

**THE
ORKNEY
COMMUNITY JUSTICE OUTCOMES
IMPROVEMENT
PLAN
2017-18**

(APRIL 2017)

This document is also available in large print and other formats and languages upon request. Please contact: community.justice@orkney.gov.uk

This Community Justice Outcomes Improvement Plan has been written for the Orkney Islands Local Authority area, by the Orkney Community Justice Partnership (OCJP). The Plan is the first Community Justice Plan which Orkney has seen, and will act as a development plan to allow for comment and suggestions from Community Justice Scotland during the Orkney Community Justice Partnership's first year of existence, April 2017 to March 2018. The Partnership will oversee the progress of the Plan throughout the year, review it and produce a Full Plan in April 2018 to incorporate developments over the next 12 months.

Reporting arrangements will be 6 monthly through a performance report presented at Community Justice Partnership meetings.

This plan is being put forward for approval in principle by the Orkney Integration Joint Board, within which the majority of services referred to sit, and will be presented to The Orkney Partnership, and progressed by each Partner's own governance arrangements.

This Plan has been signed-off by Caroline Sinclair, the Chair of the Orkney Community Justice Partnership, on behalf of the Orkney Community Justice Partnership.

Caroline Sinclair
Chair, Orkney Community Justice Partnership
Chief Officer / Executive Director, Orkney Health and Care

Date approved: 2 March 2017

Signature: 

Introduction

For the purposes of this plan, Community Justice is defined as:

*The collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community. Local communities and the third sector are a vital part of this process which aims to prevent and reduce further offending and the harm that it causes, to promote desistance, social inclusion, and citizenship.*¹

The Orkney Islands cover an area of 98,980 hectares. This is the 5th least densely populated area in Scotland with 0.22 persons per hectare. Orkney is made up of over 70 islands, of which 19 are permanently inhabited. The majority of the population lives on the Mainland of Orkney, where some of the islands have been joined by causeways.

The 2015 National Records of Scotland (NRS) Mid-Year Estimate showed that Orkney had a population of 21,670, an increase of 0.5% from the 2013 estimate (21,570).

The purpose of community planning is for providers of public services to work together to improve outcomes for the people living in a community. It is outcomes that matter: what is actually achieved and how people's lives change as a result². Community Justice Planning is no different, except that it focuses on the national vision to make Scotland a: *'safer, fairer and more inclusive nation where we: prevent and reduce further offending by addressing its underlying causes; and safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens'*.³

In 2015-16, Orkney had the lowest crime rate in Scotland. This rate is consistent, and is currently on a slow, downward trajectory along with the other 31 Local Authorities areas in Scotland. During the year, 150 crimes per 10,000 population were recorded, which is well below the national average of 458. Na h-Eileanan Siar has the second lowest crime rate at

