

Highland Community Planning Partnership

Community Planning Board – 15 March 2017

Agenda Item	7.
Report No	CPB 05/17

Overview of Community Justice Plan - Highland

Report by Director of Care and Learning

Summary

This report provides an update and overview to the Community Planning Partnership of the progress of the implementation of Community Justice Plan within Highland.

1. Background

- 1.1 Since April 2016, work has been undertaken by the Community Justice Project Manager and the Community Justice Partnership (CJP) to progress various strands of work in order to ensure that the Community Planning Partnership in Highland is ready for the implementation of Community Justice from 1 April 2017.

2. The Community Justice Plan

- 2.1 The Community Justice Plan has been submitted to Community Justice Scotland at the Scottish Government for their perusal and comment as per the national arrangement that all plans would be submitted by 31 March 2017. This allows for any amendments thought necessary to be made prior to the above deadline.

3. Engagement of Partners in the Planning Process

- 3.1 All the statutory partners involved in Community Justice (Local Authority, NHS Highland, Police Scotland, Scottish Fire and Rescue Service, Skills Development Scotland, Scottish Prisons Service, Crown Office Procurator Fiscal Service, Scottish Courts & Tribunals Service) have been aware of their obligations to participate in the planning process in order to provide a multi-agency plan that reflects collaboration between them. Engagement with the Third Sector and Victim Support Scotland has also been a key factor in the compilation of the plan.
- 3.2 Awareness raising events took place throughout Highland in Wick, Thurso, Lairg, Fort William, Portree and Inverness. The information gleaned from these events was used to recognise common themes across communities and the perceived gaps in services which have been considered in the compilation of the plan.
- 3.3 Work was carried out around the Outcomes Performance & Indicators Framework issued by the Scottish Government in order to ascertain which information and data agencies held that could be used to measure outcomes that would support community justice.
- 3.4 A planning day was held with most of the partner agencies represented. Consideration was given to what the priorities for Highland would be. This was done in conjunction with the Outcomes Performance & Indicators Framework and

the suggested template for the plan issued by the Scottish Government. The four priorities identified by the Scottish Government which the plan focusses on are as follows –

- Communities improve their understanding and participation in community justice;
- Partners plan and deliver in a more strategic and collaborative way;
- People have better access to the services they require, including welfare, health and wellbeing, housing and employability;
- Effective interventions are delivered to prevent and reduce the risk of further offending

3.5 As the Community Justice plan will link to the Local Outcomes Improvement Plan (LOIP), which is not due to be published in October 2017, it was agreed that the tenure of the Plan would be one year. It is seen as important that the plan sets out targets which are achievable within the year whilst outlining future aspirations for the years that will follow.

4. Community Justice Governance

4.1 The Community Planning Partnership, who will be responsible for the delivery of the plan, will have an overarching role in the governance and review of the Community Justice Plan, particularly once the outcomes are formed into the LOIP by October 2017.

4.2 As part of the shadow year, the governance for the 2016/17 structure was reviewed and agreement reached that the Community Justice Partnership would now reconcile to one formal group within the CPP structure.

4.3 The Community Justice Partnership will meet quarterly and are accountable for the development, implementation, operational delivery and review of the Community Justice Plan for Highland. They will also have an ongoing role to consider the development of staff understanding and the use of leveraging resources between partners in order to achieve the outcomes set within the plan. This group will sit alongside other thematic groups within Safer Highland, all of which report into the Chief Officers' Group (COG) and ultimately the Community Planning Partnership.

4.4 Membership of the CJP includes: The Highland Council (1 Elected Member); Local Authority (Criminal Justice Social Work and Housing); Police Scotland; Scottish Prisons Service; Crown Office Procurator Fiscal Service; Scottish Fire and Rescue Service; Scottish Courts & Tribunals Service; NHS Highland; Skills Development Scotland; Victim Support Scotland; Third Sector Interface and representatives from the wider third sector – currently held by Apex Scotland and the Libertie Project.

5. Taking the Plan Forward

5.1 From 1 April 2017, the task of reviewing the plan will begin, ensuring that the outcomes set out to be achieved are met. Some of this work will entail setting baselines in order that performance over the following years can be measured. The progress of the content of the Plan will be monitored throughout the course of the

year and scrutinised in more detail at the Community Justice Partnership Meetings.

- 5.2 Engagement with communities and agencies and organisations working with those who have an offending history and those who have been affected by crime will continue throughout the year. There will also be direct engagement with people with an offending history and their families and those who have been affected by crime in order to gain information for consideration in terms of future planning.
- 5.3 The Communication Engagement & Measures Plan (Appendix I) within the Community Justice Plan outlines the foregoing in greater detail.

Recommendation

Members are asked to note and comment on the Plan to implement Community Justice within Highland.

Designation: Director of Care and Learning

Date: 2 March 2017

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Highland Community Justice Plan

2017 –2018





This plan is produced by the Highland Community Justice Partnership on behalf of the Highland Community Planning Partnership

www.highlandcpp.org.uk

THIS PLAN IS AVAILABLE IN OTHER FORMATS UPON REQUEST.
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Foreword



As Chair of the Community Justice Partnership for Highland it is my pleasure to present our Community Justice Plan for 2017-2018. The plan will officially commence on 1 April 2017 with the disestablishment of the CJAs across Scotland having taken place on 31 March 2017.

