

**NORTHERN COMMUNITY JUSTICE AUTHORITY
AREA PLAN
April 2007 – March 2008**

FOREWORD

Welcome to the Northern Community Justice Authority's Area Plan to Reduce Reoffending for 2006 – 2007, a plan that sets out how the Northern Community Justice Authority will take forward the duties laid out in the Management of Offenders etc (Scotland) Act 2005, and the National Strategy for the Management of Offenders.

Members of the Community Justice Authority; the elected councillors from Aberdeen City, Aberdeenshire, Comhairle nan Eilean Siar, Highland, Moray, Orkney and Shetland, are grateful for the commitment and co-operation shown by all the partners in the criminal justice system which enabled this plan to be produced.

The challenge issued to local authorities, the Scottish Prison Service and all the partners involved in the Criminal Justice System in the North of Scotland is to reduce reoffending and promote safer communities. The Northern Community Justice Authority's first area plan is the start of our actions to meet this challenge. It sets out how we intend to improve the quality and effectiveness of services. Our intention is to meet this challenge by involving all agencies concerned with criminal justice.

Our approach will be inclusive. Our purpose is to reduce offending in our communities and we will therefore involve these communities, seeking their views and keeping them informed at all stages.

It is clear that the production of a plan alone will not prevent a single crime. The action that will follow is what matters

We are confident that the hard work and co-operation which went into the preparation of the plan will be maintained, so together we can ensure that offending in our local communities is reduced.

Councillor Anne Robertson
Convener
Northern Community Justice Authority

Mark Hodgkinson
Chief Officer
Northern Community Justice Authority

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EXECUTIVE SUMMARY AND ACTION PLAN

This is the first area plan of the Northern Community Justice Authority (Northern CJA).

Our aims are to reduce offending and reoffending and increase safety for the people living in our communities.

The Northern CJA will identify gaps in current services and opportunities for joint working and training. We will link with existing planning processes and oversee improved communication with victims and communities. We intend to break down barriers between services and bring people together in a sustained and co-ordinated effort to reduce crime, and raise the standard of service provision through the development of effective performance management and quality assurance systems.

Underpinning our endeavours is the belief that we can bring about positive change through our ability to work together to achieve our common aims. Our initial objectives are to put our knowledge of what is effective in reducing offending behind the realignment and development of services and to improve the standard and quality of services.

We will improve communication, not just between agencies involved in criminal justice directly, such as social work, prison services and others, but with communities and with victims of crime.

The criminal justice system belongs to all people living in our communities, so we will ensure that our work becomes better known and understood; and we will listen and make sure that we respond. We will also ensure that we listen to the sentencers within our area, and that their needs for information are met.

The objectives of the Northern CJA are the promotion of better quality, more co-operative and integrated services to manage offenders.

A description of the area covered by the Northern CJA, and key criminal justice facts and statistical data are provided. Analysis of the data helped identify key priorities for action during the first year of operation of the Northern CJA.

These priorities include:

- improvement of assessment and management of sexual and serious violent offenders
- greater co-operation between prison and community based services in provision of services to prisoners and their families
- the promotion of closer links between the systems and organisations dealing with young offenders
- greater integration, consistency and availability of services
- increase in the numbers of supervised offenders receiving offender programmes

- address the issue of substance misuse (both alcohol and drug) and its impact on local communities through the mapping of existing services, the promotion of closer links between service providers and the formation of links between the Northern CJA and Alcohol and Drug Action Teams.

This plan is clear that the achievement of a consistently high standard of service is crucial. Our approach to achieving improvement in the quality of services delivered through development of quality assurance and performance monitoring systems within the Northern CJA is outlined in the plan.

Included within the plan is a communication strategy for the Northern CJA. This outlines our approach to publicity, the provision of information, the involvement of professionals, public and victims, as well as contact with the media. Our aim will be to make the Northern CJA an inclusive and responsive body, which will become recognised as both informative and purposeful.

The attached summary of actions plan identifies the work ahead for the Northern CJA, local authorities, Scottish Prison Service and partners. These actions are relevant to the identified priorities. They are also designed to achieve a reduction in reoffending, to improve the management of offenders, to develop a more strategic approach to the planning of service delivery, and to improve performance management and communication.

Although there are some specific actions intended to make short-term improvements, the process has only just begun, and the initial focus is on setting up systems and gathering information, which will form a sound basis for future progress.

