

**THE
ORKNEY
COMMUNITY JUSTICE PARTNERSHIP
OUTCOMES IMPROVEMENT
PLAN
2018-2021**

(APRIL 2018)

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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 builds on the first local Community Justice Plan, which covered the period April 2017 to March 2018.

Progress against the key elements of this Plan will be considered as a standing Agenda item for each Orkney Community Justice Partnership meeting.

This plan 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: 27/02/2018

Signature:



Introduction

Community Justice is defined in Scotland 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

Community Justice Planning 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',²* as stipulated by the terms of the Community Justice (Scotland) Act 2016.

Until 2017, Community Justice in Scotland was overseen at a regional level by eight Community Justice Authorities. The Northern Community Justice Authority (NCJA) covered 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, and the enactment of the Community Justice (Scotland) Act 2016, a new national model of delivery for Community Justice services was adopted, based on Local Authority boundaries. April 2017 saw the establishment of the new locally based Community Justice Partnerships across the country, including the Orkney Community Justice Partnership.

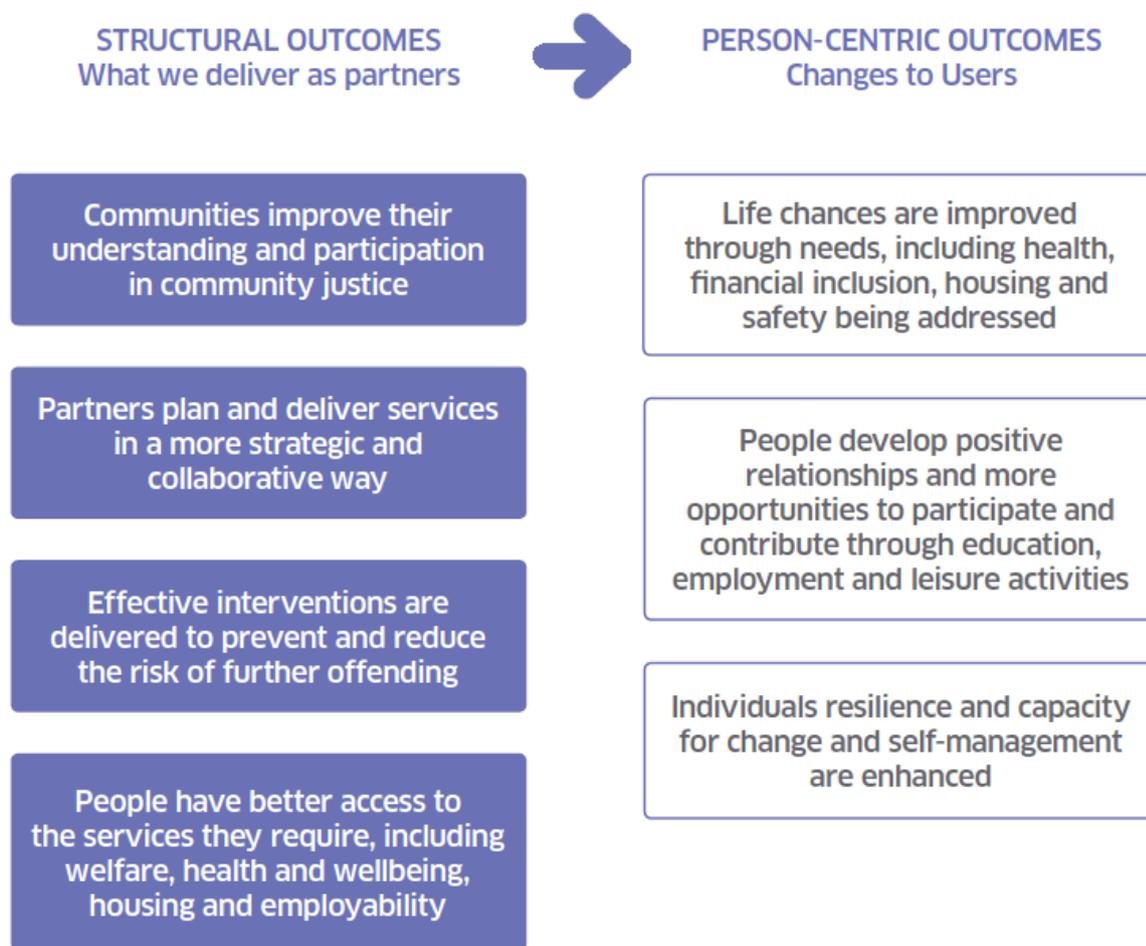
Orkney's Community Justice Partnership adopted a vision in 2017, to:

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

¹ Scottish Government National Strategy for Community Justice, Vision

² Scottish Government National Strategy for Community Justice, Vision

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:



Structure

This 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	Insp Keith Bendall Police Scotland Highlands and Islands Division Kirkwall Police Station Burgh Road Kirkwall Orkney KW15 1AH Tel: 101 Email: keith.bendall@scotland.pnn.police.uk
Scottish Fire and Rescue Service	Iain M Macleod (Group Manager) Western Isles, Orkney & Shetland LSO Area Robertson Road, Stornoway Tel: 01851 705051 Email: Iain.Macleod4@firescotland.gov.uk
Scottish Courts and Tribunals 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, and the Scottish Courts and Tribunals Service, that are 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. In December 2017, the [Orkney Community Justice Needs Assessment](#) was updated, and provided with new data on matters such as local use of Bail Supervision and Support, feedback from people who had completed Community Payback Orders, and the age range of recipients of Community Justice services in Orkney. Many of the findings of this Needs Assessment were reassuring, echoing the findings of a number of national "Quality of Life" surveys, and including;

- Consistently low crime rates
- Reconviction rates that have fallen over time, and are among the lowest in Scotland
- Sustained exceptionally low levels of Youth Offending
- Lower than average levels of drug misuse, subject to close monitoring
- Consistently high successful completion rates for Community Payback Orders imposed by the Courts compared with other Local Authority areas
- Very high levels of community perceptions of safety eg when walking alone

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.

Guidance issued by the Scottish Government in 2016 made explicit suggestions that local Community Justice Partnerships may wish to prioritise Alternatives to Prosecution (specifically Procurator Fiscal Work Orders and Diversion from Prosecution to Social Work Services), Alternatives to Remand (specifically Bail Supervision), and Community Sentences in the form of Community Payback Orders. The Orkney Community Justice Needs Assessment, however, has been able to provide assurance that all of these services are well-established locally (Orkney's Bail Support and Supervision arrangements have been described by an independent source as "the best bail service in the country", and for three years in a row, Scottish Government statistics have identified Orkney amongst the top performing authority areas in terms of successful completion of Community Payback Orders)

The Orkney Community Justice Partnership has therefore endeavoured to focus its collective resources on the needs which have been identified through the Community Justice Needs Assessment. Advice has been issued from Community Justice Scotland that local Partnerships can most effectively pursue their goals by identifying up to three individual area priorities for improvement. Through debate and discussion during the first year of operation of the Orkney Community Justice Partnership, broad agreement has been reached that 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
- Prisoner Release and Transfer to the Community 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, can be viewed [here](#)

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 meeting
	Stakeholder Engagement Sessions	Outcomes recorded in Engagement and Consultation Activity Report to each OCJP meeting	Community Justice Planning Performance and Information Officer	At least 3 OCJP meetings held each year
	Promote Website Content	Number of website visits		Noted at each OCJP Meeting
	Public Awareness Sessions	Outcomes recorded		Noted at each OCJP Meeting

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 + Updates	Community Justice Planning Performance and Information Officer	Annual Refresh/Update each December
	Identifying opportunities for the unpaid work element of CPOs	Awareness sessions with Community Councils, Development Trusts, Community Associations and other relevant Community Groups	Any OCJP Partner agency attending Community Meetings	Standing Agenda item on OCJP
	Interagency Consultation	Outcomes recorded via OCJP minutes	All Partners	OCJP meets minimum 3x yearly
	Partners consult with reference to the Community Justice Partnership in local plan development	Examples; Local Police Plan, Local Fire Plan, recorded in OCJP minutes	Any relevant Partners	Recorded in minutes of final OCJP meeting each year as Yes or No