The report fulfils a duty to Community Justice Scotland and the Scottish Government to report annually on how community justice will be implemented in the Local Authority area of Highland.

The purpose of the plan is to bring statutory partners, non-statutory partners and the third sector together to work collectively for the specific purpose of preventing offending and reducing reoffending. Whilst the reconviction rates for Highland have fallen in recent times (now sitting at 24% as opposed to the national rate of 28.3%, figures published by the Scottish Government in May 2016), we cannot afford to be complacent and as detailed in this plan this is an ongoing task with work still to be carried out.

This is the beginning of a new model for community justice and I am confident that the good work already being carried out within our communities in relation to reoffending will be built on and improved whilst embracing an opportunity to enhance working relations across agencies and organisations throughout Highland.

I would like to record my thanks and appreciation to all those from the Community Justice Partnership Group and Community Justice Officer's Group, statutory agencies, non-statutory agencies and third sector organisations who have contributed to and assisted in developing this plan. Their commitment to reducing reoffending within the Highland area is appreciated.



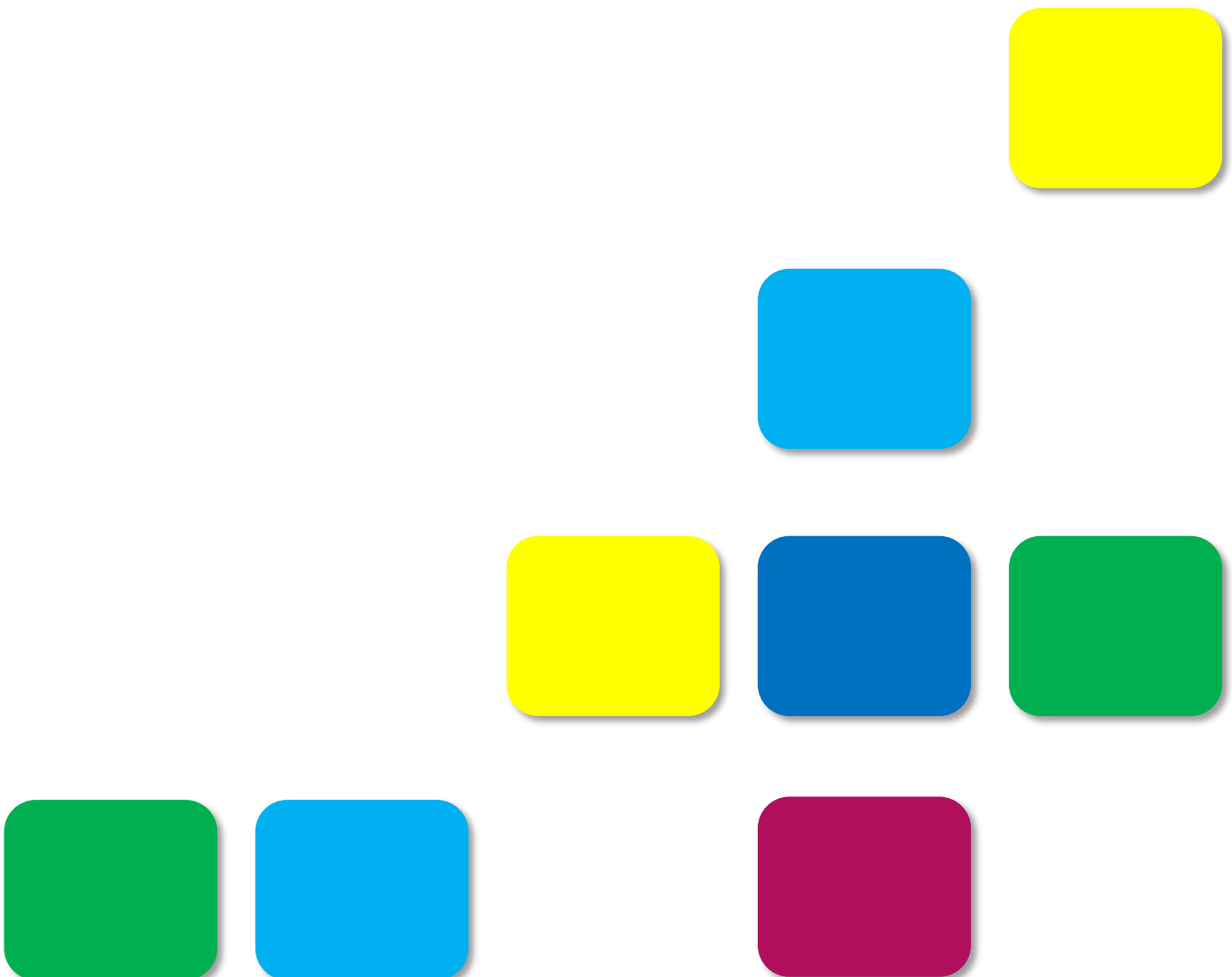
Drew Millar,
Chair of Highland Community Justice Partnership

Our Highland Community Justice Plan

The Community Justice Plan for Highland sets out the community justice vision for one year, April 2017 until March 2018.

This is primarily due to the fact that the Local Outcomes Improvement Plan (LOIP) for Highland will not be completed until October 2017.

The contents of the Community Justice Plan will be monitored and reviewed throughout the year with a particular focus on the contents of the LOIP once published. It is anticipated that future Community Justice Plans for Highland will be longer term and be fully embedded into the LOIP.



