

Highland Community Planning Partnership

Community Planning Board – 21 March 2018

Agenda Item	9.
Report No	CPB 02/18

Community Justice Plan - Highland

Report by Supt. Philip MacRae, Chair of the Community Justice Partnership

Summary

This report introduces the proposed Community Justice Plan for 2018-2021 for Highland. If approved, the plan will be presented to Community Justice Scotland for their perusal and comment prior to 31st March 2018.

1. Background

1.1 Community Justice was implemented within Highland on 1st April 2017. During the past year, a one year plan has been in place outlining what the Community Justice Partnership seek to achieve in terms of provision of services for those who have a history of offending and those who have been victims of crime.

2. The Community Justice Plan 2018-21

2.1 The Community Justice Plan for 2018-21 is required to be submitted to Community Justice Scotland at the Scottish Government prior to 31st March 2018 for their perusal and comment as per national arrangements. The proposed plan is being presented today for approval.

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) are 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 Community Justice featured as part of the workshops carried out across Highland in relation to the development of the Highland Outcomes Improvement Plan (HOIP). Focus groups were carried out with those with an offending history within a prison setting and within the community. The learning from the engagement carried out has been a key factor in determining needs and priorities in the planning process.

3.3 A planning day was held with most of the partner agencies represented. Consideration was given to what the priorities for Highland would be over the next three years and how this would link with the Highland Outcomes Improvement Plan (HOIP). The priorities identified are –

Mental Health

Early Intervention and Diversion

Employability and Employment

- 3.4 It was also recognised that there are some cross cutting priorities, which were identified as - Engaging Communities, Gender Specific Needs, Person Centred Approach and the ongoing Development of the Highland Community Justice Partnership.

4. Community Justice Governance

- 4.1 The Community Planning Partnership, who are responsible for the delivery of the Community Justice Plan, have an overarching role in the governance and review of it.
- 4.2 The Community Justice Partnership meet quarterly and are accountable for the development, implementation, operational delivery and review of the Community Justice Plan for Highland. They 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 sits alongside other thematic groups within the CPP, all of which report through the Chief Officers' Group (COG) and ultimately the Community Planning Board.
- 4.3 Membership of the Community Justice Partnership include: 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 The final draft plan for the period 2018 – 2021 was agreed by the CJP on the 7th of March. It is being presented for agreement to the CPP Board on the 21st March and thereafter will be sent to the Scottish Government as required before the 31st of March 2018.
- 5.2 From 1st April 2018, the task of reviewing the plan will begin, ensuring that the outcomes set out to be achieved are met. It is recognised that this is a live document outlining Actions of particular importance over the next 12 months. These Actions will evolve over the coming years as the implementation of the plan progresses and this will be monitored in detail at the Community Justice Partnership Meetings.
- 5.3 There are some additional activities which will be required to be added under the Outcomes from NHS Highland and Skills Development Scotland but as previously stated these will be added as the implementation of the plan progresses.
- 5.4 Engagement with communities, agencies and organisations working with those who have an offending history and those who have been affected by crime will continue throughout the three year period to ensure the information and Actions contained within the plan are still relevant.

Recommendation

The Board is asked to comment on and approve the proposed Highland Community Justice Plan for the period 2018-2021.

Designation: Supt. Philip MacRae

Date: 12th March 2018

Author: Margaret McShane, Community Justice Partnership Manager



The Highland Community Justice Plan 2018—2021

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Foreword From The Chair

As chair of the Community Justice Partnership for Highland for the second year it is my pleasure to present our Plan for 2018-2021. The 3 year plan fulfils a duty to Community Justice Scotland and the Scottish Government to report on how Community Justice will be implemented in the Highland Local Authority area. This plan follows our inaugural year following the disestablishment of the Criminal Justice Authorities across Scotland.

The partnership has become well established over its first year and a substantial amount of work has been carried out to raise the profile and involve our communities in shaping local provision of services. One of our key successes over the last 12 months has been the 'Small Change for Justice', Participatory Budgeting Event which was held in October 2017; 15 Third Sector groups from across Highland pitched their community projects which support the rehabilitation of offenders, prevent offending behaviour and support the victims of offending behaviour. Following receipt of some additional funding, all the community projects received a share of £57,000. Not only has this ensured that money reaches further into our communities by allowing local based assets to develop and adapt but the event itself allowed for cross-sector agencies to build understanding whilst ensuring new voices are heard and aspirations are raised. I very much look forward to hearing about all the project work over the coming months.

