order to answer these questions, it is useful to break the demographic data profile into two sections: a profile of the local area and a profile of people within the justice system from that area.

Profile of the local area

When considering an assessment of the needs and strengths of a local community, it is crucial that you first gather information on population characteristics. An understanding of this profile, as well as its changes over time, will inform the planning and delivery of services at later stages.

Information about the make-up of the local area can be compiled by considering several data types, including those listed below. Each of the characteristics listed below also have example sources of information listed; this is not an exhaustive list of data sources and there may be more suitable information available to local areas.

Characteristic	Example source	Questions to consider
Population	Population Estimates ²	What is the most recent population estimate? How has the population estimate changed over recent years?
Age	Population Estimates ¹	How old are people living in the area? Which age groups have the least/greatest projected growth?
Gender	Population Estimates ¹	What is the proportion of males/females?
Deprivation levels	Scottish Index of Multiple Deprivation (SIMD) ³	How do specific areas compare, are there areas that experience more deprivation than others?
Crime rates	Recorded crime in Scotland 2017-18 ⁴	What are the crime rates? Are there specific types of crime/offences that are prevalent in the area? Are there any trends in increased crime types?
Income levels	Income data sources ⁵	How affluent is the local area?
Employment rates	Labour market local authority tables ⁶	How many working-age people are employed, or unemployed? What type of occupations?
Education levels	School Education Datasets ⁷	What levels of education are achieved?

² Mid-Year Population Estimates, National Records of Scotland. Available at: <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates> [Accessed 30/09/2019]

³ The Scottish Index of Multiple Deprivation, Scottish Government. Available at: <https://www2.gov.scot/Topics/Statistics/SIMD> [Accessed 30/09/2019]

⁴ Recorded crime in Scotland 2017-2018, Scottish Government. Available at: <https://www.gov.scot/publications/recorded-crime-scotland-2017-18/pages/12/> [Accessed 30/09/2019].

⁵ Income Data Sources, Scottish Government. Available at: <https://www2.gov.scot/Topics/Statistics/Browse/Social-Welfare/IncomePoverty/income-data-sources#SIMDincomedomain> [Accessed 30/09/2019].

⁶ Labour market local authority tables, Scottish Government. Available at: <https://www2.gov.scot/Topics/Statistics/Browse/Labour-Market/Local-Authority-Tables> [Accessed 30/09/2019].

⁷ School education datasets, Scottish Government. Available at: <https://www2.gov.scot/Topics/Statistics/Browse/School-Education/Datasets> [Accessed 30/09/2019].



Housing	Housing Statistics for Scotland ⁸	How many people own their own house? What is the housing stock? Who is in the household? (adults / children)
Council tax information - housing	Dwelling by Council tax band ⁹	What context does this give to housing stock availability?
Area (urban/rural)	Scottish Government Urban Rural Classification ¹⁰ Settlements and Localities ¹¹	What is the urban/rural profile of the local area? What impact(s) does this have on communities and, specifically, on service delivery?
Social trends	Local information sources	What events or trends occur in the local area that might bring a change to the demographic profile in the area over a short term period?
General	Scottish Household Survey ¹²	What are the attitudes and behaviours of people in your local area?

This data should be complemented by further information relevant to the local area, such as information about the geography of the area or recent, current or planned developments affecting communities (political, economic or social, for example). Each local area will have access to this information through various sources. When compiled, this can then be expanded upon by considering the stages of the justice system (see below).

Profile of people within the justice system

The justice process map can be used as a template to provide a structure for a demographic data profile relating to people within the justice system; by overlaying demographic data against each of the steps in the map a profile of people within the justice system will be formed. This can be done using a data collection plan and the CJS data manual, discussed below.

Data collection plan

⁸ Housing Statistics for Scotland, Scottish Government. Available at: <https://www2.gov.scot/Topics/Statistics/Browse/Housing-Regeneration/HSfS> [Accessed 30/09/2019].

⁹ Dwelling by Council tax band, Scottish Government. Available at: <https://statistics.gov.scot/data/dwellings-council-tax> [Accessed 10/12/2019].

¹⁰ Scottish Government Urban Rural Classification, Scottish Government. Available at: <https://www2.gov.scot/Topics/Statistics/About/Methodology/UrbanRuralClassification> [Accessed 11/12/2019].

¹¹ Settlements and Localities, National Records of Scotland. Available at: <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/settlements-and-localities> [Accessed 11/12/2019].

¹² Scottish Household Survey, Scottish Government. Available at: <https://www2.gov.scot/Topics/Statistics/16002> [Accessed 11/12/2019].



When first starting to collect data it can be useful to create a data collection plan that will help you to track any questions that you want to answer, data requests being progressed and data that has been obtained. It is useful to create this against the stages of the justice process map.

A simple data collection plan, if useful, should set out the questions that you want to ask, possible sources of data and information received. An example of how a section of this might look is provided:

Data Collection Plan				
Stage of justice process	Question(s) to be answered	Source(s) of information	Data request submitted?	Data obtained
Crime	How many incidents were reported to the Police in 2019/20?	Police Scotland management information	No	Yes
	How many crimes were recorded by Police in 2019/20?	<i>"Recorded Crime in Scotland"</i> , Scottish Government National Statistics publication	No	Yes
	Recorded as 'incident only' by Police in 2019/20?	Not currently available at local level	Yes – 10/05/2020	Yes – 11/06/2020

CJS data manual

CJS has compiled a data manual that provides information on possible sources of data for each of the stages of the justice process map. Information on the breakdown of this data is also included in the manual. This will provide a starting point for the collation of data and can be used to inform a data collection plan, or could act as the data collection plan itself.

The demographic data manual identifies data sources that will help to inform a SNSA. This includes strategic partner, third sector and other relevant data that is already publicly available online, as well as other data requirements that might be sourced from our statutory and/or non-statutory partners. This is not an exhaustive list, however, and local areas should collate further appropriate information, particularly that which is only available at a local level.



Local areas should also consider where other local planning teams might have completed a similar exercise previously. This may have resulted in this demographic data being collated and any duplication of work can be avoided.

Data compilation and presentation

There are many ways that this information could be presented or incorporated into a SNSA. Guidance on compiling and presenting information is included in the [‘Writing the SNSA’](#) section of this document.



Needs Data Analysis



A needs data profile builds on the demographic data profile; now that you have a picture of the people experiencing the justice system in your area, you can collate information that will tell you what their needs are. This is the next step in developing a SNSA and will go on to inform the delivery of services and interventions in your area.