Overview & Context



The creation of the Highland Community Justice Partnership has created a new opportunity for greater partnership working and planning integration around community Justice in Highland. This document is a single year plan for the first year of that developing Partnership, outlining our collective ambition and focus.

The area covered by this plan covers the same geography as the Local Authority territory and includes areas of significant rurality as well as more urban and industrial communities. Highland is an expansive area, covering approximately one third of the land mass of Scotland. The nature of our geography presents unique challenges in the delivery and access to services.

The Partners involved in the development of this Plan are acutely aware of the challenges faced in ensuring quality and accessible services which meet the needs of individuals and communities. Those Partners include:

- The Highland Council;
- NHS Highland;
- Police Scotland;
- The Scottish Fire and Rescue Service;
- Scottish Prison Service;
- Skills Development Scotland;
- Crown Office & procurator Fiscals Service;
- The Scottish Courts and Tribunals Service;
- Victim Support; and
- The Highland Third Sector Interface

As Highland will publish their local Outcome Improvement Plan (LOIP) on or before the end of October 2017 the Highland Community Justice Partnership has agreed that this initial plan will cover the financial year 2017/18 with a view to embedding a further, longer term plan, within the LOIP thereafter.

Currently there are several excellent examples of collaboration between partners that exist within Highland which include the following -

Safer Highland Leadership Group - Safer Highland sits within the Community Planning Partnership between strategic and tactical level and brings partners together to ensure that the Highland area achieves its commitments to safer and stronger communities and reducing reoffending. The structure comprises 10 multi-agency committees whose remit it is to ensure the realisation of our joint ambitions for the Highland area as set out in the Single Outcome Agreement between the Community Planning Partnership and the Scottish Government. Public service providers working together in this way also makes sure that there is no duplication of work, that key partner agencies are working together and fully understand each other's roles and functions.

Highland Alcohol and Drugs Partnership is a multi-agency strategic partnership focussed on alcohol and drugs misuse issues in our area. Members include those with an interest, such as NHS Highland, The Highland Council, Police Scotland and HMP Inverness. There are a number of key stakeholders beyond

the strategic group that are crucial to addressing the issues we have with alcohol and drugs in Highland. HADP are responsible for developing, implementing and reviewing the local strategy and this includes planning and decision making on where monies should be allocated.

MAPPA – Multi Agency Public Protection Arrangements has been operating within the Highland area for 9 years. This process is well established and is also subject to ongoing review to ensure that best practice is adopted and that learning is gleaned from experience. The extension of MAPPA to incorporate Category 3 High Risk of Serious Harm Offenders went live on 31 March 2016.

MARAC – Multi Agency Risk Assessment Conference which deals with high risk victims of domestic abuse is operating throughout Highland. The process is well established with protocols and agreements between partners in place.

MATAC – Multi Agency Tasking & Coordination which deals with those high tariff domestic abuse perpetrators who pose a serious risk to victims. This process is also well established throughout Highland with each case being reviewed on a regular basis.

Women's Project, Inverness is a multi-agency approach to females with an offending history which supports them through their sentences in an effort to prevent further offending and rehabilitate them.

Inverness Response Team is a multi agency approach to anti-social behaviour, the aim of which is to make a difference to benefiting the community and reducing demands on services throughout the city. The core partners are Police Scotland, the Scottish Fire and Rescue Service and the Local Authority with others participating depending on the nature of the case e.g. NHS Highland, Apex Scotland, Victim Support Scotland, housing associations etc. Daily discussions are held in relation to cases assigned to the team.

POP (Persistent Offender Project) (Pilot) is a new multi agency approach to targeting those persons with an offending history who persistently commit crimes and where there is a link to drug/alcohol misuse. Partners seek to engage identified persons with an offending history through targeted outreach, getting them into treatment, stabilising any existing treatment, promoting social inclusion and desistance in an effort to reduce offending.

The aim of the work being carried out in Highland over the next and forthcoming years is to build on and strengthen the services and links that are already in place whilst introducing new multi-agency approaches which will help to reduce the gaps that have been identified.

Participation Statement



Highland is unique in Scotland in that we have chosen to place the role of our Community Justice Partnership Manager within the local Third Sector Interface (TSI). This has provided us with a strong opportunity to work closely with the third sector and community groups.

In addition to extensive one to one interviews with key stakeholders the Partnership Manager has delivered a series of local roadshow engagement and participation events throughout Highland. These have usually been organised in connection with local partners, specifically the TSI organisations.

Additionally further engagement within Highland has happened at a local level through the Health and Social Care Community Partnerships, chaired by the Council and NHS.

Other activities have included looking at the use of electronic platforms such as webinars and Facebook.

An information video in relation to community justice is being compiled whereby members of the partnership provide details of what community justice is and what it means to their agencies and communities. The video will be uploaded on to websites and social media platforms when complete.

A larger scale engagement day was delivered on the 29th of September 2016 within Inverness at the Divisional Police HQ building with participants from across various public agencies and the Third Sector. This included a drama presentation from Naomi Breeze which was very well received.

More specifically there has been discussions with Victim Support Scotland in relation to obtaining the views of victims around community justice, this process has presented some challenges around the sensitivities involved. This is an ongoing process which will continue with the roll out of the new model and is more detailed in the Communication, Engagement and Measures Plan, Appendix I.

A focus group was held with victims of domestic violence in order to gauge issues faced by them in relation to their experience of the justice system. The results of this exercise have been taken into account when compiling this plan.