This new plan sets out our commitment for the next 3 years to achieving the 3 overarching outcomes which aim to prevent offending and reduce reoffending. For me, the key to the success of the Partnership and achieving the ambitious outcomes within the plan lie firmly with strong collaborations between statutory and non-statutory partners along with the third sector. The Highland area has a long established history of strong partnerships and I am confident that the Community Justice Partnership will grow and develop on that basis.

The Highland Third Sector Interface are the only Interface in Scotland to be leading the Community Justice Plan on behalf of the Community Planning Partnership. The benefits of this have been clear in the first year; I believe that as we move forward the partnership in the Highland area will continue to be a leading example, delivering energy and drive whilst reshaping the way that the Community Planning Partnership works in Highland Communities.

Philip MacRae

Superintendent- Police Scotland

Chair- Highland Community Justice Partnership



The Community Justice Partnership March 2018

What is the Highland Community Justice Partnership (CJP)

The Highland Community Justice Partnership is a sub-group of the Highland Community Planning Partnership with a distinct role in the delivery and development of community Justice in Highland.

This Partnership meets quarterly and sits 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 Community Justice Partnership 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.

Governance:

The Community Planning Partnership in Highland have an overarching role in the governance and review of the Community Justice Plan, particularly around the outcomes, which are linked to the Highland Outcomes Improvement Plan 2017 - 2027.

The Community Planning Partnership are supported in their governance role by the Community Justice Partnership who are accountable for the development, implementation, operational delivery and review of the Community Justice Plan for Highland. They 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.

Distribution:

The Community Justice Plan 2018 - 2021 will be accessible on the Community Planning Partnership website, Highland Council website and Highland Third Sector Interface (HTSI) website as well as being circulated to key stakeholders directly.

Accountability locally:

Additionally on an annual basis, the Community Justice Partnership 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.

What is the Highland Community Planning Partnership (CPP)

Community Planning is described by the Scottish Government as...

'... about how public bodies work together and with the local community to plan for, resource and provide or secure the provision of services which improve local outcomes in a local authority area, with a view to reducing inequalities.'

The Community Empowerment Act (Scotland) 2015 provides a new statutory framework for how Community Planning should work in Scotland. It outlines the duties public agencies have and the role they have collectively in acting together to tackle disadvantage within our communities.

The Highland Community Planning Partnership meets quarterly and brings together public agencies, third sector organisations and other key community groups to work collaboratively with the people of Highland to deliver better outcomes.

This Partnership also works through a series of geographical local Community Partnerships and regional thematic groups including Community Justice. Ultimately, these deliver our Highland Outcome Improvement Plan (HOIP).

Membership:

The members of the Highland Community Planning Partnership are Highland Council, NHS Highland, Police Scotland, Scottish Fire and Rescue Service, Highlands and Islands Enterprise, Scottish Natural Heritage, Highland Third Sector Interface, University of the Highlands and Islands, Skills Development Scotland and Highlife Highland.

Developing The Plan (Participation Statement)

The Community Justice Plan for 2018 – 2021 has been developed over the past year through various activities, which have been held throughout the Highland area.

Community Justice featured as part of the workshops, which took place across Highland that developed the Highland Outcomes Improvement Plan (HOIP). The information gleaned assisted in developing what our priorities for the three-year plan should be and how these would align to the HOIP.

Engagement with those who have lived experience took place in the form of focus groups with those on short-term sentences within HMP Inverness and those within the community who have experience of the Community Payback Order scheme. Again, the information gleaned was invaluable in terms of considerations for needs and priorities within Highland.

The Small Change for Justice Event enabled those third sector organisations to come together and highlight what ambitions they have for working within the community justice framework, particularly working with those who have lived experience and around the prevention of criminality. From this event, it was abundantly clear to public agencies from the partnership and those working within the third sector that the powerful voice of those with lived experience cannot be underestimated and should be taken into consideration in the whole process.

The Plan Development Day enabled members of the Community Justice Partnership, third sector organisations and those with lived experience to come together and discuss what the priorities for the three-year plan might be. Learning from the previous engagement and events mentioned was highlighted along with information around what some of the agencies are currently doing in relation to community justice.

The priorities for the three-year plan were agreed as –

- Mental Health
- Early Intervention & Diversion
- Employability & Employment

Recognition was also given that there are cross cutting issues, which were identified as –

- Community Engagement
- Gender Specific Needs
- Person Centred Approach
- Development of the Community Justice Partnership

There was also recognition that the Community Justice Plan for 2018 – 2021 should have similarity in structure to the Highland Outcomes Improvement Plan 2017 – 2027.

Overview of the Highland Context

In Highland we benefit from a strong history of partnership working and a vibrant third sector dedicated to tackling inequalities in this unique environment.

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. Meaning that one singular approach in one area of Highland will not meet the needs of another and presents challenges in meeting individual needs when services, distances and community supports and infrastructure vary so incredibly from one place to another.