**NORTHERN COMMUNITY JUSTICE AUTHORITY
SUMMARY OF ACTIONS for 2007 – 2008**

OUTCOME: REDUCTION IN REOFFENDING

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME (S) |
|---|---|---|---|--|
| <p>1. A performance and practice working group will be established by the CJA. Amongst its tasks will be a review and extension of offender programme delivery, both in the community and in prisons.</p> <p>EARLY TARGETS:</p> <p>Introduction of Community Sex Offender Groupwork Programme, a Women Offenders Programme, the Constructs Programme and the “Covaid” Programme into the CJA area.</p> | <p>by April 2007</p> <p>Review by February 2007 Plan for delivery of acquisition of programmes in place by April 2007</p> <p>Progress Report to Northern CJA by June 2007</p> | <p>Northern CJA (Lead)</p> <p>Local Authorities, SPS and Voluntary Organisations (Key Participants)</p> | <ul style="list-style-type: none"> • % of probation clients on programmes • Reports on progress delivered on time | <ul style="list-style-type: none"> • Reduced reoffending, improved community safety and a more consistent approach to offender management. • Reduction in the number of women in custody |

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME (S) |
|--|--|--|---|---|
| <p>2. The CJA will promote the use of programmes for perpetrators of domestic abuse and the use of effective practice guidelines for use by criminal justice social workers and the Scottish Prison Service.</p> | <p>November 2007</p> | <p>Northern CJA to lead</p> <p>Local Authorities and SPS (key participants)</p> | <p>A pilot programme for perpetrators of domestic abuse introduced in one mainland authority and existing methods of work with perpetrators of domestic abuse shared across the area of the Northern CJA.</p> | <ul style="list-style-type: none"> Reduced reoffending, improved community safety and a more consistent approach to offender management and timely involvement of offenders' spouses/partners. |
| <p>3. The CJA will conduct an audit of supported accommodation for offenders within the CJA area and report findings in order to:</p> <ul style="list-style-type: none"> Improve access to stable accommodation for offenders leaving prison throughout the CJA area Inform the national assessment of offender accommodation. | <p>Audit conducted by September 2007</p> <p>Report to CJA Meeting by December 2007</p> | <p>Northern CJA (Lead)</p> <p>Local Authorities (Housing Services and Criminal Justice Services), SPS and Voluntary Organisations (Key Participants)</p> | <ul style="list-style-type: none"> Audit undertaken promptly % of offenders leaving prison to stable accommodation | <ul style="list-style-type: none"> Improved access to suitable accommodation for offenders. |

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME (S) |
|---|---------------------------------------|---|---|--|
| <p>4. The CJA will receive a progress report in respect to implementation of the Scottish Executive's "National Strategy for the Accommodation of Sex Offenders in Scotland", with the purpose of ensuring consistency of practice. The CJA will make recommendations for action as a consequence of the contents of the progress report.</p> | <p>First report in September 2007</p> | <p>Northern CJA (Lead/coordinate/require reports)</p> <p>Local Authorities (Housing Services and Criminal Justice Social Work Services), Registered Social Landlords and SPS to report (Key Participants)</p> | <ul style="list-style-type: none"> • Report provided • Strategy implemented | <ul style="list-style-type: none"> • Improved access to suitable accommodation for offenders. |

**NORTHERN COMMUNITY JUSTICE AUTHORITY
SUMMARY OF ACTIONS for 2007 – 2008**

OUTCOME: IMPROVE MANAGEMENT OF OFFENDERS

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|--|--|---|---|--|
| <p>1. The Northern CJA will receive reports from the responsible authorities (Local Authorities, Health Boards, SPS and Police) within each Local Authority area in respect to the arrangements in place for the assessment and management of high risk offenders; oversee the implementation of the Multi-Agency Public Protection Arrangements (MAPPA) and ensure that these arrangements include provision for mentally disordered offenders.</p> | <p>CJA to receive progress report by December 2006 and six monthly thereafter</p> <p>Reports on MAPPA operation to be reviewed by CJA by December 2007 and annually thereafter</p> | <p>Northern CJA (to receive reports)</p> <p>Health Boards, Local Authorities, SPS and Police to provide reports</p> <p>(Key Participants)</p> | <ul style="list-style-type: none"> • % of high risk offenders with risk assessment and management plan in place • Reports delivered on time | <ul style="list-style-type: none"> • Increased community safety and public protection |

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|--|---|---|--|--|
| <p>2. The Northern CJA will ensure that management of high risk offenders within each area benefits from the consistent use of The Violence and Sexual Offender Register (ViSOR), the UK Data Base of high risk offenders by receiving progress reports on implementation and, if necessary coordinating funding applications to the Scottish Executive.</p> | <p>First Progress Reports by March 2007</p> <p>Funding Applications throughout 2007-2008 as necessary</p> | <p>Northern CJA (to oversee)</p> <p>Local Authorities, SPS and Police to report</p> | <ul style="list-style-type: none"> • % of prisons and Local Authorities using the ViSOR system | <ul style="list-style-type: none"> • Increased community safety and public protection. |
| <p>3. The Northern CJA will receive six monthly reports from the SPS in respect to the placement of prisoners from the Northern CJA area, with a view in the long term of the SPS increasing the proportion held in prisons within the Northern CJA area.</p> | <p>First report in March 2007 and six monthly</p> | <p>Northern CJA and SPS</p> | <ul style="list-style-type: none"> • % of prisoners from the Northern CJA held within local prisons | <ul style="list-style-type: none"> • Facilitate improved relationships for offenders with families. • Enables better “throughcare” services to develop |