Before beginning to collate data you must first define the needs that you are going to consider. It is useful to align the collation of needs data to the complex needs identified in the National Strategy for Community Justice¹³. Considering each of these categories in turn will allow a systematic collation of data that results in a robust data collection plan.



¹³ 'National Strategy for Community Justice', Scottish Government (2016). Available at: <https://www.gov.scot/publications/national-strategy-community-justice/pages/1/> [Accessed 12/11/2019].



Data limitations

It is difficult to obtain needs-based data that is specific to the cohort of people that we are interested in: those with experience of the justice system in Scotland. Relevant data is often not recorded in relation to this cohort, or datasets are recorded in such a way that extracting this information is not possible. Instead, we often can only collect data that relates to the wider population as a whole. This means that we cannot understand the true picture of needs of those people with experience of the justice system.

Proxy data

Proxy data is that which relates to the wider, general population, and not specifically to those people with experience of the justice system. Proxy data is helpful to consider issues that exist within communities but the real impact on people with experience of the justice system can only ever be inferred from this unless measures are put in place to gather more specific data against this cohort.

Example of proxy data

A local area might want to understand housing availability for people leaving custody and the barriers or challenges that they face in securing housing. It is possible that this data does not exist. However, housing data might identify a shortage in one-bedroom accommodation within the local area. This might inform a local housing strategy and/or action plan. This is not specific to the justice cohort, but it can be inferred from this data that people leaving custody may face barriers in achieving stable, sustainable housing. This inference might be included within the SNSA. However, action(s) should also be included to further explore this and measure the impact on the specific cohort of people that we are interested in.

Given the likelihood that needs of these people are greater than those of the wider population, due to factors such as chaotic lifestyles, it is imperative that we take steps to collect and use justice-specific data. The Level of Service Case Management Inventory (LS/CMI) data, for example, can be used to get quantitative information on client issues such as financial, accommodation, health and trauma issues. The tool also holds information on special responsivity considerations such as anxiety, communication or gender-specific issues. Quantitative and qualitative data recorded using Community Payback Order (CPO) exit questionnaires can also be used. These types of specific data should be considered within the data collection plan.



Data collection plan

As with demographic data collection, it can be useful to create a data collection plan that will help you to track any questions that you want to answer, data requests being progressed and data that has been obtained in relation to needs of people in a local area. It is useful to create this against the complex needs identified.

A simple data collection plan, if useful, should set out the questions that you want to ask, possible sources of data and information received. An example of how part of a section of this might look for a needs data profile is provided:

Data Collection Plan				
Stage of justice process	Question(s) to be answered	Source(s) of information	Data request submitted?	Data obtained
	How many people are registered with a GP in the local area in 2019/20?	<i>"Experience of Local Health and Care Services"</i> NHS report	No	Yes
Physical health	What is the mortality rate in the local area in 2019/20?	<i>"The Scottish Index of Multiple Deprivation"</i> , Scottish Government website	No	Yes
	How many people in prison have a diagnosed health issue?	<i>"16th Prisoner Service"</i> , SPS website	No	Yes

CJS data manual

CJS has compiled a data manual that provides information on possible sources of data for each of the complex needs listed in the National Strategy for Community Justice. Information on the breakdown of this data is also included in the manual. This will provide a starting point for the collation of data and can be used to inform a data collection plan, or could act as the data collection plan itself.

The needs data manual identifies data sources that will help to inform a SNSA. This includes strategic partner, third sector and other relevant data that is already publicly available online, as well as other data



requirements that might be sourced from our statutory and/or non-statutory partners. Many data elements included within the manual are proxy data and should be used carefully. The data manual does not include an exhaustive list and local areas should collate further appropriate information, particularly that which is only available at a local level.

Data analysis

When data has been collected it must then be analysed in order to explore the nature of issues in a local area, including identifying trends and potential causes. Data analysis can be broken down into four steps, the first of which has already been completed:



When data has been collated for each need, a **data scan** will allow you to develop an overview of the needs. For example, collating all the relevant information around housing may indicate that the main issues in the local area are access to single bedroom accommodation, as in the proxy data example above. Creating a list of these general issues will provide the basis for your needs assessment. Consideration of this data should have been progressed initially within the demographic profile and can be built on here.

When this list of general issues has been compiled, detailed **data analysis** should then be completed to further explore each of these issues. For example, is there further analysis that you can do around housing that will allow you to have a more detailed understanding of accommodation issues for people leaving



custody? Or is data available that will allow you to look at previous trend information or projections for this issue going forward? Asking specific questions about each need and identifying data in answer will allow you to develop an understanding of the need. Alternatively, if further data is not available regarding an identified need, this should also be recorded as it highlights an area for further development work.

When you have considered each of the identified issues, you should map all of these against the complex needs categories. This simple exercise will allow community justice partners to get a general overview of needs in the area and will provide a foundation of understanding when compiling the SNSA document. An example of how this needs map might look for one of the complex needs, the housing issue previously discussed, is included here:

Need	Specific issues identified in the local area	Data evidence or requirements
Housing	Lack of single bedroom accommodation	Proxy data suggests an issue in the general population. More detailed information is required in relation to the specific justice cohort.
Health		
Education and training		
Relationships		
Substance misuse		
Financial difficulties		
Attitudes to offending		
Employment		
Mental health		

Data compilation and presentation

There are many ways that this information could be presented or incorporated into a SNSA. Guidance on compiling and presenting information is included in the [‘Writing the SNSA’](#) section of this document.



Service Data Analysis



A map of services which operate at one or a number of stages across the Scottish justice process should be used by community justice partners to understand how services interact; to consider research and evaluation opportunities; in service planning; and in storytelling. The service map is a discrete product that can be used to build on your previous data collation to inform the SNSA.

Defining the aim

The aim of the service map should be established at the beginning of the mapping exercise and shared with all relevant stakeholders. The aim considers the questions you wish to answer and/or inform on as part of the wider SNSA.

Example questions

How will the service map be used in conjunction with other products, such as the data profile and needs analysis?

How can the CJP be assured that the minimum level of community justice services are being delivered in the local area?

To what extent can a full and comprehensive service map be achieved, based on availability of data, resource and capacity?

How will information from the service map be made available to stakeholders and for what purpose?

How will the mapping exercises seek to include services operating at local, regional and national level but directly available to the local authority?

How are services faring in the current financial climate?

How are services in the system funded?

Is the presence of third sector services increasing or reducing across the system?