Figures from Police Scotland suggest that 143,000 people are taken into custody per year within Scotland, 7,500 of those are within the Highland area and 5,500 of those are within the Inverness area. Over a 3-month period, just over a third of those taken into custody within Inverness had requested to see the nurse.

Current prison population projections suggest that the daily prison population in Scotland will remain stable, with an annual average of 7,800. The current prison within Highland, HMP Inverness, is insufficient to meet the needs of Highland and plans are underway to replace the prison with a new building in the lifetime of this plan. This is likely to present new opportunities for rehabilitation and preparation for integration as well as to support more prisoners to maintain crucial links to family and friend support by staying within the region.

Our current prison population in Scotland equates to a rate of around 141 per 100,000 – the second highest in Western Europe after England and Wales. So the HCJP is committed to early intervention and diversionary activity with a view to reducing the prison population in Highland in the longer term. Equally the HCJP is committed to exploring alternatives to custodial sentences .

Also within the lifetime of the plan a new Justice Centre will be built within Inverness providing a new atmosphere for collaboration and innovation across agencies and organisations.

In light of these figures, the Community Justice Partnership in Highland is committed to pursuing various opportunities to produce better outcomes for those who have offended whilst reducing levels of crime and victimisation.

We take encouragement though from the enumerable examples of excellence in practice such as the Rock Challenge which engages an increasing number of schools around the consequences of offending behaviour. Initiatives such as the work with the Highland Boxing Academy, which involves young people from within the Inner Moray Firth, and works with Police Scotland to deliver some successful work around boxing as a diversionary activity.

Recently the reinstated 'Choose Life Steering Group' has been working to drive a new initiative around a 'postvention' sub-group looking into how we can better support communities in the aftermath of death by suicide.

Finally 2017/18 also demonstrated, through the 'Small Change for Justice' event, that there is a huge amount happening within our communities and Third Sector which continues to provide diversity, hope and change throughout Highland.

Equalities Statement

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 require us, in the exercise of our functions, to have due regard of the need to:

- Eliminate unlawful discrimination, harassment, 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, 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.

The Highland Community Justice Plan 2018—2021

This document outlines the aspirations and details of a plan focused around three core outcomes that the Highland Community Justice Partnership has committed to until 2021.

- Reoffending will reduce because people will experience better mental health and wellbeing
- People in Highland have better access to diversionary and early intervention services that meet their needs and reduce offending/reoffending
- People with experience of the criminal justice system have improved employment opportunities

The following pages detail the needs for and purpose of both the 'priority areas for action' and other commitments the partnership has made to deliver these outcomes.