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|--|--|---|---|---|
| <p>4. The Northern CJA Chief Officer will seek the views of the two local prisoner governors:</p> <ul style="list-style-type: none"> • Are there offenders entering prison who clearly should not be there? • What can the prisons do to build on relationships with, and input to local communities (already developing in HMP Aberdeen)? | <p>Report to Northern CJA in December 2007</p> | <p>Northern CJA Chief Officer & SPS</p> | <ul style="list-style-type: none"> • report provided • input to local communities from prisons expanded | <ul style="list-style-type: none"> • Reduction (long term) of number of short term prison sentences • Increased links between prisons and local communities |
| <p>5. The Northern CJA will address the issue of the availability of post custodial treatment for drug misusing offenders following release from prison by:</p> <ul style="list-style-type: none"> • Collecting and evaluating information | <p>Performance framework in place by June 2007</p> | <p>Northern CJA & Partners</p> | <p>% of offenders needing assessed as post custody drug treatment who receive it</p> | <ul style="list-style-type: none"> • Improved aftercare services for prisoners and the reduction in reoffending. |

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|--|-------------|---------------------------|----------------------------------|--|
| <ul style="list-style-type: none"> • The Chief Officer liaising with Alcohol and Drug Action Teams and with NHS • colleagues when appropriate Including a performance target in the CJA performance framework. | | | | |
| <p>6. The CJA, with key partners, will draw up an action plan with the aim of reducing the numbers of offenders imprisoned because of fine default.</p> | August 2007 | CJA and local authorities | No of fine defaulters imprisoned | <ul style="list-style-type: none"> • Reduce number of minor offenders imprisoned. |

**NORTHERN COMMUNITY JUSTICE AUTHORITY
SUMMARY OF ACTIONS for 2007 – 2008**

OUTCOME: DEVELOPING A STRATEGIC APPROACH

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|---|--|--|--|---|
| 1. The Northern CJA will decide on the structure and remit of working groups to help it achieve its aims and objectives. | Report with recommendations to the CJA meeting in March 2007 | Northern CJA Local Authorities, and Partner Agencies | <ul style="list-style-type: none"> • Working Group(s) • Established with clear remit | <ul style="list-style-type: none"> • A more consistent approach. • A consistent approach to performance monitoring/ quality assurance |
| 2. The Northern CJA will produce a comprehensive register of services including commissioned services, current Service Level Agreements and funding streams, offender programmes and services for offenders in respect to substance misuse, literacy/numeracy, employability and other relevant services. | Register compiled by September 2007 | Northern CJA (to oversee) Local Authorities, SPS and Partner Agencies | <ul style="list-style-type: none"> • Register produced | <ul style="list-style-type: none"> • An oversight of service provision for CJA. |

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|---|---|---|---|---|
| <p>3. Based on the register in item 2 above the Northern CJA will require the Performance and Practice</p> <p>Working Group to identify:</p> <ul style="list-style-type: none"> • The precise profile of offenders receiving custodial sentences • Gaps in Services • Opportunities to merge service • Increase cross boundary services and consolidate existing Service Level Agreements • Produce an Action Plan for the Northern CJA. | <p>Report to the Northern CJA December 2007</p> | <p>Northern CJA (Lead Agency)</p> <p>Local Authorities, SPS and partners to support</p> | <ul style="list-style-type: none"> • Number of Service Level Agreements consolidated | <ul style="list-style-type: none"> • More equitable access to services for offenders. • A more consistent approach to offender management |
| <p>4. The Northern CJA will commission a Training Needs Analysis for the CJA area and develop a plan to meet identified needs. This plan will focus on joint training and job shadowing opportunities and will address funding issues including the pooling of existing resources.</p> | <p>Analysis to be completed and action plan submitted to CJA by June 2007</p> | <p>Northern CJA and all partners</p> | <ul style="list-style-type: none"> • Plan in place | <ul style="list-style-type: none"> • Improved knowledge and skills for workforce |

**NORTHERN COMMUNITY JUSTICE AUTHORITY
SUMMARY OF ACTIONS for 2007 – 2008**

OUTCOME: IMPROVE PERFORMANCE MANAGEMENT

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|---|--|---|---|---|
| <p>1. The Northern CJA will, in accordance with any outcomes of the National Advisory Body's Performance Sub Group, develop a system for monitoring the performance of local authorities and the SPS in complying with this plan.</p> | <p>June 2007</p> | <p>Chief Officer Northern CJA, Performance and Practice Working Group</p> | <ul style="list-style-type: none"> • System in place | <ul style="list-style-type: none"> • A robust framework for quality assurance and performance management. |
| <p>2. Local Authorities and the Scottish Prison Service will provide the Northern CJA with any action/ improvement plans arising out of inspections of services, and progress reports in respect to implementation of these plans, and evidence in improvement in the quality of services provided.</p> | <p>December 2006 April 2007 and ongoing</p> | <p>Northern CJA to monitor reports provided by Local Authorities and SPS</p> | <ul style="list-style-type: none"> • Improvement Plans Implemented | <ul style="list-style-type: none"> • Better quality services. • Better compliance to standards. • More effective services. |