Plans are being developed to hold focus groups with people with convictions currently serving sentences in HMP Inverness and various options are being considered to take this forward. Details around this and any relevant outcomes will be taken forward and included in future planning for community justice.

Families Outside have been operating within the Highland area since June 2016 and funding has now been secured to continue this work in 2017/18. Work has been carried out in relation to ascertaining the main issues faced by families of those who have committed crimes. These issues have also been taken into account when compiling this plan.

Aspirational Statement for 2017/18:

Participation in the community justice plan is an ongoing process whereby the Community Justice Partnership Manager will continue to ensure there is liaison with statutory & non statutory partners, third sector organisations, those affected by crime, those persons with an offending history and their families whereby cognisance is taken of the issues which affect our communities in order that these can be reflected in community justice plans for the forthcoming years.

As an example in the forthcoming year we are planning to undertake a participatory budgeting (PB) event in October 2017. In addition to various organisations engaging with the process we will utilise the opportunity to engage with the wider community justice stakeholders to raise awareness and strengthen engagement for the future.

Governance and the Partnership Structure



Within Highland the Community Planning Partnership (CPP) will have an overarching role in the governance and review of the Community Justice Plan, particularly once the outcomes are formed into the LOIP by October 2017.

As part of the shadow year the existing governance for the 2016/17 structure would be reviewed. This has now been undertaken and agreement has been reached that the Community Justice Partnership (CJP) will reconcile into one formal group within the CPP structure.

The CPP will be supported in their governance role by the newly formed Community Justice Partnership (CJP) who are accountable for the development, implementation, operational delivery and review of the Community Justice Plan for Highland. They will also have an ongoing role to consider the development of staff understanding and the use of leveraging resources between partners in order to achieve the outcomes set within the plan, which will link into the Local Outcomes Improvement Plan for Highland.

Meetings:

The Community Justice Partnership will meet quarterly and sit alongside other thematic groups within Safer Highland, all of which report into the Chief Officer Group (COG) and ultimately the Community Planning Partnership.

Membership of the CJP includes:

The Highland Council (1 Elected Member); Local Authority (Criminal Justice Social Work and Housing); Police Scotland; Scottish Prisons Service; Crown Office procurator Fiscal Service; Scottish Courts & Tribunals Service; Scottish Fire and Rescue Service; NHS Highland; Skills Development Scotland; Victim Support Scotland; Third Sector Interface and representatives from the wider third sector—currently held by Apex Scotland and the Libertie Project.

Distribution:

This plan will be accessible on the CPP Website, Highland Council Website and Highland Third Sector Interface (HTSI) Website as well as circulated to key stakeholders directly.

Accountability locally:

Additionally on an annual basis, the CJP will produce an annual report for circulation to a wide group of key stakeholders, including the Highland Third Sector and Community Partnerships. The report outlining progress and impact will also be published on the websites as previously mentioned.

Equalities within the Plan



The Highland Community Justice Partnership is committed to equalities within its work and activities. Under our equality duties we are required to report on progress made embedding equalities in our approaches and activities. In general our equality duties requires us, in the exercise of our functions, to have due regard to the 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; and
- Foster good relations between people who share a protected characteristic and those who do not.

The Partnership is committed to mainstreaming equality and diversity and creating an approach that recognises the diverse needs of staff, partners and other stakeholders with whom we have contact, and promote equality. We will promote a positive attitude to equality and diversity and address and eliminate harassment, victimisation and discrimination in staff management and in our relationships with partners and others.

We have adopted a single Equality Statement for the Partnership:

Our Partner agencies, their staff and our other partner organisations will always respond appropriately, knowledgeably and confidently to the needs of colleagues, partners and others with whom we have contact who have protected characteristics.

Our services are accessible to colleagues, partners and others with whom we have contact including those who have protected characteristics.

People who have protected characteristics feel confident about interacting with the Highland Community Justice Partnership because we will not tolerate prejudice and promote an understanding of their needs.