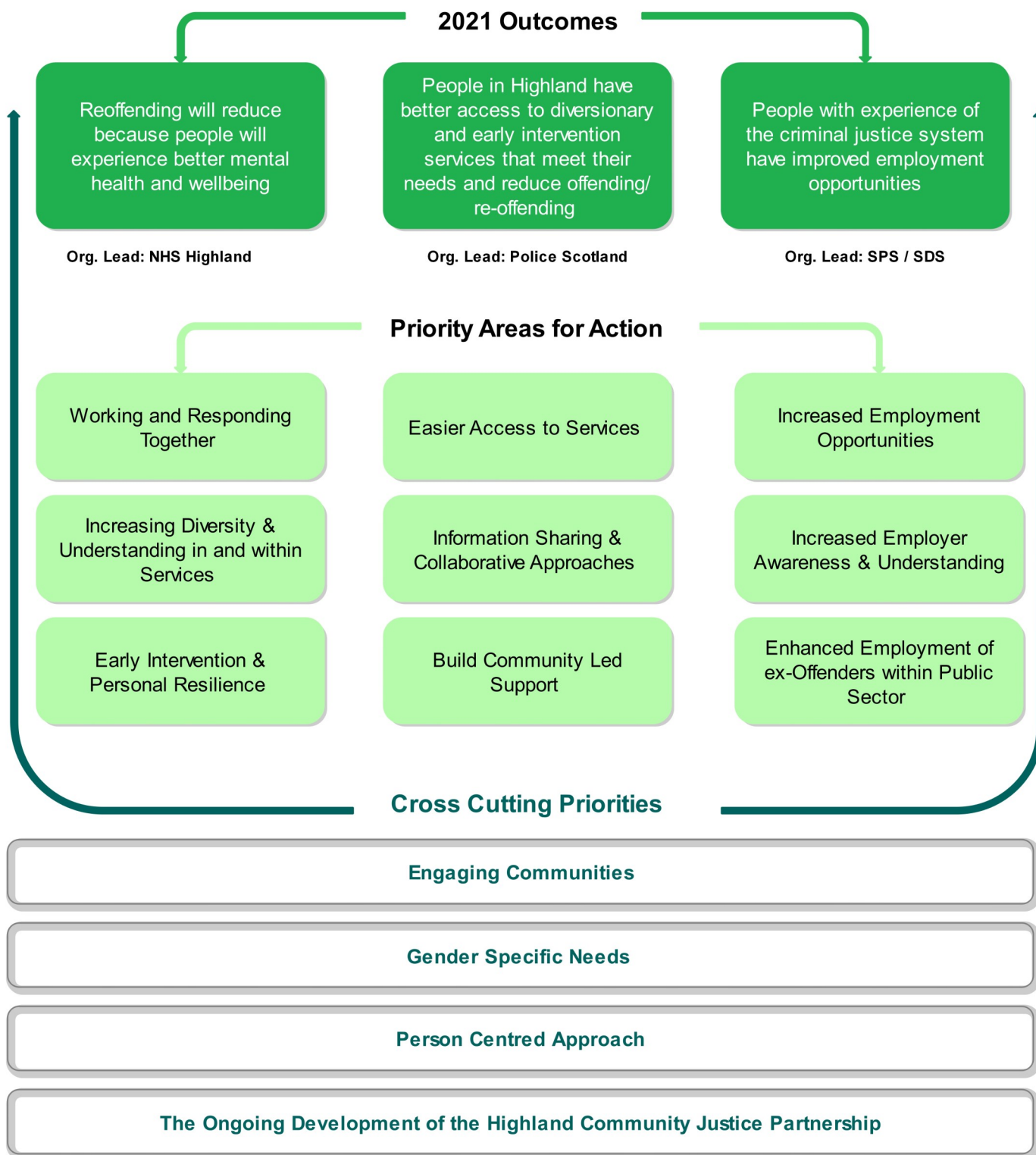
Additionally in appendix 1 a detailed action plan for the first twelve months indicates the first phase of actions the group have committed to and the measurements being used for each outcome. This document will exist as a 'live' document directing and developing the work of the HCJP over the course of the next three years.

For each outcome we have also taken account of the Scottish Governments person centred outcomes. All three of the Highland outcomes, as detailed above, contribute towards achieving these person centred outcomes as the HCJP commits to placing the needs of individuals at the core of our work. By doing this we believe that we will be wholly more effective.

The Scottish Government person centred outcomes 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

Overview of the Outcomes and Priorities 2018-2021



Reoffending Will Reduce Because People Will Experience Better Mental Health & Wellbeing

According to the Scottish Prisons Survey 2015, 75% of prisoners drink alcohol, 40% of prisoners stated that they had been under the influence of drugs at the time of their offence, 41% of prisoners stated they had been drunk at the time of their offence and almost a third, 31% stated they had attended a programme in relation to Substance Related Offending.

Out of the prisoners surveyed at HMP Inverness 37.8% stated that they had attended mental health staff.

According to the Scottish Public Health Observatory, between 2012 and 2016 there were 141 male suicides in Highland, 24.7%/100,000 population as opposed to 19.7%/100,000 population for Scotland, thus making Highland the third highest area in Scotland.

Between 2012 and 2016 there were 56 female suicides in Highland, 9.4%/100,000 population as opposed to 7.0%/100,000 population for Scotland, thus making Highland the fourth highest area in Scotland.

Establish a pilot Community Justice link worker project with an initial focus on female offending

The establishment of a link worker will help enable people with addiction/mental health issues to get access to support/services quicker. It is anticipated this engagement will take place at the time of or soon after being taken into police custody.

Establish a programme of training and awareness raising for agency and third sector staff within Highland

Training and awareness raising around community justice is essential for those working within this field. Opportunities to expand their knowledge and perhaps work together collaboratively will be provided through training events involving inputs from relevant agencies within the public and third sectors.

Pilot a 'safe place' for those at risk of or with a history of offending

It is anticipated that a 'safe place' can be established within the Inverness area, which will enable those at risk of offending or those with a history of offending to get support and/or advice to prevent them from offending/reoffending. This includes those who have just been released from prison and those who are homeless.

Increase understanding and collaboration between the Public and Third Sectors

One of the aims of the community Justice Third Sector Forum which has been set up is to increase understanding and collaboration between the public and third sector. It is anticipated that this will continue and strengthen as the community justice partnership develops.

The participatory budgeting format was used in developing the idea for a 'pitch your problem' event which would enable public sector agencies to share a problem which they are struggling to find a solution to, which third sector agencies might be able to assist with. Again, this would provide an opportunity for public and third sector agencies to work collaboratively.