Who is accessing services across the system and how are their needs being addressed?

How are outcomes measured for people accessing services?

Establishing what is in and out of scope

Clarity on what is in and out of scope as part of the service mapping exercise is key to ensuring that the process is not unwieldy and does not lose its specificity to the justice system and those who experience it. The needs of people who experience the justice system are diverse in nature, and the services which can



address these are spread across a range of thematic areas including health and wellbeing, housing, employability and education.

Services that support desistance from offending and represent or promote the interests of families and persons harmed by crime should be considered at national, regional and local levels. This includes those services which identify people with experience of the justice system, their families and persons harmed by crime as a particular target group, and should cover whether they support accelerated pathways to maximise access to universal services for this cohort. Criteria which could be applied to identifying services which would be within the scope of a community justice service mapping exercise can be described as follows:

- The service or intervention is designed to support desistance from offending; or
- The service is designed to support persons harmed by crime, witnesses and/or the families of people with experience of the justice system; or
- The service is designed to provide a fast-track into universal service provision for people experiencing the justice system; **and**
- The service, regardless of local, national or regional operation, is available within the local authority area.

Services delivered to people who may have a conviction but whose main purpose is not to work within the Scottish justice process may be out with the scope of a service mapping exercise of this nature. There still remains a need to document and understand these universal services at local authority level, however, to ensure that any barriers faced in accessing these services by the community justice cohort are removed.

Consider what currently exists

A range of directories of services exist nationally and locally to support thematic and multiagency working. These are accessible via internal Intranet or publically through open source searches. Consideration to these and whether other local partnerships have completed similar service mapping exercises will potentially provide access to relevant service details and avoid duplication of effort.

A local information system for Scotland (ALISS)¹⁴ has been established by the Scottish Government. ALISS was initially designed to support the Government's strategy for self-management and enables people with long term conditions to find out about services in their local community. Entering local postcode information will flag up community and wellbeing services within any local authority area in Scotland.

¹⁴ <https://www.aliss.org/>



Identifying services

There are a number of services that are critical in meeting community justice outcomes and should be delivered in every local area in Scotland. Agreeing a minimum service specification through the local CJP could act as a starting point for local service mapping and could provide the start of a local service catalogue. The following table includes the services we would expect to see in every local community justice service map:

Arrest Referral	Victim Support	Witness Support
Criminal Justice Social Work Reports	Victim Information and Advice	Appropriate Adult Service
Assessment of Mental Health	Legal Representation	Community Sentence Support Groups
Employability Pipeline	Addiction Support	Assertive Outreach to Maximise Compliance
Bail Supervision	Diversion	Support for People with Learning Disabilities
Non-court Mandated Domestic Abuse Programme	Court Mandated Accredited Programmes	Community Triage
Voluntary Throughcare	Statutory Throughcare	Assessment of Housing Needs
Fair Start Scotland	Mentoring	Prison Visitor Centres
Assessment of Financial Welfare	Interpreters	Fiscal Work Orders
Electronic Monitoring	Structured Deferred Sentences	Drug Treatment and Testing Orders

This is a minimum set of services. There will be other services delivered in local areas according to the needs of the community justice population and should be added to the service map locally.

For each of these services, the local CJP should agree what the strategic response is to need within the area. For example, within a local community justice service map, it should be clear what the strategic response is to bringing people back to the community from short periods of time in custody (voluntary throughcare). The overall service may be delivered by a number of different services and organisations. Similarly, mentoring may be delivered by different organisations to different target groups, such as women and young people. This should be described within the service map.



In the absence of a central repository for community justice service information at a national and/or local level, a number of methods can be adopted to obtain this information.

Method	Description
Community Engagement	Working with the community justice cohort to identify which services they routinely access, for what purpose and in what way will identify those which are often the most fundamental within the justice system for the local authority area.
Consultation	Work with stakeholders from across Community Justice, Community Planning and the local Third Sector Interface (TSI) to identify services which fall within the scope of the service mapping exercise.
Open Source Research	Use of any online search engine to find community justice services which operate in the local authority area. This can be achieved through searching names of services where known, type of need, searching on the community justice cohort in general, or the stage and process during which they interact with the justice system, for example Community Triage, Arrest Referral, Throughcare or Bail Supervision.

Gathering information

Once services have been identified, these should be surveyed using a consistent list of questions which seek to gather data relevant to the aim of the service mapping exercise. Consideration should be given to the format of the survey, the time period available for services to submit responses, and to any speech, language and communication needs.

A survey to inform a service mapping exercise can be structured as follows. An example template of a survey used by CJS is available for additional guidance.

- **Organisation Details** - Name, composition, nature of engagement with CJP
- **Service Details** – Name, purpose, eligibility criteria, engagement period, whether voluntary or statutory, needs addressed, referral pathway
- **Service Delivery** – Stage(s) of the justice process, current delivery, potential delivery
- **Demographic Data** – Number of people, gender, age range, employment status
- **Outcomes Data** –Link to national community justice outcomes, link to local CJOIP outcomes, outcomes data held, process for recording outcome data
- **Funding** – Funder(s), funding cycle, tendering process, funding trends, decommissioned services



It should be noted that the difference between ‘organisation’ and ‘service’ accounted for above relates to when a specific service within the Scottish justice system is delivered under a different name to that of its host organisation. Further, ‘current delivery’ should provide an overview of what is currently delivered within the area, but ‘potential delivery’ seeks to consider whether the service could be expanded into broader age range, crime type, need etc. should additional resources be made available to them.

While often more difficult to obtain, information on the staffing levels of services in the area and how funding is allocated within a service will better support understanding of service provision. Questions in relation to these can be built into the survey and provided by stakeholders from within the Community Planning Partnership and CJP.

- **Geographic Location** – location of assets such as offices and workshops.
- **Service Structure** – hierarchy, roles and make-up of any teams against assets.
- **Income** – Total amount of funding including where this originates from and any income generation.
- **Funding Works** – how the funding is allocated against core delivery, projects and interventions,
- **Expenditure** – Assets, staffing and any further overhead costs.

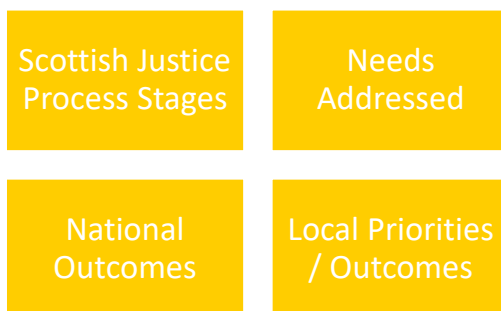
Services will be able to identify what they could deliver should an increase in resource and funding be made available to them. Estimates of what this may cost using real-time projections allows for SMART recommendations to be placed in front of the CJP and a more timely decision to be reached.