Identified Needs

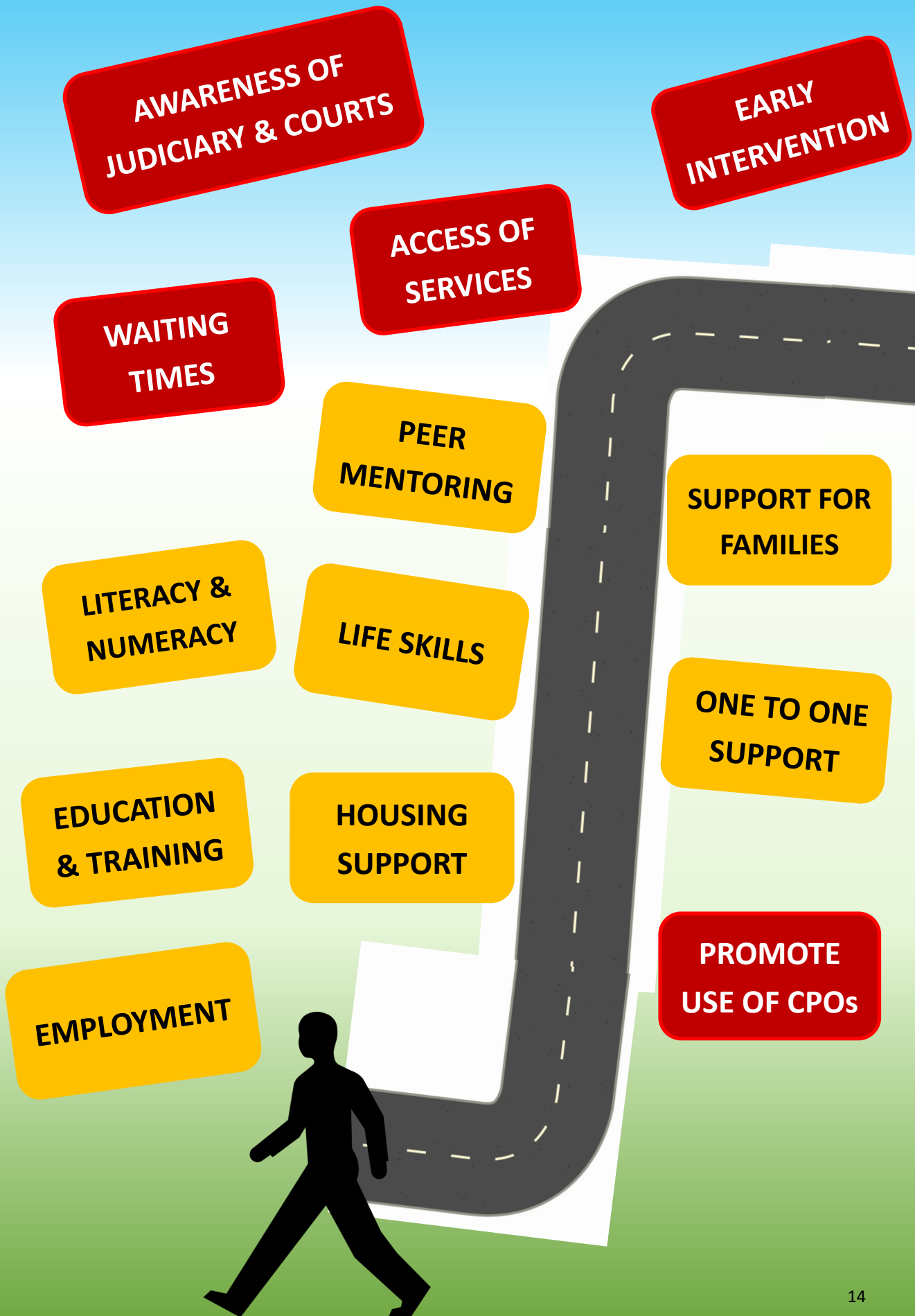


The Highlands consists of one third of the land mass of Scotland with a population of 234,110. It is the largest local government area in the United Kingdom. Through various reports and available data, the area itself presents differing challenges throughout in relation to demographics, deprivation, employment/unemployment, economic activity, health & wellbeing, housing, adult offending, youth offending and addictions.

Through engagement events carried out throughout Highland with statutory agencies, non-statutory agencies and third sector organisations and despite the differing geographical needs, several common issues and themes emerged in relation to identified needs within the area.

The following chart looks at the needs identified and provides an indication as to whether they are considered as a priority within the community justice plan for Highland. All other needs identified will be considered during the forthcoming year/s and will incorporate a partnership approach to improving services in relation to them.

OFFENDING JOURNEY



VICTIM NEEDS

PREVENTION



RESTORATIVE JUSTICE

CPO VISIBILITY

SUPPORT FOR VICTIMS

**VICTIM
EMENT**



ADDICTIONS SERVICES

MENTAL HEALTH

HEALTH AND WELLBEING

THROUGH-CARE SUPPORT

BENEFITS & FINANCIAL SUPPORT

GETTING IT RIGHT FOR EVERY OFFENDER

Highland Community Justice Plan 2017– 2018



This is a 1-year plan which the Community Justice Partnership in Highland has produced focussing on the priorities which have been identified for our area. In future years the Community Justice Plan for Highland will sit alongside and work in complement with the local Outcome Improvement Plan (LOIP), due for publication in October 2017.

Some measures identified within this plan will be set as a baseline for future plans.

The plan is articulated under the 4 structural outcomes which have been set nationally by the Scottish Government as:

- Communities improve their understanding and participation in community justice
- Partners plan and deliver in a more strategic and collaborative way
- People have better access to the services they require, including welfare, health and wellbeing, housing and employability
- Effective interventions are delivered to prevent and reduce the risk of further offending

The actions are equally mapped against the 3 person centred outcomes which are:

- Life chances are improved through needs, including health, welfare, housing and safety being addressed
- People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities
- Individual's resilience and capacity for change and self-management are enhanced

The person centred outcomes against the relevant Actions are indicated by colour coding to the right of the plan. A key is provided at the top of the first page.