Create opportunities for learning and information exchange into Highland from areas of acknowledged good practice to grow and develop responses regionally

The Community Justice Partnership are considering ways in which they can learn from and develop good practice, which exists in other areas throughout the United Kingdom. In particular, they are keen to develop an initiative around employability and employment, which would assist those with lived experience into employment, thus assisting with overall wellbeing and helping to reduce reoffending.

Extend the availability of complementary and alternative medicines (CAMs) to all offenders subject of supervision

A review of the CAMs delivery policy will take place and opportunities for funding will be reviewed which could allow for the extension of delivery of service across Highland.

Develop a mental health and wellbeing 'other activity' as part of a CPO with unpaid requirement

Working in partnership will allow 'other activities' to be developed and piloted with a view to implementation and use for those on a CPO with an unpaid requirement.

Develop a range of alternative activities for women offenders subject to CPOs in Ross-Shire

A CJSW women's programme will be developed in partnership for those females within the Ross-Shire area who are subject of a CPO.

Develop a Highland Community Integration Planning Tool for people leaving HMP Inverness

A Community Integration Planning Tool will be developed in partnership with statutory agencies and third sector organisations. This will be for non-statutory short-term convicted people in our care that meets their needs, including mental health and improves planned outcomes whilst evidencing increased social mobility opportunities.

People In Highland Have Better Access To Diversionary & Early Intervention Services That Meet Their Needs & Reduce Offending/Reoffending

As mentioned in the previous section, it is clear that there is a requirement for earlier intervention and diversion in order to try to guide people away from routes involving alcohol and drugs, which have been proven to have a direct impact on mental health, wellbeing and possibly offending.

As outlined in the section in relation to Employability and Employment, it is also evident that interventions around literacy and numeracy will be a key part for those with an offending history being successful in gaining employment or further education.

Establish a pilot Community Justice link worker project with an initial focus on female offending

The establishment of a link worker will help enable people with addiction/mental health issues to get access to support/services quicker. It is anticipated this engagement will take place at the time of or soon after being taken into police custody, which should assist with early intervention/diversion.

Establish a programme of training and awareness raising for agency and third sector staff within Highland

Training and awareness raising around community justice is essential for those working within this field. Opportunities to expand their knowledge and perhaps work together collaboratively will be provided through training events involving inputs from relevant agencies within the public and third sectors. This will enable professionals to think about engaging with people at an earlier opportunity to assist with early intervention and diversion.

Undertake a rolling programme of youth engagement and education

This will be done in collaboration with other partners who are also developing engagement activities with young people. As 2018 is the Year of the Young Person, there is a definite need to take this opportunity to engage young people. Community Justice is part of a survey, which has been sent to teachers and pupils within schools in Highland. Information and learning will be taken from the results of this survey, which will shape further engagement with young people.

Increase understanding and collaboration between the Public and Third Sectors

One of the aims of the community Justice Third Sector Forum which has been set up is to increase understanding and collaboration between the public and third sector. It is anticipated that this will continue and strengthen as the community justice partnership develops.

The participatory budgeting format was used in developing the idea for a 'pitch your problem' event which would enable public sector agencies to share a problem which they are struggling to find a solution to, which third sector agencies might be able to assist with. Again, this would provide an opportunity for public and third sector agencies to work collaboratively.

Create opportunities for learning and information exchange into Highland from areas of acknowledged good

practice to grow and develop responses regionally

The Community Justice Partnership are considering ways in which they can learn from and develop good practice, which exists in other areas throughout the United Kingdom. In particular, they are keen to develop an initiative around employability and employment, which would assist those with lived experience into employment diverting them from reoffending.

Develop a pilot programme including activities for young offenders subject to CPOs in the Inverness area

A multi-agency group, including those with lived experience will be set up to develop a programme of activities for young offenders who are subject of a CPO within the Inverness area. The pilot will be trialled with a view to being implemented across Highland.

Increase the use of Diversion from Prosecution across Highland

A list of services available, which could be used within the realms of Diversion from Prosecution, will be compiled by CJSW.

The use of 'best practice' within this area will be monitored closely with a view to implementing any recommendations forthcoming within Highland.

Develop a Highland Community Integration Planning Tool for people leaving HMP Inverness

A Community Integration Planning Tool will be developed in partnership with statutory agencies and third sector organisations. This will be for non-statutory short-term convicted people in our care that meets their needs and improves planned outcomes whilst evidencing increased social mobility opportunities.

People With Experience Of The Criminal Justice System Have Improved Employment Opportunities

According to the Scottish Prisons Survey 2015, prisoners were asked to detail whether they had any problems with reading, writing or numbers. Over one in ten prisoners reported that they had difficulty with writing (14%), reading (12%) and/or numbers (11%). Those who stated that they have problems were asked if they would like help. Those with problems indicated they would like help with their numbers (92%), writing (89%) and reading (73%).