Developing and using the service map in local areas

Once survey responses have been received they should be indexed (i.e. given a code or reference number) and listed to begin the service mapping exercise and formatted as a table, for example:

Reference Number	Service Name	Purpose of Service	Delivery Organisation
2019-001	Arrest Referral

Tables can then be produced which map each service against four key areas and support a more in-depth analysis of provision and delivery. These four key areas are:



An example of this is provided below. This shows how services might be mapped against the needs that they aim to address. This can be replicated for the other key areas listed above.

Service	Substance Misuse	Financial Difficulties	Employment	Mental Health	Housing	Relationships
Service 1	Yellow			Yellow	Yellow	Yellow
Service 2		Yellow	Yellow			
Service 3				Yellow		
Service 4			Yellow	Yellow		

A full analysis of survey responses will be required to fully understand the nature of the services operating in the area and key findings from these. Key findings should respond to the questions set out in the aim of the service mapping exercise and summarise any trends and themes emergent from the information.

Monitoring the service map

A service map on any scale must be a live document and revisited for update as often as possible and in partnership with stakeholders. The map may be made available online or digitally, in order to provide information on what is available within community justice, and to encourage appropriate and timely referrals. The information should also be regularly shared with partners, particularly sentencers, to improve knowledge and confidence in community sentencing. This can be done through the ‘Community Justice Disposal Information’ project that is being delivered by CJS to provide sentencers with information about disposal options in local areas.



Horizon Scanning



Horizon scanning is an overarching term for analysing the future to allow policy makers to consider how emerging trends and developments might impact on current policy, delivery and practice. A properly executed horizon scanning exercise can be hugely beneficial to a proactive partnership to enable it to plan for and adapt to change rather than merely react.

While there are a range of tools available to complete a horizon scan, including those which support scenario planning in high-risk situations, the most effective way to achieve this in partnership is through a multiagency workshop approach using a PESTELO/SWOT matrix.

Horizon scanning workshop

Hosting a truly representative number of community justice stakeholders will provide the best set of responses to a horizon scanning exercise: each stakeholder will have competing priorities and different future challenges, and emerging issues may be perceived in different ways. All of this information is valid and by setting a clear focus for the day these can be meaningfully articulated and recorded.

Ideally the workshop will last for a standard work day and stakeholders should sit in groups of between 8-10 participants. The workshop will require a strong facilitator who can be supported if possible. The horizon scanning workshop should include the following sessions:

1. Introduction and aim

The facilitator for the workshop should provide a brief presentation on what Horizon Scanning is and how the structure for the day will support the delivery of an evidence-based strategic needs assessment, resulting in robust local planning.

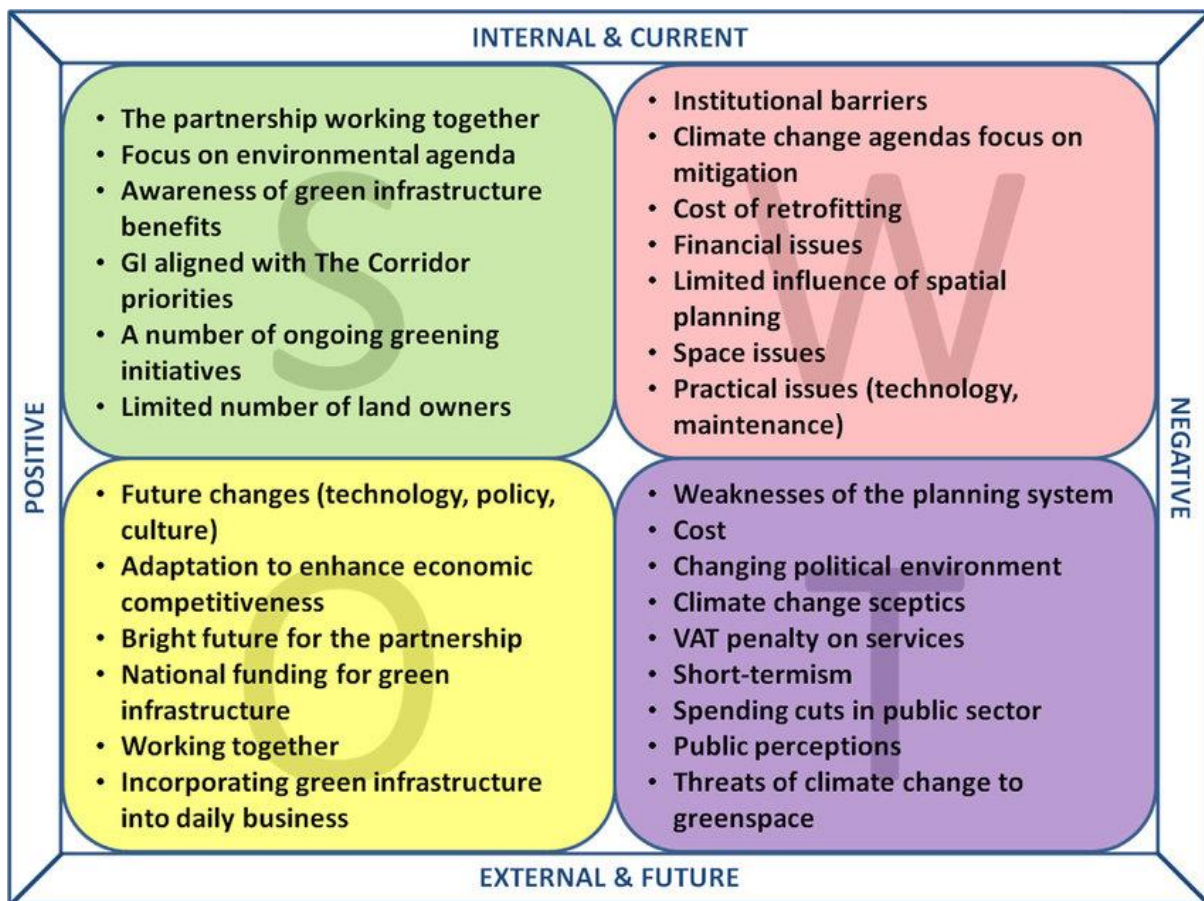
The aim of the day is the future-proofing of partnership activity in order to deliver national and local community justice outcomes. This will ensure stakeholders focus on that when considering such a broad range of issues which could impact on their organisation and the partnership. This also ensures the identification and mitigation of risk at an early stage.