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 each year
	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 and review local strategy for engaging with Prisoners	Positive Prison? Positive Futures	Annually
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
Evidence from questions to be used in local surveys/citizens panels etc	Community surveys.	Police Survey work,	Community Justice Planning Performance and Information Officer	Recorded in annual updates to Orkney Community Justice Needs Assessment, December each year
		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, commenced February 2018
	Evidence of effective partnership working	Evidence that Orkney CJP have worked with the Scottish Prison Service to secure flexible release arrangements for people returning to the Islands where this supports reintegration	Scottish Prison Service	Recorded in annual updates to Orkney Community Justice Needs Assessment, December each year, as a clear Yes or No for preceding year

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, commenced 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.	<table border="1"> <tr> <td data-bbox="831 810 1585 911">Contribute to participant organisation Workforce Planning Exercises</td> </tr> <tr> <td data-bbox="831 911 1585 979">Self-Evaluation</td> </tr> <tr> <td data-bbox="831 979 1585 1350">Contribute to Community Justice Scotland Training Plan</td> </tr> </table>	Contribute to participant organisation Workforce Planning Exercises	Self-Evaluation	Contribute to Community Justice Scotland Training Plan	Community Justice Planning Performance and Information Officer	Recorded in benchmark Community Justice Self Evaluation Exercise, commenced February 2018
Contribute to participant organisation Workforce Planning Exercises							
Self-Evaluation							
Contribute to Community Justice Scotland Training Plan							

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 each year
		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 each year

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.</p>	<p>Qualitative information recorded</p>	<p>All Partners</p>	<p>Recorded in benchmark Community Justice Self Evaluation Exercise, commenced by February 2018, and subsequent reviews</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>Information fed into annual update of Community Justice Needs Assessment, each December</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	Information fed into annual update of Community Justice Needs Assessment, each December
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. Scottish Prison Service to work with Orkney Community Justice Partners to begin delivering SHORE standards (Sustainable Housing on Release for Everyone)	All Partners	Recorded in benchmark Community Justice Self Evaluation Exercise, commenced by February 2018, and subsequent reviews
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, commenced by February 2018, and subsequent reviews

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 individuals of voluntary post-release support offered.	Take-up rates of support after release.	Criminal Justice Social Work	Information fed into annual update of Community Justice Needs Assessment, each December
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, each December

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 each October
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, commenced by February 2018, and subsequent reviews
	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, commenced by February 2018, and subsequent reviews

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
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	Information fed into annual update of Community Justice Needs Assessment, each December
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	Information fed into annual update of Community Justice Needs Assessment, each December

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
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, each December
	No of referrals from criminal justice sources to drug and alcohol specialist treatment	DAISy (NB delays in national implementation noted Feb 2018)	SG	
	Drug and Alcohol Waiting Times	LDP Standard	ADP	
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	Information fed into annual update of Community Justice Needs Assessment, each December

Indicator	Local descriptors or measures	How the indicator will be measured and source	Lead	Frequency and Target Date
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, each December

Person Centric Outcomes

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	Proportion of positive statements in response to specific survey questions	Local Community Justice Service User Outcomes Questionnaire, pending development of questionnaire framework by Community Justice Scotland	Community Justice Planning, Performance and Information Officer	Annual, Recorded in minutes of final OCJP meeting each year as Yes or No

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	Proportion of positive statements in response to specific survey questions	Local Community Justice Service User Outcomes Questionnaire pending development of questionnaire framework by Community Justice Scotland	Community Justice Planning, Performance and Information Officer	Annual Recorded in minutes of final OCJP meeting each year as Yes or No

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	Proportion of positive statements in response to specific survey questions	Local Community Justice Service User Outcomes Questionnaire pending development of questionnaire framework by Community Justice Scotland	Community Justice Planning, Performance and Information Officer	Annual Recorded in minutes of final OCJP meeting each year as Yes or No