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|---|--|--|--|--|
| 3. Prior to March 2007, the CJA will receive reports from each local authority on their arrangements for assuring the quality and managing the performance of their Criminal Justice Social Work Services. | March 2007 | CJA and Local Authorities | <ul style="list-style-type: none"> • Reports received | <ul style="list-style-type: none"> • Robust quality assurance/ performance management systems in place. |
| 4. The CJA will specifically receive reports on the performance of the SPS and local authorities regarding compliance with key aspects of Integrated Case Management (I.C.M.) – the system of ensuring joint assessment and planning for prisoners. | First report to CJA in March 2006 and thereafter six monthly | CJA to receive reports – SPS Liaison Manager to report | <ul style="list-style-type: none"> • Reports received • Improved compliance with I.C.M. demonstrated | <ul style="list-style-type: none"> • Integration of prison social work services to offenders. |

**NORTHERN COMMUNITY JUSTICE AUTHORITY
SUMMARY OF ACTIONS for 2007 – 2008**

OUTCOME: IMPROVING COMMUNICATION

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|--|------------------------------|--|--|--|
| <p>1. The Northern CJA and all partner agencies will take forward the actions contained within the Communication Strategy for the CJA.</p> <p>(This strategy contains planned actions for the creation of a Northern CJA website containing examples of good practice, a public portal to facilitate access to information and victim information, as well as a media strategy.)</p> | <p>Commencing April 2007</p> | <p>Northern CJA and all Partner Bodies</p> | <ul style="list-style-type: none"> • Number of press releases made • Communications strategy implemented | <ul style="list-style-type: none"> • Promotion of good practice. • Public awareness raised. • Increase knowledge of the criminal justice system |

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|---|------------------------------|---|--|--|
| <p>2. The Northern CJA will request information from local authorities regarding their need for equipment to significantly expand their capacity to conduct business, including meetings and offender interviews, by means of video conferencing, and submit an application for funding from the Scottish Executive</p> | <p>Prior to January 2007</p> | <p>Northern CJA and local authorities</p> | <ul style="list-style-type: none"> • Increase capacity for video conferencing | <ul style="list-style-type: none"> • Improved efficiency |
| <p>3. The Northern CJA, on receipt of guidance from the Scottish Executive, will arrange with the key partners for protocols to be put in place to facilitate the sharing of information regarding offenders, including high risk offenders.</p> | <p>Commencing April 2007</p> | <p>Northern CJA Chief Officer to lead</p> | <ul style="list-style-type: none"> • Information sharing protocols in place | <ul style="list-style-type: none"> • Better communication between agencies leading to more integrated, better informed offender services. |

| ACTION | TIMESCALE | AGENCIES INVOLVED | PERFORMANCE MEASURE | INTENDED OUTCOME(S) |
|--|---------------------------------------|---|---|---|
| <p>4. The Northern CJA, in preparation of the 3 year strategic plan for 2008 – 2011, will form a planning group to develop specific proposals for reducing offending and reoffending and ensure links are made to other plans/planning processes.</p> | <p>Commencing April 2007</p> | <p>Northern CJA Chief Officer to Chair</p> | <ul style="list-style-type: none"> • Planning Group formed | <ul style="list-style-type: none"> • Improved planning process. • Identification of specific improvement actions. |
| <p>5. The Northern CJA will receive a report from Victim Support on the provision of information and support to victims across the area covered by the Northern CJA, with a view to specific actions being identified to improve the consistency and quality of victim services.</p> | <p>Report Received September 2007</p> | <p>Northern CJA to receive a report. Victim Support to lead in conjunction with COPFS and other parties</p> | <ul style="list-style-type: none"> • Report received | <ul style="list-style-type: none"> • Improved satisfaction for victims. |

SECTION 1

Introduction and Context

1. INTRODUCTION AND CONTEXT

1.1 Background

The Management of Offenders etc (Scotland) Act 2005 established eight Community Justice Authorities in Scotland including the Northern Community Justice Authority (Northern CJA). The remit of the Northern CJA is to bring agencies involved in the management of offenders together and create a more coherent system of offender management in order to reduce reoffending. Specifically, we must report on our activities annually to the Minister, appoint a Chief Officer and allocate the funds made available by the Scottish Executive for the provision of criminal justice social work services. In the first instance, however, the principal requirement of Community Justice Authority is to produce an area plan to reduce reoffending.

The Scottish Executive has set up a National Advisory Body, chaired by the Minister of Justice to shape the long-term national strategy, and has produced "Reducing Reoffending – National Strategy for the Management of Offenders" and subsequent guidance for the eight Community Justice Authorities in respect of the structure and contents of the area plan.