It is also helpful to remind participants of the duration the SNSA/Action Plan is designed to cover. For example, if the plan is to span a five year period then consideration should be given to issues and their impact within this timescale.



2. SWOT analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis should first be completed by each table on a flip chart provided¹⁵. The flipchart should be split into four sections and participants can either independently note their contributions or nominate a scribe for the table.



Participants should think about the structure of the partnership and its stakeholders when considering each section of SWOT analysis. The SWOT analysis supports collaborative thinking on future and emerging trends in community justice by identifying the characteristics of the partnership and stakeholders, which may impact on how they approach risks and opportunities. For example, if community justice is not well understood within key local communities, this could impact on how messages are interpreted on the presumption against short-term sentences. Identifying this early allows work in this area to be prioritised.

¹⁵ <https://www.roadmap-planner.io/blog/what-is-swot-analysis-definition-benefits/>



3. Developing ideas

The PESTELO model provides categories against which to identify developments that may impact on the future both directly and indirectly. Around the room, each stage of PESTELO should have an individual sheet of flip chart paper on the wall. Categories are as follows, and examples have been provided.

PESTELO	Examples
Political	Change of local/national government, Brexit
Economic	Reductions in core funding, changes to funding cycles
Social	Homelessness, drug and alcohol trends
Technological	Improvements in digital services for victims of crime
Environmental	Geographical change and impact of changes to landscape
Legal	Presumption against Short-Term Sentences, Age of Criminal Responsibility
Organisational	SWOT Analysis findings, changes to procedures and processes within both individual organisations and the partnership/related partnerships

All of the above factors can be positive or negative or even a combination of both within the context of community justice. Using this basic model helps us to look beyond the confines of the partnership and its immediate stakeholders. How a single stakeholder organisation or partnership is equipped to deal with these should be emergent from the SWOT analysis already conducted.

At this stage of the workshop participants should be asked to consider issues on post-it notes and add these to the flip charts pages around the room. This should build up a range of these against all categories. While some participants will begin to 'theme' post-it notes organically (by placing like notes together, for example) this is not necessary at this stage, but takes place following all participant contributions.

4. Constructing themes

Following participant feedback against each category of PESTELO, the facilitator is required to address the workshop as a whole and consider whether there are key themes emerging under each category. For example, against 'Political' there may be a number of post-its which reference Brexit in several forms. These should be placed together and captioned in a manner agreed by the group. For example, the theme may be 'Brexit.' The purpose of this is to provide a heading for the issue considered while developing some context for its inclusion.

Following this process, it may be helpful for the facilitator to prioritise themes, thus ensuring they are included correctly within the final SNSA based on their likelihood of occurring and the ability of the



stakeholders and collective partnership to address them. A matrix has been provided to support this below. It may be helpful to include this as part of the introduction and also to show a slide during this section of the workshop.

		Likelihood of occurring	
		LOW	HIGH
Ability to address	HIGH	Monitor	Prepare
	LOW	Monitor	Priority

Where time does not allow priorities to be assessed in this manner, the facilitator may decide to do this with a smaller partnership group or to apply this following the workshop and present findings at a later date.

5. Developing the PESTELO/SWOT matrix

Information from both the SWOT and PESTELO exercises can be combined within the matrix below and included as part of the SNSA. This should be completed with the participants as much as possible to ensure they are not being too inward or outward looking. The full matrix can then be included in the final product or summary findings can be included within relevant sections.

Use of a matrix in this way forces consideration of positive and negative influences in the strategic environment and ensures PESTELO does not merely become concentrated on external factors.

	Strengths	Weaknesses	Opportunities	Threats
Political				
Economic				
Social				
Technological				
Environmental				
Legal				
Organisational				

When completing the matrix, for example, the heading 'political' may be replaced by a specific political priority which may impact on delivery in the longer-term. Some context to the issue may also be included in this box if this is helpful.



Within each box thereafter, bullet points should be included which cover the strengths, weaknesses, opportunities and threats associated with this issue. An example has been provided below. There may be more than one bullet point to include but it is important to ensure the priorities are always included.

	Strengths	Weaknesses	Opportunities	Threats
The Presumption Against Short-Term Sentence	Current strong relationships between Social Work, Judiciary and third sector based on regular meetings to discuss sentencing options.	Year-on-year funding arrangements place uncertainty on public and third sector organisations when future-planning service delivery.	Improve current Community Payback exit questionnaire to better capture needs, and utilise this in service design and management.	Increased use of community sentences may result in increased breach rates for Community Payback Order.

6. Scenario Planning

To help to envisage certain scenarios which may impact on the delivery of community justice in the future, the following headings may help in constructing these, and ensuring the most effective information is included as part of the SNSA.

Abstract	Outline the problem in the context of today, using up to date information. This can also propose future scenario's (for example: increase in a crime type, pressure on resources)
Summary	Summarise the data that supports this being a factor, and why this is worthy of further consideration
Implications	Expand on the abstract section. Include potential impacts with greater detail, using your supporting data
Early Indicators	Highlight which data we should monitor to see whether the scenario is developing as expected
Drivers	Identify factors which may contribute to the scenario developing as predicted
Inhibitors	Identify factors which may contribute to the scenario failing to develop as predicted
Parallels and Precedents	Highlight any times and places where the issue has occurred before. Is there anything comparable? Can lessons be taken from this and utilised? What differences are there and how will these impact?



Other Information



Within a local authority area, community justice is one theme under the umbrella of community planning, set out within the Local Outcome Improvement Plan (LOIP). While a CJP or its equivalent can seek to address structural outcomes and improvements within the justice system, achieving person-centred outcomes for people affected by the justice system will not prove as achievable without a broader review of strategic priorities established across the themes of the LOIP and statutory partner plans

Local Outcome Improvement Plans

Following the introduction of the Community Empowerment (Scotland) Act 2015 all 32 local authority areas in Scotland now have a LOIP in place. This sets out how the area will deliver improved outcomes for their communities based on a clear understanding of local need and reflects agreed local priorities, including a national performance framework developed by the Scottish Government.