According to figures captured by the survey, HMP Inverness has the highest score in Scotland for prisoners having problems with writing and the second highest score in Scotland for prisoners having problems with reading.

In preparation for release, 30% of prisoners had accessed services with 46% of these prisoners accessing services in relation to employment and 31% of these prisoners accessing services in relation to training.

This snapshot would suggest that there is a definite need to increase services in relation to employability and ultimately employment within Highland.

Establish and maintain relationships with private businesses within Highland

The Community Justice Partnership will host an event for businesses throughout Highland where the issues and benefits of employing those with lived experience will be highlighted. It is anticipated that this will help to inspire those involved in recruitment to provide opportunities for those with lived experience into employment.

Investigate and develop new employment initiatives and pathways for people with an offending history

The expansion and development of the Employability Pilot, which has been set up with HMP Inverness, is an initiative, which can be built upon over time.

Enhance opportunities for skills and employability development

The expansion and development of the Employability Pilot, which has been set up by the Libertie Project with HMP Inverness, is an initiative, which can be built upon over time. This will enhance people's skills, which should make them more attractive to a prospective employer.

Create opportunities for learning and information exchange into Highland from areas of acknowledged good practice to grow and develop responses regionally

The Community Justice Partnership are considering ways in which they can learn from and develop good practice, which exists in other areas throughout the United Kingdom. In particular, they are keen to develop an initiative around employability and employment, which would assist those with lived experience into employment, thus reducing reoffending.

Extend the provision of an employment and employability service to all offenders subject of a CPO

A business case will be developed by CJSW outlining the needs and options for provision of this service with a view to implementation across Highland.

OUTCOME 1: Reoffending will reduce because people will experience better mental health and wellbeing				
OUTCOME INDICATORS:		Baseline	2018/19	
% of offenders subject to a CPO where feedback has been received who have reduced and/or stopped offending				
No. of offenders subject to CPOs referred to CAMs				
No. of offenders subject to a CPO with an unpaid work requirement receiving a mental health and wellbeing 'other activity'				
Activity/Action	Evidence	Responsible Lead	Deadline	RAG
OUTCOME ACTIONS 2018/19:				
Establish a pilot Community Justice link worker project with an initial focus on female offending				
Scope and write a project briefing to inform fund identification	Project approval given by the CJP for next stage action	Mhairi Wylie	July 2018	
Identify potential funders and pursue funding applications	Funding secured for pilot project	Mhairi Wylie	Sept 2018	
Pilot project established	Phase 1 of project plan initiated	ALL	April 2019	
Establish a programme of training and awareness raising for agency and sector staff within Highland				
Complete a training needs analysis	Training needs report to CJP	ALL	June 2018	
Agree a training programme & resourcing to deliver	Training evaluation	ALL	Sept 2018	
	Annual staff/sector survey feedback			
Pilot a 'safe place' for those at risk of or with a history of offending				
Scope and write a project briefing to inform fund identification	Project approval given by the CJP for next stage action	Mhairi Wylie	Sept 2018	
Identify potential funders and pursue funding applications	Funding secured for pilot project	Mhairi Wylie	March 2019	
Pilot project established	Phase 1 of project plan initiated	ALL	Sept 2019	

Increase understanding and collaboration between the Public and Third Sectors			
Quarterly Community Justice sector forum	Forum feedback and evaluation	Margaret McShane	Ongoing
Deliver a 'pitch your problem' event for showcasing opportunities for collaborative solutions	Event feedback and evaluation	Margaret McShane	Sept 2018
Create opportunities for learning and information exchange into Highland from areas of acknowledged good practice to grow and develop responses regionally			
Identify sources of good practice for mental health and wellbeing support and propose possible routes for learning	Report to CJP	ALL	December 2018
CJP Members to undertake learning exchange and submit report to CJP meeting with a view to implementing proposed changes of good practice around mental health	Report to CJP	ALL	September 2018
Extend the availability of complementary and alternative medicines (CAMs) to all offenders subject to supervision			
Review and revise the existing CAM policy following evaluation of its delivery in Inverness	Revised CJSW CAM policy implement	James Maybee	September 2018
Identify funding options to extend CAMs to all CJSW teams	Report to CJP	James Maybee	Ongoing
Develop a mental health and wellbeing 'other activity' as part of a CPO with an unpaid requirement			
Identify partner agencies and scope out/write the 'other activity' component	Report to CJP	James Maybee	December 2018
Establish and review pilot project	Evaluation report	James Maybee	March 2019
Roll out to all offenders on CPO with and unpaid work requirement	'Other activity' delivered across Highland	James Maybee	March 2020
Develop a range of alternative activities for women offenders subject to CPOs in Ross-Shire			
Establish and develop a CJSW women's programme in Ross-Shire in partnership with APEX Scotland	Report to CJP	James Maybee	September 2018
Finalise a project brief with APEX Scotland	Report to CJP	James Maybee	September 2018
Identify ongoing funding	Continuation of project	James Maybee	March 2021
Develop a Highland Community Integration Planning Tool			
Scope and write a project briefing to inform fund identification	Briefing with be complete	Stephen Coyle	June 2018
Establish pilot project	Pilot funding secured and launched	Stephen Coyle	September 2018
Develop project products	Product details agreed and defined	Stephen Coyle	December 2018