The National Strategy and Guidance details actions required of all bodies involved in the management of offenders. This guidance indicates the need for a wide range of improvements in services provided by those involved in offender management and supporting public services. The Scottish Executive provides a detailed template for production of area plans to reduce reoffending. The Northern CJA's plan is consequently structured in six main sections.

Appended to this plan is key statistical detail regarding social work workloads and prison numbers, as well as contact details of key partners and CJA members.

It is emphasised that the first year of full operation of the Northern CJA does not commence until April 2007, and planning procedures are at an early stage of development. The operation of the Northern CJA and its infrastructure and the planning process will become more refined, particularly with the need to produce a three year plan for 2008 – 2011, during the period covered by this plan.

1.2 Aims and Objectives

The aims of this plan are, within the area covered by the Northern Community Justice Authority:

- to reduce offending and reoffending and
- to increase community safety.

Objectives in support of these aims are:-

1. Development of an evidence-based approach to service development and resource allocation, with specific reference to effectiveness and integration.
2. Promotion of consistently high standards of service delivery.
3. Development by local authority criminal justice social work and partners of quality assurance and performance management arrangements that monitor

factors crucial to the provision of effective criminal justice services in order to support improvements in the way services are delivered.

4. Setting clear priorities for further integration and development of services.
5. Implementation of a communication strategy for the Northern CJA.

1.3 Reducing Reoffending

The Northern Community Justice Authority (Northern CJA) will require an approach to work with offenders based upon research which indicates that programmes of work on offending behaviour can reduce reoffending, and also based on research which demonstrates that offenders are more likely to stop offending if they have stable accommodation, gain employment or training, and address their alcohol or drug misuse.

To support this approach to reducing reoffending, we will expect agencies to acquire or develop offender programmes and implement a consistent approach to assessment. In addition, we will involve the communities within our area and engage a range of non-statutory key partners **including** Communities Scotland, Job Centre Plus and other employment bodies, and those engaged in health, education, recreation and addiction work.

Crucial to the success of this approach to reoffending, however, will be increasing the work with offenders between community and prison, and prison and community. The Northern CJA will instigate a review of the current provision of services and seek to create a more integrated approach to work with offenders, involving all agencies that have a role to play in reducing reoffending.

Each of the seven local authorities' community plans refers to the need to promote public safety, or to the safety or wellbeing of their citizens. The approach to reducing reoffending outlined **in this plan** should clearly contribute to the achievement of these high level aims.

1.4 Operational Arrangements for the Northern CJA

The Northern CJA is comprised of two elected members from each of Aberdeen City, Aberdeenshire, Comhairle nan Eilean Siar, Highland, Moray, Orkney and Shetland Councils. One of each of the two elected members from each council is a voting member, with the second member able to deputise for voting purposes. These fourteen elected members, nominated by their respective local authorities, provide the strategic and political oversight for the CJA. The CJA, which has elected a Convener and Depute Convener, meets quarterly in open meetings, which include senior council officers as well as representatives from the statutory partners –

Highland, Grampian, Comhairle nan Eilean Siar, Shetland and Orkney Health Boards, Area Procurators Fiscal for Highlands, Islands and Grampian and Scottish Court Services, Northern and Grampian Constabularies, Victim Support, Venture Trust, SACRO, Barnardo's and APEX. The involvement of the Scottish Prison Service is ensured by SPS representation at the CJA meetings and through the appointment of an SPS Liaison Manager.

The Northern CJA has a Chief Officer to provide strategic direction and support. The Chief Officer is supported by a personal assistant, the National Support Team, and by the appointment of an SPS Liaison Manager.

The Northern CJA has responsibility for the criminal justice social work budget. Core services – the main statutory services provided by social workers, are funded in accordance with the Scottish Executive/ CoSLA agreed funding formula. This formula combines previous workload figures and certain needs factors. The three island authorities within the Northern CJA have never been included within the main funding mechanism because of their particular geographic and demographic circumstances.

The Northern CJA will initially receive full financial information from local authorities, to clarify the exact detail of current criminal justice social work expenditure. The aim is for long term funding decisions to be fully informed and to ensure that they are based on:

- the requirement specified in the National Strategy for local authorities to have in place performance management and quality assurance arrangements as a condition of receiving grant
- agreed priorities for the Northern CJA, especially the aims of reducing reoffending and increasing community safety
- specific areas of identified need and evidence of further integration.

1.5 The Northern Community Justice Authority's approach to the Promotion of Links to Partner Bodies

The Northern Community Justice Authority's approach to the promotion of links to partners will continue to encompass consultation and inclusion. This has been evident during work undertaken in the preparation of the area plan. The Chief Officer has visited each local authority area to provide information on the development of the Northern CJA and its functions, and to seek the views of the local authority officers, members and key partners. Two planning meetings involving a wide range of partners have taken place. These meetings identified areas for development and specific actions geared to the principal aims of the Northern CJA.