Common themes reflected across LOIPs in Scotland are reflected below. These are sometimes expressed as priorities for people, places and the economy. Based on analysis completed as part of the SNSA some of these themes will also be common across the needs of those affected by the justice system. The LOIP should identify specific groups and/or communities in greatest need of support and hold locality plans against these, which specifically target resources. Seeking out the evidence base developed to inform these universal priority areas and groups will be helpful in understanding local context and ensuring opportunities for leveraging resources across partnerships can be utilised.

Ageing Population	Economy and Employment
Children and Young People/Education	Environmental Impacts
Community Safety	Health and Wellbeing
Community Justice	Housing

People affected by the justice system can be established as a priority group within the LOIP; this is for local communities and the Community Planning Board/Partnership to agree. The evidence collated as part of the SNSA would support any decision on this and so should include as much information on how and where community justice priorities cross-cut with the priority themes set out in the LOIP and any other local strategies and action plans.



Local strategies and action plans

Several local authority areas will operate with only their LOIP as the strategy for taking forward all identified priorities under the community planning agenda. In other areas, independent strategies/action plans will exist for each theme which set out priorities and how these will be achieved in the coming years. It is also likely these will include baseline measurements and indicators which may be useful and relevant to community justice.

Stakeholders and statutory partners can identify those strategies/action plans which may have relevance to community justice. Beyond this, local authority intranet sites will likely publish these and include a key contact for any further questions. An example of one of these strategies/plans is included below. It is helpful to have completed all previous stages of the community justice SNSA before seeking out these strategies/action plans. This will avoid mission creep by being clear on what the community justice priorities are first before attempting to link these with universal priorities and service provision in the area.

Example of Strategic Plan

Health and Social Care (Integrated Joint Board) Strategic Plan

All 32 local authority areas will have one of these plans, which are published online and report annual progress against identified indicators. The majority of these plans across Scotland place a focus on tackling inequality and early and effective intervention (prevention) which may resonate with the needs identified for those affected by the justice system in the local area. Exploring priority outcomes may identify common actions which can be shared and developed in partnership.

In the production of local strategies/action plans it is likely an evidence base was also produced to establish baselines and set priorities. This may be called a SNSA, a strategic assessment or have some other similar title. Contacting those responsible for the plans and seeking access to this data may provide additional evidence of use within the community justice SNSA. This could be particularly important when conducting service mapping and analysing need.

Open source research

Open source research is described as research conducted using material freely available to the public through mediums such as the Internet and in book format. All information accessed as part of open source research should be free, including any data or extracts derived from them. This permits a massive distribution of data which anyone can participate in.



While the benefits of this type of research are clear, allowing access to a range of international research and ensuring broad citation for the work of those who provide it, it is essential to evaluate each piece of research. In considering whether information is of high or low quality, the CARS checklist¹⁶ is a useful tool.

CARS	Considerations	Clues to Issues
Credibility	<ul style="list-style-type: none"> • Is their sufficient evidence presented to make the argument persuasive? • Are there compelling arguments and reasons given? • Why should I believe this source over another? • What about the source makes it believable (or not)? • How does this source know this information? • Why should I believe this source over another? 	<ul style="list-style-type: none"> • Anonymity • No indication to third party editor or publisher • Critical reviews • Bad grammar or misspelt words
Accuracy	<ul style="list-style-type: none"> • How up-to-date is this information? • Is the information timely? • Is the content factual? • How detailed is the information? • Is the information an extract from a larger document/report? • Is the information comprehensive? 	<ul style="list-style-type: none"> • No date on the document • Assertions that are vague or otherwise lacking in detail • Sweeping rather than qualified language • An old date on information known to change rapidly • A one-sided view that does not acknowledge or respond to opposing views.
Reasonableness	<ul style="list-style-type: none"> • Has the author remained objective? • How believable are the claims made by the information? • Does the argument or information contradict itself? • Does the information present only one world view? 	<ul style="list-style-type: none"> • Intemperate tone or language • Overclaims • Sweeping statements of excessive significance • Conflict of interest

¹⁶ The CARS checklist, Novella. Available at: http://novella.mhhe.com/sites/0079876543/student_view0/research_center-999/research_papers30/conducting_web-based_research.html [Accessed 01/11/2019].



<p>Support</p>	<ul style="list-style-type: none"> • Where did this information come from? • What sources did the information creator use? • Are the sources listed? • Is there a bibliography or other documentation? • Does the author provide contact information? • What kind of support for the information is given? • How does the writer know this? • Do other information sources support this source? • Does the information conflict with or support what is already known? 	<ul style="list-style-type: none"> • Numbers or statistics presented without an identified source for these • Absence of source documentation when the discussion clearly needs this • Lack of any other source which presents this information or acknowledges it exists
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It should be noted that, as mentioned previously, use of any information accessed through open source research, where this is not directly applicable to the local area or people affected by the justice system within that area, remains a form of proxy data. There is a requirement to cite the source correctly within analysis and consider whether this can be corroborated using local information. Where this is not possible but felt necessary, recommendations should be made to do so.

Community engagement

CJPs should engage with community groups, organisations and individuals as a routine activity in developing their local Community Justice Outcome Improvement Plans. As such, this is not a specific task of the SNSA but can be incorporated into the evidence collated. This is valuable information that can enhance the Partnership understanding of the local context of community justice experiences, services and outcomes. CJPs may also consider carrying out engagement with specific groups or individuals as part of the SNSA process. This can be very useful, but the purpose of the engagement should be borne in mind: engagement specifically to inform a SNSA should not be broad and capture a range of views and experiences that can aid priority identification and development rather than being used to reinforce priorities that have already been identified. Therefore, this engagement should occur early in the SNSA development process as part of the evidence collation stages.



Writing the SNSA



Starting to write a SNSA can seem daunting. It is likely that you will have a lot of data and information and the task of sorting, compiling and presenting this into a succinct, meaningful document can seem huge. However, if you have followed the chapters of this document and have collated data in a systematic way, asking questions along the way and developing inferences and opportunities, then you should be reassured that you already have all the information you need. This stage is about presenting that information in a way that puts across your key messages in a clear way so that shared understanding is increased and emerging activities can be prioritised.

Combining the justice process map, a demographic profile of individuals with experience of the justice system, a needs profile of the issues in your local area and a comprehensive service map will allow community justice partners to identify strengths and needs in local service provision, including where gaps might exist in support for people experiencing the justice system. This in turn allows evidence-based prioritisation of issues and recommendations for activity to be made to address these gaps, and the potential for strategic commissioning that seeks to achieve improved outcomes.