Highland Community Justice Plan 2017—2018



Please note that the Person Centred outcomes (as detailed on pg. 16) are colour coded as follows:

Life Chances are improved = LC

People Develop = PD

Individuals Resilience = IR

Action	Indicator	Measure of Impact	Responsible Lead	Deadline	Person Centred Outcome	RAG
1. Communities improve their understanding and participation in community justice						
Implementation of a CJP Communication and Engagement Plan (Appendix I)	Increased awareness of CJ—public; 3rd sector; agencies	Community Partnership survey of organisational understanding and awareness of CJ	All Organisational Representatives	1. April 2017 2. March 2018		
		CJ/3 rd Sector Forum survey measuring understanding and awareness of CJ	HTSI / CJ Part Mang.	1. April 2017 2. March 2018		
		Social Media following	CJ Part Manager	Ongoing		
		Roadshow feedback/evaluation	CJ Part Manager	April/May 2017		
	Increased participation in the design and delivery of —public; 3rd sector; agencies	Roadshow feedback/evaluation	All Organisational Representatives	April/May 2017	LC	
		CJ/3 rd Sector Forum Actions	HTSI / CJ Part. Manager	Ongoing		
		3rd sector involvement in CPOs	Criminal Justice SW, THC	March 2018		
	Continued engagement activity with victims and persons with conviction—specifically to influence the design and delivery of services	Lived experience review seminar: small cross agency/sector working group to review how experience (positive or negative) might influence CJ planning and delivery	CJ Manager Stakeholders & Partners to participate	January 2018	PD	
	Increase public awareness of the low levels of crime and criminal behaviour within Highland	Public perceptions of crime – Citizen’s Panel Survey (base line figure 2017/18)	James Maybee	October/ November 2018		

2. Partners plan and deliver in a more strategic and collaborative way

CJP continues to develop and strengthen collaborative activity	Strong CJP work together strategically and collaboratively through the implementation of the CJ Plan	Self Evaluation based on SACHRU template	CJ Manager	1. April 2017		
		Review of progress against CJ Plan to report to Highland CPP	All Partners to complete	2. March 2018		
		Progress reported to Scottish Government	CJ Partnership Chair	October 2017 April 2018		
Work with the COPFS; sheriffs and defence lawyers to raise the profile and benefits of Bail Supervision for people with convictions	Reduction in the likelihood of reoffending through maintaining support and stability by working with a person with convictions while they are still within the community. Reduction in Remand population.	Reoffending rates 1) reduce the number of custodial sentences and 2) increase the number of bail supervision orders (Baseline figure generated in 2017)	James Maybee	April 2017	LC	
			Andrew Laing	April 2018		
Evaluating pilot of POP (Persistent Offender Project) and possible expansion of activity	Achieve positive outcomes for persistent reoffenders	Evaluation of POP	James Maybee Colin Carey	March 2018	IR	
Response Team 'model' expansion and possible inclusions of third sector partners into the model	Reduction in Anti-social Behaviour and offending	ASB Data indicate that there is a reduction in instances of ASB in areas where there is a response team model used. (Baseline figure generated in 2017)	Colin Carey	April 2017 April 2018	IR	
Evaluation where collaborative training opportunities could be implemented to cut across agencies and sectors	To maximise public and third sector resources to achieve and Increase in skills and knowledge as well as awareness within different agency and third sector roles	2018/19 collaborative training plan	CJ Manager	January 2018		

3. People have better access to the services they require, including welfare, health and wellbeing, housing and employability

<p>Continue to strengthen the collation of information on the experience of victims and persons with convictions; & their families specifically around the perceived gaps in the provision of services</p>	<p>Continued engagement activity with victims and persons with conviction—specifically to influence the design and delivery of services</p>	<p>Lived experience review seminar: small cross agency/sector working group to review how experience (positive or negative) might influence CJ planning and delivery</p>	<p>CJ Manager Stakeholders & Partners to participate</p>	<p>January 2018</p>	<p>PD</p>	
<p>Monitoring the implementation of a pilot Arrest Referral Scheme</p>	<p>Early intervention and access to services helping reduce the likelihood of reoffending</p>	<p>Recommendation for the implementation or non-implementation of an Arrest Referral Scheme and associate actions within 12 months</p>	<p>Colin Carey</p>	<p>March 2018</p>	<p>LC IR</p>	
<p>Personality disorders – we will train staff across NHS Highland and support them to provide STEPPS programmes for patients with personality disorder.</p>	<p>NHS Highland Local Delivery Plan for Mental Health Services</p>	<p>18 weeks referral to treatment for 90% of patients (NHSScotland Waiting Time Guarantee)</p>	<p>Joanna MacDonald</p>	<p>March 2018</p>	<p>LC IR PD</p>	
<p>Trauma – we will train staff and support them to provide Survive and Thrive group courses for patients awaiting one to one therapy for trauma. The trauma Steering Group will define the clinical pathway to ensure the correct matched intervention following assessment. The aim is to develop a trauma informed service where each patient at assessment is asked if there has been a traumatic event in their life and if so, directed to the recommended level of intervention.</p>	<p>NHS Highland Local Delivery Plan for Mental Health Services</p>	<p>18 weeks referral to treatment for 90% of patients (NHSScotland Waiting Time Guarantee)</p>	<p>Joanna MacDonald</p>	<p>March 2018</p>	<p>LC IR PD</p>	