The focus of the consultation undertaken during the preparation of the plan has been, and will continue to be, to support partners to identify areas of cross boundary developments and to identify how their services can contribute to a more co-ordinated approach to service delivery for offenders, which focuses on addressing offending. Our intention is to breakdown existing boundaries, and remove obstacles in the way of a partnership approach to tackling offending.

The engagement with the partners in Comhairle nan Eilean Siar, Orkney and Shetland has already commenced during the process of consultation in preparation of the area plan, with the Northern CJA's Chief Officer attending multi agency meetings in each of the three island authorities.

The CJA recognises the specific needs of the Islands' partners in respect to special training, resources and support.

Because of the relatively small population and size of services provided, the island authorities tend to have a limited number of individuals involved in a wide range of activities. Close links with each island authority will be maintained with two visits each year by the Chief Officer. The intended outcome of the maintenance of these links will be to ensure that related plans (substance misuse, community safety, service plans, health improvement) inform, and are informed by the Northern CJA Plan to reduce reoffending.

1.6 Consultation

Northern CJA members, local authorities, the Scottish Prison Service and all statutory partners were fully consulted throughout the process of preparing this Plan. The Sheriff Principal and Communities Scotland were also consulted during the period spent preparing the Plan. The local authorities, Scottish Prison Service and statutory partners positively acknowledged the level of consultation.

1.7 The Northern Community Justice Authority – Area Profile

The Northern CJA, is the largest of the eight CJA's, has the most constituent local authorities and the second highest population, 779,000, (15.8% of Scotland's total). Included within its boundaries are two police forces; Grampian and Northern Constabularies and five Health Boards; Highland, Grampian, Comhairle nan Eilean Siar, Shetland and Orkney.

The Northern CJA comprises the three island authorities, Shetland, Orkney and Comhairle nan Eilean Siar, and Scotland's four most northerly mainland authorities, Aberdeen City, Aberdeenshire, Highland and Moray. This combination of urban (Aberdeen is Scotland's third largest city) and extremely rural areas, poses significant challenges for the Northern CJA and its partners with regard to the organisation of meetings, and the provision of services. Other challenges include the difficulty facing the Northern CJA relating to the allocation of resources. Balancing the level of work and, for example, pressure of substance misusing offenders in urban areas on one hand, with the costs involved in providing services across huge rural areas on the other, will pose a significant challenge.

1.8 Key local criminal justice facts and statistics

The following key facts and statistics have been considered in preparation of this plan:-

1.8.1 Prisons within the Northern CJA Area and Distribution of Prisoners

The Northern CJA area has three prison establishments within its boundaries. These are:-

HMP Aberdeen (Craiginchies) is the local prison for the north-east of Scotland and the Northern Isles. The prison accommodates males remanded in custody or serving short term prison sentences. HMP Aberdeen can accommodate 225 offenders.

HMP Inverness (Porterfield) serves the Courts of the Highlands, Western Isles, Orkney Isles and Moray, providing secure custody for all remand prisoners and short term adult prisoners, both male and female. It also holds a small number of

long-term prisoners, prior to classification. HMP Inverness can accommodate 150 offenders.

HMP Peterhead, sited 32 miles north of Aberdeen, can accommodate up to 306 offenders including those who require High Supervision. It is a national resource for convicted, long term sex offenders offering a range of programmes designed to challenge offending behaviour in order to reduce the risk of reoffending on return to the community.

Appendix 4 contains tables that indicate the distribution of prisoners from the Northern CJA area.

These tables show that:

- there are as at 31 March 2006 653 prisoners from the Northern CJA area and 681 prison places within the area
- 301 of the total of 653 prisoners from the Northern CJA are held in prisons outwith the Northern CJA area.
- no females under 21 and only seven in all were in custody serving long term sentences
- the largest group of male and female prisoners are those serving sentences of less than four years and,
- there are relatively low numbers of under 21s serving 4 years or more in prison.
- Of the 653 prisoners from the Northern CJA area, 94 males and 10 females were remandees.

Appendix 5A shows the numbers of offenders within the Northern CJA receiving supervised attendance orders and the numbers imprisoned for fine default. The expansion of the provision of supervised attendance orders and a reduction in use of prison for minor offenders is reflected in both priorities and action plan sections of this report.

1.8.2 Police Constabulary Areas

The Grampian police force area covers three local authority areas: Moray, Aberdeenshire and Aberdeen City. Total recorded crimes in the force area for 2005 – 2006 were 41,602, an increase of 2% on the previous year. However, this increase can be attributed to the introduction of revised standards for recording crime (SCRS) and more pro-active policing.

The Northern police force area covers four local authority areas; Highland, Comhairle nan Eilean Siar, Orkney and Shetland. Total recorded crimes in the force area for 2005 – 2006 were 15,413, a decrease of 2% on the previous year. There was a significant increase in the number of drug crimes linked to force initiatives and a more proactive approach to targeting suppliers.

1.8.3 Local Authority Areas

Table 1 below indicates the numbers of crime by type for each local authority area for 2005 – 2006.