Trial pilot products	Trial report	Stephen Coyle	March 2019	
Review Pilot Outcomes	Recommendation for future development	Stephen Coyle	June 2019	
Develop a multi – agency initiative around Police Custody to better access pathways of support				
Develop a proposal for development within the CJP	Proposal agreed	Judy Hill	December 2018	
Establish and fund a pilot project within the custody centre in Inverness	Pilot established and underway	Judy Hill	March 2019	

OUTCOME 2: People in Highland have better access to diversionary and early intervention services that meet their needs and reduce offending/reoffending				
OUTCOME INDICATORS:			Baseline	2018/19
Instances of reoffending in Highland				
Activity/Action	Evidence	Responsible Lead	Deadline	RAG
OUTCOME ACTIONS 2018/19:				
Establish a pilot Community Justice link worker project with an initial focus on female offending				
Scope and write a project briefing to inform fund identification	Project approval given by the CJP for next stage action	Mhairi Wylie	July 2018	
Identify potential funders and pursue funding applications	Funding secured for pilot project	Mhairi Wylie	Sept 2018	
Pilot project established	Phase 1 of project plan initiated	ALL	April 2019	
Establish a programme of training and awareness raising for agency and sector staff within Highland				
Complete a training needs analysis	Training needs report to CJP	ALL	June 2018	
Agree a training programme & resourcing to deliver	Training evaluation	ALL	September 2018	
	Annual staff/sector survey feedback			

Undertake a rolling programme of youth engagement and education				
Youth Survey circulated and responses used to improve approaches to engagement and education	Report with recommendations circulated to CJP	Judy Hill	June 2018	
Explore new methods of key messaging to young people and families/communities	Report with recommendations circulated to CJP	Judy Hill	Sept 2018	
Produce a consistent engagement curriculum for use in schools that links to CFE	Curriculum circulated within partnership	Judy Hill	Sept 2018	
Fireskills delivery with Young people in the Inner Moray Firth	Evaluation forms			
Exploring opportunities for local diversionary activity led by SFRS throughout Highland	Course Delivered	Derek Wilson	July 2018	
	Report to the CJP	Derek Wilson	March 2019	
Increase understanding and collaboration between the Public and Third Sectors				
Quarterly Community Justice Highland Third Sector forum	Forum feedback and evaluation	Margaret McShane	Ongoing	
Deliver a 'pitch your problem' event for showcasing opportunities for collaborative solutions	Event feedback and evaluation	Margaret McShane	Sept 2018	
Establish a local practitioners forum in the North, West, Mid and South of Highland	Forum feedback and evaluation	Margaret McShane	Ongoing	
Create opportunities for learning and information exchange into Highland from areas of acknowledged good practice to grow and develop responses regionally				
Identify sources of good practice for early intervention and propose possible routes for learning	Report to the CJP	Philip MacRae	June 2018	
Develop a pilot programme including activities for young offenders subject to CPOs in the Inverness area				
Establish a multi-agency group, including people with lived experience, to develop a plan	Plan established	James Maybee	September 2018	
Develop a programme	Programme written	James Maybee	March 2019	
Evaluate and implement/roll out the pilot	Evaluation report	James Maybee	March 2020	
Increase the use of diversion from prosecution across Highland				
COPFS have comprehensive information on the range of diversionary activities available through CJISW	Information pack for COPFS	James Maybee	December 2018	
Diversion from prosecution is considered in all appropriate cases (await outcome of pilot in Abdn City)	Report to CJP	COPFS	Ongoing	
Develop a Highland Community Integration Planning Tool				
Scope and write a project briefing to inform fund identification	Briefing with be complete	Stephen Coyle	June 2018	
Establish pilot project	Pilot funding secured and launched	Stephen Coyle	September 2018	