Inference development

The next step when you have collated all your information is to assess what the data is telling you. This might be straightforward in places; you might have cohort-specific information which point towards conclusive trends and patterns, resulting in simple messages about issues, needs or strengths in your area. However, understanding data may also require some analytical thinking.

Because there will be limitations within data availability, completion and accuracy, it will be necessary to provide a hypothesised data picture. This will include the collation of all your sources of information relating to a specific topic or issue in order to make an assessment of what it tells you are the issues within community justice for your local area.

One simple method of collating data sources to generate inferences is by using inductive logic. Inductive logic allows a statement to be made that is supported by arguments formulated from available data. These arguments are called premises and can be described as summaries of available data. An example of inductive logic is included here:



Example of inductive logic	
Premises	<ol style="list-style-type: none"> 1. There is an increasing shortage of housing stock in your local area. 2. Research shows that people who are homeless are more likely to become involved in offending behaviours.
Inference	There will be an increase in homeless people becoming involved in offending behaviours in your local area.

This inference is not necessarily true. It would need to be tested against any new data that becomes available. If, for example, there is an increase in people being arrested who identify as homeless in your local area this would strengthen the inference that you have made in the example above (although still does not confirm it). This would be incorporated into future iterations of the SNSA as your data and information is developed or new information becomes available.

Where possible an inference should attempt to answer the 5WH questions: who, what, where, when, why, how? The level of detail included in answering these questions will be determined by available data and the subject matter being described.

In the example below the data supporting the premises will have come from a variety of sources. As we know, these will be of varying reliability and completeness. Premises with weaker supporting information will require recommendations to address this.



As can be seen, there are still data gaps in the above example (including the ‘when’ and ‘how’). These gaps highlight areas where you may want to focus further data collection activities in order to increase your understanding of the issue and strengthen your inference.

As previously stated, forming inferences will allow you to understand the data and to identify the issues, needs and strengths in your area. This is a crucial aspect of the SNSA and brings together all the work you have done so far, so should not be treated lightly. When this stage is complete you will have the key findings of your SNSA and can complete the report writing stage.

Template for the SNSA

An example lay out for the SNSA is provided below. This is meant as guidance only and local areas may adopt their own template that suits presentation of their local information. Local areas may also want to complement the sections below with additional information as necessary.

Section	Purpose	Key questions (that each section should answer)
Executive summary	Provide a concise, high-level overview of the background and purpose of the report, key messages and recommendations. This should represent a stand-alone piece of work that can be understood independent from the entire report.	<ul style="list-style-type: none"> • What is the purpose of the SNSA? • What are the key findings/messages? • What are the key recommendations? • How will this document be used going forward; what will the document inform?
Defining the problem: why a SNSA, and what is it?	Provide the justification for the work and an overview of what a SNSA is, including how it can benefit community justice partners and how it will be used. Manage expectations by defining the scope and scale of the work.	<ul style="list-style-type: none"> • What is the justification for the SNSA? • What benefits will be realised in completing the SNSA? • How will this document be used going forward; what will the document inform? • What is in and out of scope and scale of the work?
Data presentation and analysis, and inference development	Presentation examples are provided in the following section. Consider including information discussed in the previous chapters of this document.	



Justice process map

Include a link to the justice process map, or provide an overview of the process, in order to set foundations for your analysis – provide an explanation of how this underpins the SNSA. Include details of any process activity specific to the local area.

Demographic profile

Collate the information that you have gathered to describe the demographic profile of your local area. Highlight trends relevant to the local area (e.g. ageing population, migration etc.). Arrange justice data under the headings used as stages of the justice process map to describe demographic information.

Needs profile

Collate the information that you have gathered to describe the needs profile of your local area. Where identified, highlight trends relevant to the local area. Use proxy data carefully and highlight data limitations where appropriate. Identify opportunities to improve data. Provide an general overview of identified issues in the area as well as more detailed exploration into trends and potential causes of these issues.

Services profile

Collate a service map in an appropriate table format for the data that you have gathered. Consider mapping against more than one framework (needs, justice

- What does the justice process look like in Scotland?
- Why is this relevant to the SNSA?

- What is the demographic profile of people in your area? What are the associated strengths and challenges?
- What is the demographic profile of people in your area against stages of the justice process? Where are there higher volumes of people? What are the associated strengths and challenges?

- What needs are experienced by people that have experience of the justice system in your area?
- What are the trends in these needs? Are there enduring problems? Can you identify new trends or emerging issues?
- What are the potential causes of identified needs?
- What are the data limitations within your analysis?

- Where are services delivered in your area (against stages of the justice process)?



	<p>process stages, national outcomes, local priorities) in order to examine service provision from different perspectives. Provide a general overview of identified gaps in services.</p> <p>Other information</p> <p>Collate the ‘other information’ that you have gathered to describe how other local sources of information might be used to inform your SNSA. Do not just list these other sources; rather, you should provide an account of their relevance to and impact on your work. Or, you should identify where your work impacts on these other sources and why your findings are relevant to the delivery of other strategies and plans.</p> <p>Data analysis and inference development</p> <p>This is perhaps the most difficult chapter of the SNSA: compiling all the information you have gathered and developing accounts and inferences about what this tells you. Highlight needs, identify gaps in services and describe opportunities for improvement. See ‘SNSA examples’ below for further guidance.</p>	<ul style="list-style-type: none"> • What are these services and what needs do they address? • Where are there gaps in service provision? • Where is there possible areas of service saturation? • What ‘other information’ sources have you identified? • How can each of these sources inform your SNSA? What is their impact? • How will your work impact on these sources of information? • What inferences can you make about the strengths and needs in your local area? • Where is there a gap(s) in service provision for identified need(s)?
<p>Limitations</p>	<p>Provide an overview of the limitations of your work. These may relate to resources required to develop work further, lack of data or difficulty in accessing data, difficulties in partner engagement etc. Include actions to address these limitations where possible.</p>	<ul style="list-style-type: none"> • What are the limitations within the SNSA? • How can these limitations be addressed or avoided in future iterations of this work?