<p>Depression – we will train and support staff to provide Behavioural activation groups for depression as the first treatment choice. We will also train and support staff to provide Mindfulness based cognitive therapy for depression.</p>	<p>NHS Highland Local Delivery Plan for Mental Health Services</p>	<p>18 weeks referral to treatment for 90% of patients (NHSScotland Waiting Time Guarantee)</p>	<p>Joanna MacDonald</p>	<p>March 2018</p>	<p>LC IR PD</p>
<p>Technology enabled care We will implement the Beating the Blues on line based treatment as part of the Mastermind programme. This will be aimed at supporting Primary Care.</p>	<p>NHS Highland Local Delivery Plan for Mental Health Services</p>	<p>18 weeks referral to treatment for 90% of patients (NHSScotland Waiting Time Guarantee)</p>	<p>Joanna MacDonald</p>	<p>March 2018</p>	<p>LC IR PD</p>
<p>Rapid access for treatment and support from the Drug & Alcohol Recovery Service</p>	<p>HEAT A11 Standard 90% of people have started treatment within 3 weeks of referral having been received</p>	<p>HEAT A11 Drug & Alcohol Treatment Times Database Recovery Outcomes Tool Quality Principle audit</p>	<p>Joanna MacDonald</p>	<p>March 2018</p>	<p>LC IR PD</p>
<p>Increased engagement between Drug & Alcohol Recovery Service and the wider Criminal Justice service</p>	<p>Multi-agency feedback Joint case reviews / meetings</p>	<p>Case file audit</p>	<p>James Maybee</p>	<p>March 2018</p>	<p>LC IR PD</p>
<p>Victims of crime receive the support they need, by referring to VSS and/or other partners as appropriate</p>	<p>Early intervention and access to services helping to meet individual victims needs</p>	<p>Number of outcomes achieved for victims</p>	<p>Colin Carey Malcolm MacBean</p>		<p>LC</p>
		<p>Number of referrals made to a support service</p>			<p>IR</p>

4. Effective interventions are delivered to prevent and reduce the risk of further offending

Expanding the use of the types of other activities used as part of the CPOs and unpaid work	Use of more creative and innovative approaches in relation to CPOs enhancing positive outcomes for persons with convictions with a view to changing perceptions and stigma around offending.	Increased diversity in activity types used as part of a CPO (baseline generated in April 2017)	James Maybee	April 2017 April 2018	PD	
Exploring opportunities for enhancing the use of restorative justice within Highland	Early intervention reducing the likelihood of reoffending while ensuring reparation for victims	Recommendation for the implementation or non-implementation of restorative justice and associate actions within 12 months	Colin Carey		IR	
Increase the number of Alcohol Brief Interventions (ABI) within criminal justice settings . Exploring the use of other agencies to deliver ABIs	Reduction in the number of persons with conviction who abuse alcohol, assisting in a reduction of the likelihood of reoffending	Public health, Health Improvement	Joanna MacDonald		LC	IR

Aspirations for future years



Aspirations for future community justice plans for Highland (year 2 & 3) aim to include – Building on the excellent work already being carried out in Highland in terms of supporting persons with convictions & their families and those who have been affected by crime through One to One Support, Peer Mentoring, Through Care Officers, Employment, Upskilling.

Expansion of the Persistent Offender Project.

Arrest Referral Scheme - expansion of the scheme using a multi-agency approach for the early intervention of those who have offended when they are taken into police custody.

Reduction in the number of persons placed on remand being held in custody.

Exploration of a Drug Treatment & Testing Order (DTTO) officer to be present within Court to assist with advice & support relevant or those persons with convictions.

Restorative Justice – to develop a greater use of this scheme throughout Highland which will fit well with the prevention and intervention theme of community justice.

Development of a Housing Protocol with Criminal Justice Social Work.

Commissioning and/or collaborative working will be strengthened over the coming years with a focus on commissioning of services and leveraging resources in order to enhance multi-agency working whilst being financially efficient.

Through the continuous roll out of the Community Empowerment Act 2015 and awareness raising in this regard, it is anticipated that community justice will be embraced as part of this process by those who wish to lend support to better outcomes for those persons with convictions or disadvantaged within their communities and therefore, assist in their rehabilitation and reintegration.

Appendix I—Communication, Engagement and Measures Plan



The Communication, Engagement and Measures Plan is seen as a strong indicator of the Community Justice Partnership's commitment to the community justice process as a whole throughout Highland.

As statutory agencies within the Community Justice (Scotland) Act 2016 it is essential that cognisance of the duties and accountability attributed to each agency are borne in mind.

This will be drawn into focus particularly when the plan is being reviewed or externally audited.

Throughout the Plan itself and this subsection there is a clear willingness and demonstration of how agencies will help develop the community justice platform not only within their own agencies but also by working collectively to achieve this. It is envisaged that the Partnership Manager will provide support and assistance to the agencies in their efforts to develop community justice within their respective agencies and through their collaborative work.

	Action	Responsible lead	Deadline	RAG
Baseline Recording				
1	Organisational awareness survey drafted	Margaret McShane	1 st April 2017	
2	Organisational awareness survey distributed within Partners organisations and completed by staff	NHS Highland SFRS Police Scotland Highland Council SPS SCTS SDS	30 th April 2017	
3	Community Justice/3 rd Sector Forum awareness survey drafted	Margaret McShane	April 2017	
4	Community Justice/3 rd Sector forum awareness survey distributed completed	Mhairi Wylie	May 2017	
5	Community Justice Partnership self-evaluation survey drafted and circulated	Margaret McShane	1 st April 2017	
6	Community Justice Partnership self-evaluation survey completed	NHS Highland SFRS Police Scotland Highland Council SPS SCTS SDS HTSI Victim Support TSO Representatives	30 th April 2017	
7	Baseline figure for number of custodial sentences made in Highland in 2016/17	James Maybee / Andrew Laing	30 th April 2017	
8	Baseline figure for number of bail supervision orders made in Highland in 2016/17	James Maybee / Andrew Laing	30 th April 2017	
9	Baseline figure from 2016/17 figures for number of ASB instances in areas where a 'response team' model is currently or subsequently going to be introduced in 2017/18	Colin Carey	30 th April 2017	