¹ Scottish Government National Strategy for Community Justice, Vision

² The Orkney Plan – 2016-2019

³ Scottish Government National Strategy for Community Justice, Vision

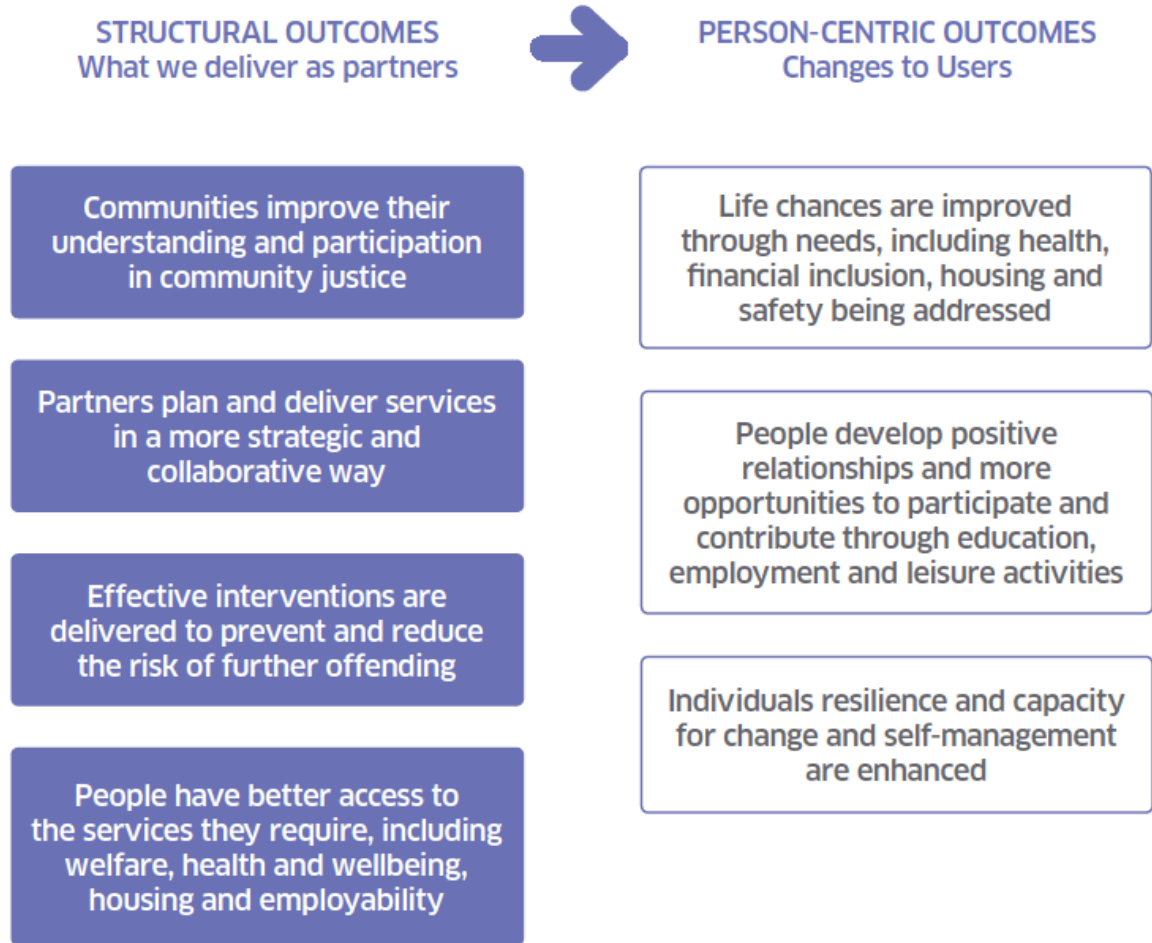
173 crimes per 10,000 population, while Shetland is rather higher than Orkney at 264, ranked 26th out of the 32 Areas.

For the last ten years, Community Justice has been overseen at a regional level by the Northern Community Justice Authority (NCJA), which covers the Highlands and Islands as well as Moray, Aberdeen and Aberdeenshire. The sheer size and diversity of this Regional Community Justice Authority made its task very difficult, not least for the Islands, as the needs and priorities for each area greatly varied. Through extensive consultation, a new model of delivery for community justice services was adopted and April 2017 will see the establishment of the new Community Justice Partnerships across the country, including the Orkney Community Justice Partnership.

Orkney's Community Justice Partnership has been in shadow form for the last year and with its formal establishment, has adopted a vision, to:

Bring together relevant individuals, agencies and services in order to further improve community justice outcomes for service users and the wider community of Orkney.

The Partnership has put together this Plan in the context of the New Model for Community Justice in Scotland, which has established a National Community Justice Outcomes, Performance and Improvement Framework, and incorporates the following Common Outcomes:



The local Outcomes, Performance and Improvement Framework can be viewed on Page 12 of the Plan.

Structure

The Plan has been approved by the Orkney Community Justice Partnership, made up of the following Statutory and Non-Statutory Partners, and is subject to each Partner’s own Governance arrangements.

Orkney Community Justice Partnership Statutory Partners

Organisation:	Contact:
NHS Orkney	Maureen Swannie (Service Manager) School Place KIRKWALL KW15 1NY Tel: 01856 873535 Email: maureen.swannie@nhs.net
Orkney Islands Council	Jon Humphreys (Service Manager) School Place KIRKWALL KW15 1NY Tel: 01856 873535 Email: jon.humphreys@orkney.gcsx.gov.uk
Orkney Integration Joint Board	Caroline Sinclair (Chief Officer) School Place KIRKWALL KW15 1NY Tel: 01856 873535 Email: caroline.sinclair@orkney.gov.uk
Police Scotland	Gordon Deans (Area Commander) Police Scotland Highlands and Islands Division Kirkwall Police Station Burgh Road Kirkwall Orkney KW15 1AH Tel: 101 Email: gordon.deans@scotland.pnn.police.uk
Scottish Fire and Rescue Service	Fraser Burr (Area Manager) North SDA HQ Dyce Fire Station Pitmedden Road Dyce AB21 0DP Tel: 01224 728600 fraser.burr@firescotland.gov.uk
Scottish Courts and Tribunal Service	Frances MacPherson Sheriff Court House The Castle Inverness IV2 3EG Tel: 01463 230782 Email: FMacPherson2@scotcourts.gov.uk >