<p>Next steps: using the SNSA</p>	<p>Provide information about how this SNSA will be used to inform the CJOIP and local community justice activity. Include a plan for monitoring and refreshing the SNSA at appropriately timescales.</p>	<ul style="list-style-type: none"> • How will this document be used going forward; what will the document inform? • What plans are in place for monitoring and refreshing the SNSA, and at what timescales?
<p>Recommendations and priority setting</p>	<p>Following the completion of the SNSA analysis and inference development, the next CJP activity will include making recommendations for community justice activity in your area and the prioritisation of work. This can be done as part of the SNSA itself or can be a separate exercise within the planning cycle.</p> <p>Be comprehensive when developing recommendations and consider partner (statutory and non-statutory) contribution. Partners may wish to set priorities within this document or may decide instead to make recommendations here but to set priorities within the CJOIP.</p> <p>Please note, further guidance, independent from this document, will be made available relating to prioritisation activities.</p>	<ul style="list-style-type: none"> • What recommendations can you make for community justice activity in your area? • Who do your recommendations impact on in terms of action and delivery? • What is the intended impact of any action that follows a recommendation? <p>If priority setting here:</p> <ul style="list-style-type: none"> • What are your priority areas for action arising from your SNSA?

SNSA presentation examples

If using the template above, or a different template, you should consider how you present information within the SNSA. You might collate information in several ways in order to present key findings. A couple of different examples, one that shows how information might be presented against stages of the justice process map and one against an identified need, are shown below. These are shown in table format for the illustrative purpose of this document; within a SNSA document consideration should be given to how the narrative is best presented.



Section	Ideas for SNSA presentation
Justice Stage	Crime
Justice process map	<p>Include a narrative to explain the stages of the justice process that are included within 'Crime'.</p> <p>Include a snapshot of the relevant section of the justice process map.</p> <p>Describe this process in local terms, including local partners that are relevant etc, to provide local context.</p>
Demographic profile	<p>Provide a narrative description of the demographic data relating to 'Crime'.</p> <p>Provide details of crime trends that have been identified.</p>
Needs profile	<p>Provide a description of needs that have been identified in relation to crime and explore potential causes. It might be appropriate to consider several needs as being interlinked. For example, a trend in increased shoplifting might indicate deprivation in the local area – is this linked to employment rates, education opportunities, health issues etc.?</p>
Services profile	<p>Provide an overview of the services that are available in your locale area in relation to the 'Crime' stage. This might include prevention services or services aimed at people at the alleged commission of crime stage.</p>
Other information	<p>Describe the other information that you have collated that is relevant to this stage and what the impact might be. For example, is there anything of relevance within Police Scotland strategies or plans (national and/or local) that might impact on any planned work?</p>
Data analysis and inference development	<p>By collating all of the above information, what can you say or infer about the 'Crime' stage of the justice process in the local area? What are the needs that people face and their potential causes, and what action can be taken to address these? Where are the strengths in service delivery and where are the gaps or opportunities for improvement?</p>
Recommendations and priority setting	<p>List recommendations that you have in relation to the 'Crime' stage. Do you have further data requirements in order to understand a potential issue more fully? Is there a crime trend that you assess to warrant priority activities that should be considered within the CJOIP?</p>



Section	Ideas for SNSA presentation
Need	Housing
Justice process map	Include a narrative to explain the stages of the justice process that are most relevant to the 'housing' need(s). When are people most likely to face barriers or challenges? When is this need most relevant?
Demographic profile	Provide a narrative description of the demographic data relating to 'housing'. Provide details of housing trends that have been identified.
Needs profile	Provide a detailed description of needs and/or strengths that have been identified relating to 'housing', including potential causes. Look at recent trends that show this need developing or emerging and consider what this might look like in future and what the impacts of this might be.
Services profile	Provide an overview of the services that are available in your local area in relation to 'housing'. This should include when and to whom these services are available, and should highlight where there are any gaps in service.
Other information	Describe the other information that you have collated that is relevant to 'housing' and what the impact might be. For example, what is the impact of the SHORE standards on the needs identified and activities proposed?
Data analysis and inference development	By collating all of the above information, what can you say or infer about housing needs in the local area? What are the needs that people face and their potential causes, and what action can be taken to address these? Where are the strengths in service delivery and where are the gaps or opportunities for improvement?
Recommendations and priority setting	List recommendations that you have in relation to 'housing'. Do you have further data requirements in order to understand a potential issue more fully? Is there a data trend that you assess to warrant priority activities that should be considered within the CJOIP?

Look between the gaps

When developing the SNSA, regardless of the format that you choose, you should remember to consider information that is in danger of falling 'between the gaps'. This is information that might fall between two stages of the justice system or might cross over several needs. For example, is there data or information to show the transition between 'investigation and charge' and 'case marking'? It is important to consider these



'gaps' to ensure that no vital information is missed; if the justice process map is only considered in discrete stages then there are elements of the journey that might be overlooked. Similarly, is there data or information that shows interdependencies or links between needs identified? Considering each need in turn will allow a comprehensive analysis of individual needs, but what about where these needs are multiple and complex? How can we capture information about the relationship between deprivation, housing and mental health, for example, and what inferences can we make about it?

You should stay aware of the wider context and potential for lost information as you collate data and consider needs and strengths. By focussing on individual elements of the SNSA, whether justice stages or needs, you might run the risk of losing the bigger picture. Your data collation and analysis should keep this in consideration throughout.

Presenting graphs and tables

There are many different ways to present information in graphs and tables within your SNSA. When considering how to present information, the following points might be useful. Online searches will reveal multiple tools that can further guide you in relation to data presentation.

- When choosing between graph and table, consider the purpose of presenting the data and the audience that will be accessing it.
- A table can provide a lot of precise information that can be used to look up individual values.
- A graph is a visual display of information along two axes. They should be used when you require people to quickly understand information. Keep them simple; don't distract from the key message with too much information.
- Use a graph instead of a table when:
 - The key message is illustrated by the shape of the graph (e.g. trends)
 - The graph shows relationship(s) between different values

Consider the audience

It is vital that as you write your SNSA you consider the audience that will read and engage with it. You should always keep language and data presentation as simple and succinct as possible and ensure that your final document is accessible to the audience that you intend it for.



Resources

The following lists are resources referenced throughout this document that will help with the SNSA compilation process. Local areas may also wish to consider seeking guidance from other sources, such as local services that complete a SNSA or online support forums, when completing the community justice SNSA.

National tools

National Strategy for Community Justice

<https://www.gov.scot/publications/national-strategy-community-justice/>

Community Justice Outcomes, Performance and Improvement Framework

<https://www.gov.scot/publications/community-justice-outcomes-performance-improvement-framework/pages/7/>

CJS tools

The following tools are available alongside this guidance document for use when completing a SNSA. These documents accompany this main guidance document and can be accessed on the CJS website.

- Justice process map
- Demographic data manual
- Needs data manual
- Service mapping



Further Information

For further information about this document, or about the SNSA process, please get in touch with the CJS Improvement Team:

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