Develop project products	Product details agreed and defined	Stephen Coyle	December 2018
Trial pilot products	Trial report	Stephen Coyle	March 2019
Review Pilot Outcomes	Recommendation for future development	Stephen Coyle	June 2019
Explore the possibility of a Housing First model for offenders	Report to CJP	James Maybee	March 2019

OUTCOME 3: People with experience of the criminal justice system have improved employment opportunities			
OUTCOME INDICATORS:		Baseline	2018/19
% of offenders who had identified education and employment as difficulties before or during CPO supervision and at the end of supervision both issues had improved.			
Through care monitor into work/education release from prison?			
No. of offenders subject to a CPO referred to an employment/employability service			
See above: No. gaining Employment			
See above: No. entering training/education			
See above: No. undertaking voluntary work			
OUTCOME ACTIONS 2018/19:			
Activity/Action	Evidence	Responsible Lead	Deadline
Establish and maintain relationships with private businesses within Highland			
Propose an employer event for businesses throughout Highland highlighting the issues and benefits of employing people with lived experience	Report to CJP	Margaret McShane	September 2018
Engage with businesses throughout Highland	Updates to CJP	Margaret McShane	June 2019
Host event	Event feedback and evaluation	Margaret McShane	September 2019

Develop new employment initiatives and pathways for people with an offending history			
Development of employability pilot – Libertie	Update to the CJP	Libby Bligh	December 2018
Explore and clarify the pathway for employment within each of the public agencies on the CJP for people with an offending history	Individual updates to the CJP	ALL	Sept 2019
Investigate individual public agency pathways in Highland for employment for those with a history of offending and recommendations for how to improve	Report to CJP for paper to CPP Board	ALL	December 2018
Training and awareness session for employers in 3 rd and private sector around employment of those with an offending history	Training evaluation and report to CJP	Margaret McShane/Mhairi Wylie	March 2019
Enhance opportunities for skills and employability development			
Development of employability pilot – Libertie	Update to CJP	Liberty Bligh	December 2018
Develop a Highland Community Integration Planning Tool			
Scope and write a project briefing to inform fund identification	Briefing with be complete	Stephen Coyle	June 2018
Establish pilot project	Pilot funding secured and launched	Stephen Coyle	September 2018
Develop project products	Product details agreed and defined	Stephen Coyle	December 2018
Trial pilot products	Trial report	Stephen Coyle	March 2019
Review Pilot Outcomes	Recommendation for future development	Stephen Coyle	June 2019
Create opportunities for learning and information exchange into Highland from areas of acknowledged good practice to grow and develop responses regionally			
Identify sources of good practice for employment support and developments and propose possible routes for learning	Report to the CJP	ALL	June 2018
CJP Members to undertake learning exchange and submit report to CJP meeting with a view to implementing proposed changes of good practice around employment opportunities	Report to CJP	All Participants in Learning ex-change	September 2018
Extend the provision of an employment and employability service to all offenders subject to a CPO			
Develop a business case demonstrating needs and options	Report	James Maybee	December 2018
Consider the options, cost the extension and consider sustainable funding options	Report	James Maybee	March 2019
Implement the extended provision to all CJSW teams	Report to CJP	James Maybee	March 2020

All Other Actions				
Activity/Action	Evidence	Responsible Lead	Deadline	RAG
The ongoing development of the Highland Community Justice Partnership				
Half day development session around the functionality of the partnership considering: Benefits of Partnership Membership Individual/Agency Expectations Long term aspirations and sustainability for the Partnership Funding and development opportunities Added value of the Partnership	Implementation of the learning from the event – report to CJP/ CPP	ALL	December 2018	
Induction programme agreed for new members of the CJP	Programme agreed at the CJP	Margaret McShane	September 2018	
Training/information/awareness needs considered to complete partnership functions	Delivery programme agreed by the CJP	Margaret McShane	December 2018	
Explore developing further relationships with other organisations and agencies such as FE/HE and Children's Report	Agenda Item Discussion at CJP meeting Q1 2018/19	ALL	June 2018	

Abbreviations & Acronyms

HOIP – Highland Outcomes Improvement Plan

HTSI – Highland Third Sector Interface

NHS Highland – National Health Service

CAMs – Complementary & alternative medicines

CJ – Community Justice

CJP – Community Justice Partnership

CJSW – Criminal Justice Social Work

COG – Chief Officers Group

COPFS – Crown Office Procurator Fiscals Service

CPOs – Community Payback Orders

CPP – Community Planning Partnership

HCJP – Highland Community Justice Partnership

HMP Inverness – Her Majesty's Prison Inverness

The Highland Community Justice Partnership is a Sub Group of the
Highland Community Planning Partnership

www.highlandcpp.org.uk