Organisation:	Contact:
Scottish Ministers (i.e. Scottish Prison Service, Crown Office & Procurator Fiscal Service)	<p>Sue Foard (Procurator Fiscal) Crown Office & Procurator Fiscal Service Sheriff Court Watergate Kirkwall KW15 1PD Tel: 01463 258272 Email: Sue.Foard@copfs.gsi.gov.uk</p> <p>Robert Strachan (Head of Strategy, Planning and Partnerships) Scottish Prison Service Room G20 Calton House 5 Redheughs Rigg Edinburgh EH12 9HW Tel: 0131 330 3500 Email: Robert.Strachan@sps.pnn.gov.uk</p>
Skills Development Scotland	<p>Marie Robertson 2 Albert St Kirkwall KW15 1HP Tel: 0800 917 8000 Email: marie.robertson@sds.co.uk</p>



Community Planning and Local Priorities

Explicit links have been put in place between community planning, in the form of the Orkney Partnership Board, and the Orkney Community Justice Partnership, which encompasses partners at national level such as the Scottish Prison Service, outwith the scope of local community planning processes. The Orkney Community Plan 2016-19, which includes the Local Outcomes Improvement Plan (LOIP), formally acknowledges this linkage as follows;

During 2016-19, the Orkney Partnership Board will formally welcome the member representing Orkney's statutory Community Justice Partnership, formed in response to the Community Justice (Scotland) Act 2016 with a mission to bring together all the agencies involved in the planning, delivery and monitoring of community justice services in order to improve outcomes for service users and the wider community.

During 2016-17 an [Orkney Community Justice Needs Assessment](#) exercise was undertaken, providing the most comprehensive and well-evidenced local account of Orkney's needs and resources in relation to Community Justice ever undertaken. Many of the findings of this Needs Assessment were reassuring, echoing the findings of a number of national "Quality of Life" surveys, and including;

- The lowest crime rate in Scotland
- Reconviction rates that have fallen over time, and are among the lowest in Scotland
- Sustained exceptionally low levels of Youth Offending
- Low levels of drug (especially opiate) misuse
- Consistently high successful completion rates for Community Payback Orders imposed by the Courts compared with other Local Authority areas

In part, these positive indications flow from a lengthy history of positive local collaboration and co-operation in the field of Community Justice. There are, however, inherent challenges such as limitations of geographical isolation, small teams and highly variable demand in Orkney's specific context, as well as new developments and threats such as New Psychoactive Substances and internet -based offending.

The Orkney Community Justice Partnership is designed to focus its collective resources on the needs which have been identified through the Community Justice Needs Assessment. Currently, the evident local issues indicating a need for strategic priority include:

- Domestic Abuse
- Availability of suitable provision to deal with low and intermittent demand for forensic mental health services
- Substance (particularly alcohol) related behaviour
- Sustaining collaborative community based successes with women offenders
- Prisoner Release arrangements

The Community Justice Partnership will work together to provide a proportionate, but always person centric, innovative and responsive local approach. Collaborative work will continue with colleagues from other Local Authority areas to sustain the valuable resource of experience gained through joint work in the NCJA, as well as providing useful comparative data and information on local initiatives and programmes.

As a partnership we will encourage and support the continued use of Diversion and Early Intervention in Orkney in accordance with the National Strategy for Community Justice. We recognise that there is much valuable work already taking place around prevention and early intervention. A number of the partners, including Women's Aid, Orkney Rape Crisis, the Scottish Fire and Rescue Service and Police Scotland actively engage with school children, professional groups and the wider public through initiatives such as Mentors in Violence Prevention (MVP).

The Community Justice Partnership will explore opportunities to include information on justice and the impact of offending, adding value to current provision and raise awareness of the impact of crime on the individuals, their families and their community.