10	Summary of activity types used as part of a CPO in Highland in 2016/17	James Maybee	30 th April 2017	
11	Baseline figure from 2016/17 for the number of people with offending history who are recorded to abuse alcohol	Joanna MacDonald	30 th April 2017	
12	Public Perceptions of Crime collected through the citizens panel Survey	James Maybee	October 2018	
Community/Third Sector Engagement				
13	Deliver, in partnership with other agencies and CPP activity, nine engagement roadshows. Wick; Dornoch; Alness; Inverness (x2); Nairn; Aviemore; Fort William; Portree	Margaret McShane Mhairi Wylie Police Scotland	April – May 2017	
14	Launch event for the CJ Plan	ALL	May 2017	
15	Establish third/public sector forum for community justice/safer networking/good practice sharing	Mhairi Wylie Margaret McShane	May 2017 August 2017 October 2017 January 2018	
16	Complete a Participatory Budgeting pilot for investment in third sector CJ activity.	Margaret McShane Mhairi Wylie James Maybee Colin Carey Linda Dorward Antony Gardner	October 2017	
17	Bi Monthly Press releases highlighting work of the partnership/stakeholders issued to printed media and published through social media	Margaret McShane	Every 8 weeks	
18	Provision of good news case study related Community Justice x1 per Partner organisations	NHS Highland SFRS Police Scotland Highland Council SPS SCTS SDS HTSI Victim Support TSO Representatives	Throughout the year on an agreed rotation	
19	Develop a youth engagement strategy for implementation in 2018 (calendar year)	ALL	October 2017	
Social Media / Virtual Platforms				
20	Set up and manage a Twitter Account	Margaret McShane	April 2017	
21	Promote and utilise Partnership Facebook Page	Margaret McShane	Throughout	
22	Support provision of good news stories and other information by circulating such within the Partnership for publication on Social Media	ALL	Throughout	
23	Webinars to promote the participatory budgeting opportunity for third sector organisations	Mhairi Wylie	May/June 2017	
Engagement with Persons with Offending History				
24	In Prison workshop/focus groups	TBC	June 2017	
25	In community workshop/focus group for persons with offending history	TBC	June 2017	

Capturing Lived Experience for Policy Development				
26	Lived experience review seminar arranged	Margaret McShane	January 2018	
27	Submission of case studies and participation in <i>lived experience seminar</i>	NHS Highland SFRS Police Scotland Highland Council SPS SCTS SDS HTSI Victim Support TSO Representatives	January 2018	
2017/18 Review				
28	Organisational awareness survey drafted	Margaret McShane	31 st March 2018	
29	Organisational awareness survey distributed within Partners organisations and completed by staff	NHS Highland SFRS Police Scotland Highland Council SPS SCTS SDS	30 th April 2018	
30	Community Justice/3 rd Sector Forum awareness survey drafted	Margaret McShane	January 2018	
31	Community Justice/3 rd Sector forum awareness survey distributed completed	Mhairi Wylie	January 2018	
32	Community Justice Partnership self-evaluation survey drafted and circulated	Margaret McShane	31 st March 2018	
33	Community Justice Partnership self-evaluation survey completed	NHS Highland SFRS Police Scotland Highland Council SPS SCTS SDS HTSI Victim Support TSO Representatives	30 th April 2018	
34	Number of custodial sentences made in Highland in 2017/18	James Maybee / Andrew Laing	30 th April 2018	
35	Number of bail supervision orders made in Highland in 2017/18	James Maybee / Andrew Laing	30 th April 2018	
36	Number of ASB instances in areas where a 'response team' model was in place for all or some of 2017/18	Colin Carey	30 th April 2018	
37	Summary of activity types used as part of a CPO in Highland in 2017/18	James Maybee	30 th April 2018	
38	Number of people with offending history who are recorded to abuse alcohol in 2017/18	Joanna MacDonald	30 th April 2018	
39	Annual review engagement with stakeholders and launch of future plan	ALL	May 2018	

Appendix II — Abbreviations and Acronyms



ABI – Alcohol Brief Intervention

ASB – Anti Social behaviour

CJ – Community Justice

CJAs – Criminal Justice Authorities

CJP – Community Justice Partnership

COG—Chief Officers’ Group

COPFS – Crown Office Procurator Fiscal Service

CPOs – Community Payback Orders

CPP – Community Planning Partnership

DTTOs – Drug Treatment Testing Orders

HADP – Highland Alcohol & Drug Partnership

HMP Inverness — Her Majesty’s Prison Inverness

LOIP – Local Outcomes Improvement Plan

MAPPA – Multi Agency Public Protection Arrangements

MARAC – Multi Agency Risk Assessment Conference

MATAC – Multi Agency Tasking & Coordination

POP – Persistent Offender Project

SACHRU – South Australian Community Health Research Unit

SDS – Skills Development Scotland

SCTS – Scottish Court & Tribunals Service

SFRS – Scottish Fire and Rescue Service

SPS - Scottish Prisons Service

TBC – To Be Confirmed

TSI – Third Sector Interface

TSO – Third Sector Organisation

VSS – Victim Support Service

The Highland Community Justice Partnership would like to hear from anyone interested in the work of the Partnership or about engaging in our wider network of stakeholders.

You can contact the partnership through the Community Justice Partnership Manager:

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and Tribunals Service