Table 1

| Number of Crimes recorded in 2005/06 | | | | |
|---|----------------------------|------------------|-------------------|------------------|
| Local Authority | Non-sexual violence | Indecency | Dishonesty | Vandalism |
| Aberdeen City | 515 | 525 | 14,631 | 5,656 |
| Aberdeenshire | 264 | 242 | 4,985 | 4,310 |
| Comhairle nan Eilean Siar | 31 | 31 | 393 | 342 |
| Highland | 423 | 258 | 5,092 | 3,923 |
| Moray | 110 | 199 | 2,234 | 2,116 |
| Orkney | 13 | 9 | 218 | 263 |
| Shetland | 14 | 41 | 297 | 326 |

Table 1, whilst indicating that the majority of crime within all the local authorities is either dishonesty or vandalism, also indicates that there is a significant level of sexual and other violent crime across the area of the Northern CJA. It is clear that the impact of sexual and violent crime upon community safety is significant in each of the local authority areas.

Table 2

| Incidents of domestic abuse recorded by the police, by council area and financial year, 1999-00 to 2005-06 | | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Number | | | | | | | |
| | 1999-00 | 2000-01 | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2005-06 |
| Aberdeen City | 2,253 | 2,348 | 2,158 | 2,321 | 2,282 | 2,482 | 1,972 |
| Aberdeenshire | 1,283 | 1,374 | 1,266 | 1,291 | 1,409 | 1,342 | 970 |
| Eileanan Siar | 23 | 81 | 99 | 119 | 82 | 104 | 87 |
| Highland | 506 | 1,666 | 1,575 | 1,400 | 1,468 | 1,351 | 1,350 |
| Moray | 479 | 493 | 510 | 516 | 578 | 549 | 618 |
| Orkney Islands | 7 | 43 | 45 | 23 | 33 | 30 | 57 |
| Shetland Islands | 18 | 35 | 39 | 48 | 32 | 39 | 60 |
| SCOTLAND | 33,197 | 35,126 | 35,255 | 35,894 | 41,233 | 43,631 | 45,796 |

Table 2 provides volume and trend information regarding domestic abuse. Incidents of domestic abuse recorded by the police since 2000 have increased by 11% as a whole within the area of the Northern CJA, with significant increases in reported incidents in all local authority areas except for Aberdeen City and Aberdeenshire.

During the compilation of the Northern CJA profile and preparation of area plan, an issue frequently raised by key partners was that of alcohol misuse and the drinking culture.

Appendix 2 provides a breakdown of drink related offending. It demonstrates that within the Northern CJA area as a whole, alcohol related crime is above the Scottish national average, with significantly higher rates notable in Highland, Orkney and Comhairle nan Eilean Siar.

Whilst a number of parts of the Northern CJA area are relatively safe, low crime places, the statistics with respect to alcohol misuse, sexual offending and violence, highlight significant problems which are addressed through identification of priorities and actions contained within this plan. Other information taken into account includes local authority area information as follows:

Aberdeen City – in the 12 months to 31 March 2006 there were 24,602 total crimes recorded by the police in Aberdeen City. Crimes of dishonesty have been falling, particularly housebreaking within the last year. “Crack” cocaine is a problem specific to Aberdeen City. The rate of drug misuse (2.03%) is above the national average of 1.84%. Reduction of alcohol related violence, class ‘A’ drug supply, domestic burglary, and serious and violent crime, are amongst key priorities set by the police in the city.

Aberdeenshire has shown similar reductions in crimes of dishonesty. In the 12 months to 31 March 2006 there were 11,345 crimes recorded by the police in Aberdeenshire. Vandalism is a significant issue. Aberdeenshire’s rate of drug misuse (1.1%) is below the national average.

Comhairle nan Eilean Siar – crime rose by 24% (221 crimes) the last year to reach a total of 1,130, with 230 charges in relation to controlled drugs. However, most crime is low level and drink related. Comhairle nan Eilean Siar’s rate of drug misuse is 0.5%, the second lowest of any of Scotland’s local authority areas.

Highland – recorded crime fell 4.5% (617 crimes) in 2005 - 2006. In the 12 months to 31 March 2006 there were 12,854 total crimes recorded by the police in Highland. Volume crime problems exist in relation to vandalism, theft and disturbances in the Inverness and Easter Ross areas. The rate of drug misuse (0.81%) is well below the national average. Large parts of rural Highland are low crime areas, however, the areas of Inverness and Easter Ross have particular problems often associated with major towns and cities.

Moray – recorded crime rose by 5% (263 crimes) in 2005 - 2006. In the 12 months to 31 March 2006 there were 5,655 crimes recorded by the police in Moray. The rate of drug misuse (0.66%) is low compared to the national average of 1.84%, however, heroin supply and use has steadily increased bringing with it associated challenges for police, local authority and health services.