Participation Statement

Information on how we engaged and consulted on the Community Justice Outcomes Improvement Plan, along with our Communication and Engagement Strategy, can be viewed [here](#)

Outcomes, Performance and Improvement

The Outcomes, Performance and Improvement (OPI) Framework provides an opportunity to consider how current community justice services can be made more efficient and effective, through partnership working. It also provides a structure to measure progress, through which areas for improvement can be identified and resourced as required.

Summary of Improvement Actions 2017-18

Communities improve their understanding and participation in community justice

- Partners' incorporate Community Justice where relevant when creating new improvement and development plans.
- Review of the Community Justice Communications and Engagement Strategy.
- Improve awareness of Community Justice and understanding of Unpaid Work undertaken, with Community Councils, Community Associations and Isles. Development Trusts.
- Develop an annual Engagement and Consultation Activity Report.

Partners plan and deliver services in a more strategic and collaborative way

- Leveraged resources to appear on the Community Justice Partnership agenda as a standing item.
- Undertake self-evaluation based on Care Inspectorate framework.
- Develop a Partnership Training Plan.
- Develop engagement with victims strategy.
- Criminal Justice Voluntary Sector Forum to undertake Third Sector Survey

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

- Map out services available to people within the scope of Community Justice and improve awareness of services.
- Develop engagement with service users incorporating barriers to services.
- Contribute to Scottish Prison Service understanding of Island Prisoner release arrangements.

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

- Develop content and reach of CJSW Service User exit questionnaire
- Contribute to the Northern Criminal Justice Performance Forum and Performance framework.
- Promote availability locally of diversion from more formal interventions, eg Fiscal Work Orders, Diversion from Prosecution, Bail Information and Support
- Sustain proportion of front line Criminal Justice Social Work staff who have received relevant specific training on public protection and domestic abuse

Orkney Community Justice Outcomes, Performance and Improvement Framework

Communities improve their understanding and participation in community justice

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Activities carried out to engage with ‘communities’ as well as other relevant constituencies	Partners support raising awareness in Communities	Partners’ reference the Community Justice Plan, including relevant outcomes, in their various individual Plans and other suitable publicity opportunities covering the Orkney area.	All Partners	To record via specific Agenda item at each Orkney Community Justice Partnership
		Contribution of participating partners as noted in year end Engagement and Consultation Activity Report		Annual
		Summary of Consultation via Engagement and Consultation Activity Report		
	Engagement and Communication Strategy Review	Summary of Consultation via Engagement and Consultation Activity Report		
	Stakeholder Engagement Sessions	Outcomes recorded in Engagement and Consultation Activity Report	Community Justice Planning Performance and Information Officer	Annual
	Promote Website Content	Number of website visits		Noted at each OCJP Meeting
Public Awareness Sessions	Outcomes recorded in Engagement and Consultation Activity Report	Annual		

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Consultation with communities as part of community justice planning and service provision	Identify Local Priorities	Community Justice Needs Assessment	Community Justice Planning Performance and Information Officer	Annual, next refresh due December 2017
	Identifying opportunities for the unpaid work element of CPOs	Awareness sessions with Community Councils, Development Trusts, Community Associations and other relevant Community Groups	Criminal Justice Social Work Team	Standing Agenda item on OCJP
	Interagency Consultation	Outcomes recorded in Engagement and Consultation Activity Report Examples; Islands Consultations	All Partners	Annual
	Partners consult with reference to the Community Justice Partnership in local plan development	Examples; Local Police Plan, Local Fire Plan	Any relevant Partners	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Participation in community justice, such as co-production and joint delivery.	Involving people with convictions.	Questionnaire for clients at the end of their order.	Criminal Justice Social Work	Information fed into annual update of Community Justice Needs Assessment, December 2017
	All partners will as far as possible ensure that victims of crime receive the support they need, by referring to Victim Support Scotland and/or other partners as appropriate”	Number of victims referred per agency.	Victim Support Scotland, Women’s Aid Orkney and Orkney Rape Crisis	Standing Agenda item on OCJP
		Number of outcomes achieved for victims.		
		Develop local strategy for engaging with victims		
	Prisoner Engagement	Develop local strategy for engaging with Prisoners – to feed in to the	Positive Prison? Positive Futures	Annually
		Engagement and Consultation Activity Report		
	Shared Resources – Effective use of existing resources in the local community to support delivery of services	Examples eg shared office space	All Partners	Standing Agenda item on OCJP. Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018.

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Level of community awareness of/satisfaction with work undertaken as part of a Community Payback Order	Community Awareness of Unpaid Work	Evidence via direct feedback from beneficiaries eg letters, e-mails, letters to paper	Criminal Justice Social Work	CPO Annual Report, October 2017
		Community Questionnaire	Community Justice Planning Performance and Information Officer	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018
Evidence from questions to be used in local surveys/citizens panels etc	Community surveys.	Engagement Activity Report – to include Police Survey,	Community Justice Planning Performance and Information Officer	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018
		Orkney Opinions (Orkney's Public Consultation Group)		
		Crime and Justice Survey		
Perceptions of the local crime rate.	People who have lived in their neighbourhood for two or more years asked if they feel the crime rate in their area has changed over the last year.	Scottish Government Household Survey: www.gov.scot/Topics/Statistics/About/Surveys/SSCQ	Scottish Government	Annually

Partners plan and deliver services in a more strategic and collaborative way

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Services are planned for and delivered in a strategic and collaborative way	Evidence of effective partnership working	Qualitative information gathered to contribute to Self-Evaluation	Community Justice Planning Performance and Information Officer	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018
	Evidence of effective planning for transitions for children and young people who may need to access community justice services as well as planning for those who transition into adult services.	Strategic Plan	IJB; Education	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Partners have leveraged resource for community justice	Partners should recognise the potential that exists within themselves, individuals, groups and organisations in their area and the contribution they can make to improved community justice outcomes. They must then leverage this potential or 'resource'.	Standing item on OCJP Agenda	Community Justice Planning Performance and Information Officer	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018
Development of community justice workforce to work effectively across organisational/professional/geographical boundaries	Evidence of and evaluation from impact of activities joint training, awareness raising for senior personnel, joint working, shared learning, joint practice studies.	Workforce Planning Exercises	Community Justice Planning Performance and Information Officer	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018
		Self-Evaluation		
		Develop Training plan in association with Community Justice Scotland		

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA	Evidence that strategic planning and reporting mechanisms for improved community justice outcomes has considered people subject to MAPPA	Successful commencement of Highlands and Islands MAPPA Strategy Group from April 2017. Minutes of meetings	Police Scotland / MAPPA Co-ordination Team	Information fed into annual update of Community Justice Needs Assessment, December 2017
		Records of progress noted in minutes of CPC/APC Chief Officers Group overlap section	Criminal Justice Service Manager	
Shared understanding and awareness of Hate Crime	Ensure partners are prepared to provide support in relation to hate crimes.	Number of Hate Crimes reported	Police Scotland	Information fed into annual update of Community Justice Needs Assessment, December 2017

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

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
<p>Partners have identified and are overcoming structural barriers for people accessing services</p>	<p>Partners must show the barriers which have been identified, the activities to overcome these and the results. NB Scottish Government Outcomes, Performance and Improvement Framework notes</p>	<p>Benchmark indicators to be developed in 2017-18</p>	<p>All Partners</p>	<p>Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018</p>
	<p>Specific question to include user experience of barriers encountered or not.</p>	<p>Proportion of clients expressing concern about barriers in CJSW end-point Service User Survey</p>	<p>Criminal Justice Social Work</p>	<p>Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018</p>

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Partners have identified and are overcoming structural barriers for people accessing services	Engagement with resources in the isles e.g. Community Councils, Police Liaison Officer including Community Justice issues in routine community visits	Evidence of minutes from Community Council meetings	All Partners	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018
Existence of joint-working arrangements such as processes/protocols to ensure access to services to address underlying needs	Arrangements which cover an individual's journey, from point of and following arrest to sentence, including Welfare, health and well-being, housing and employability.	Partner strategy, processes and protocols to incorporate relevant Community Justice outcomes, eg updated Orkney Housing Protocol for Prisoners	All Partners	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018
Initiatives to facilitate access to services	Initiatives which will ensure that people who have offended get the support they need, when they need it, to encourage desistance.	Qualitative Feedback via Positive Prison? Positive Futures on experience of transition arrangements between Scottish Prison Service and Community Based Services around point of release.	All Partners	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Initiatives to facilitate access to services	Availability and acceptance by the individual of the support offered.	Take-up rates of support after release.	Criminal Justice Social Work	Information fed into annual update of Community Justice Needs Assessment, December 2017
Speed of access to mental health services	90 per cent of patients to commence psychological therapy based treatment within 18 weeks of referral, recognising that the data will include the whole community	NHS Local Delivery Plan Standard: www.isdscotland.org/Health-Topics/Waiting-Times/Psychological-Therapies/index.asp	ISD	6 Monthly
Access to services on release from Prison	Percentage of people released from a custodial sentence registered with a GP	Scottish Prison Service developing data to contribute to local Community Justice Partnerships	SPS	6 Monthly

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Access to services on release from Prison	Percentage of people released from a custodial sentence who have suitable accommodation arranged	Scottish Prison Service developing data to contribute to local Community Justice Partnerships	SPS	6 Monthly
	Percentage of people who have had an eligibility check	Scottish Prison Service developing data to contribute to local Community Justice Partnerships	SPS	6 Monthly
Effective interventions are delivered to prevent and reduce the risk of further offending				
Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending.	An “intervention” can range from something as simple as a programme directly or indirectly intended to reduce and prevent further offending.	CJSW Service user exit questionnaire	Criminal Justice Social Work	Information fed into annual update of Community Justice Needs Assessment, December 2017

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Use of "other activities requirement" in Community Payback Orders (CPOs)	Involvement of other partners in the other activities requirements	Annual CPO Report to Scottish Government	Criminal Justice Social Work	Annual October 2017
Effective risk management for public protection	Examples of good practice and lessons learned from MAPPA, MARAC and Adult and Child Protection Committees	MAPPA/MARAC overlap information recorded in Child Protection/ Adult Protection Committee Minutes	CPC/APC Partners	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018
	Training and awareness of staff and stakeholders	Proportion of front line Criminal Justice Social Work staff who have received relevant specific training on public protection and domestic abuse	Criminal Justice Social Work Service Manager	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018
Quality of CPOs	Service user experience from CPO covering areas such as being treated with respect, that the individual's attitude toward offending had changed or that the intervention had helped stop or reduce further offending.	CJSW Service user Exit Questionnaire.	Criminal Justice Social Work Manager	Recorded in benchmark Community Justice Self Evaluation Exercise, to be completed by February 2018

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Reduced use of custodial sentences and remand	Balance between community sentences relative to short custodial sentences under 1 year	To be developed	SCTS, SPS, SG	Annually
	Proportion of people appearing from custody who are remanded	CJSW Records of Proportion of people appearing from custody who are remanded	CJSW Service Manager	Annually
The delivery of interventions targeted at problem drug and alcohol use (NHS LDP Standard)	The number of Alcohol Brief Interventions (ABIs) delivered in the community	LDP Standard	ADP	Information fed into annual update of Community Justice Needs Assessment, December 2017
	No of referrals from criminal justice sources to drug and alcohol specialist treatment	DAISy	SG	
	Drug and Alcohol Waiting Times	LDP Standard	ADP	

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Numbers of police recorded warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, community sentences (including CPOs, DTTOs and RLOs)	Fiscal measures include fines, fiscal work orders, fiscal compensation order, fixed penalty notice Fiscal diversion includes diversion to social work.	To be developed.	Police Scotland, COPFS	
Number of short-term sentences under 1 year.	The number of custodial sentences imposed during the reporting period for that area where the full term was for less than 12 months.	Statistics collected CJSW Service	CJSW Service Manager	Information fed into annual update of Community Justice Needs Assessment, December 2017

Person Centric Outcomes

Changes to improve a person’s outcome, in part, will be dependent upon the structural changes made by Partners. Guidance from the Scottish Government on Community Justice states that “Being able to capture an initial picture may be progress in itself for the first year of operation of the new model”. Accordingly, in 2017-18, largely through use of the Care Inspectorate’s Community Justice Self Evaluation Framework, proportionate and achievable local measures will be developed in the areas set out below, against which to measure changes in the following years.

Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed				
Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Individuals make progress against the above outcome	To be developed during Community Justice Self Evaluation Exercise, to be completed by February 2018			
People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities				
Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Individuals make progress against the above outcome	To be developed during Community Justice Self Evaluation Exercise, to be completed by February 2018			

Individual's resilience and capacity for change and self-management are enhanced

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
Individuals make progress against the above outcome	To be developed during Community Justice Self Evaluation Exercise, to be completed by February 2018			