Orkney - Orkney had 4 crimes more in 2005 – 2006 than in the previous year. In the 12 months to 31 March 2006 there were 578 crimes recorded by the police in Orkney. Vandalism is the most common crime. The rate of drug misuse (0.3%) is extremely low. Orkney is the least demanding of police intervention of any of Scotland's local authorities.

Shetland – crime in Shetland rose by 21% (145 crimes) over the last year. In the 12 months to 31 March 2006 there were 851 total crimes recorded by the police in Shetland. Class 'A' drug misuse is an issue, but vandalism is the most common crime. Shetland's rate of drug misuse is significantly at 0.9% although below the national average.

1.8.4 Reconviction Rates

Appendix 3 contains two charts which indicate the percentage of offenders across Scotland reconvicted and sent to prison within two years of either release from prison, or date of community sentence and reconviction rates for local authority areas. These charts show that:

- acquisitive crime is more likely to be repeated than other sorts of offences
- serious reconvictions (i.e. resulting in custodial sentences) are below the Scottish average in all areas of the Northern CJA and;
- reconviction rates for the Island authorities are particularly low.

1.8.5 Sentencing Statistics

Information provided in Appendix 5 summarises sentencing patterns in the Sheriff Summary Courts within the Northern CJA area. Notable facts include:

- the relatively high percentage of offenders receiving probation orders in Aberdeen Sheriff Court
- the low level of custody relative to the Scottish average from the courts within the Northern CJA area and;
- the high number of fines imposed relative to the Scottish average.

1.9 Volume Trends

The tables provided in Appendix 6, give detailed statistics on workload trends for each of the local authority Criminal Justice Social Work Services to April 2005. Key points from these statistics for main service areas are:

- A significant increase in court reports over the past five years, especially in Aberdeen City, Comhairle nan Eilean Siar and Moray (nearly doubled);
- A significant increase in community service orders across all Northern CJA authorities, and especially in the island authorities (Shetland, Comhairle nan Eilean Siar (doubled), and Orkney (trebled) since 2000 – 2001;

- Significant increase in numbers of probation orders in all Northern CJA Authorities since 2000 – 2001, except in Moray where demand has remained steady. (The increase ranges from 70% in Aberdeen City to 270% in Comhairle nan Eilean Siar);
- Although generally increasing, the Northern CJA authorities have low numbers of supervised attendance orders compared to the Scottish average with the exception of Aberdeen City, which is at 12 persons per 10,000 population compared to a Scotland average of 9.3 persons.
- An increase in the number of long term prisoners receiving supervision following release from prison in the four mainland authorities;
- Apart from Comhairle nan Eilean Siar and Shetland, the low number of diversion cases commenced in the North CJA local authorities compared to the Scottish average and;
- The inconsistent use of bail supervision across the Northern CJA area, with only Aberdeen City, of the mainland authorities, providing a significant service.

SECTION 2

Priorities

2. PRIORITIES

2.1 Integration and Co-operation

The purpose of the Northern CJA is to reduce reoffending through the development of a more integrated and consistent system for managing offenders. This section, and those which follow, identify actions to increase integration, coordination of, and cooperation in, the provision of offender services. In this context we will investigate the development of a single assessment tool for the CJA.

2.2 Detailed Analysis

The future priorities for the Northern CJA will be based on a detailed analysis of offending and offenders within our area. Initially work will be undertaken to profile all offenders who receive custodial sentences, long and short term, with consideration of age, gender, offence type, local authority area and the Social Enquiry Report's preferred option. The aim of this work will initially be to identify what services might have been provided to reduce the numbers of offenders receiving short term prison sentences. However, it will also provide a foundation for future decisions in respect of resources and applications for funding for service developments.

2.3 High Risk Offenders

The responsible authorities within each local authority area will publish a report on their arrangements for assessment and management of sexual and serious violent offenders. In this regard, the introduction of multi-agency public protection arrangements (MAPPA) and the establishment of the use of ViSOR (the Violent and Sexual Offender Register) by local authorities and Scottish Prison Service, will be critical developments. The wider availability of, and consistent delivery of programmes, including the introduction of the Community Sex Offender Groupwork Programme, extension of the joint sex offender programme to include short-term prisoners, and joint work with sex offenders between local authority and Scottish Prison Service staff, are other developments that the Northern CJA will encourage and support.

2.4 Prison Throughcare

The key partnerships to be developed are those between the Scottish Prison Service and agencies based in the community particularly local authority criminal justice social work. This is made clear in the Management of Offenders etc (Scotland) Act 2005, which requires local authorities and the Scottish Prison Service to co-operate.

The full and consistent implementation of Integrated Case Management – the process of effective prison throughcare will be a significant step, as this will facilitate development of shared outcomes and targets for long-term prisoners. Other priorities in respect to throughcare include:-

- in the long term, for the Scottish Prison Service to keep more prisoners from our area within the local prisons and in the shorter term for a greater proportion of Northern CJA prisoners to be kept in local prisons at the end of sentences, in order to facilitate rehabilitation and reintegration into local communities.

- the Scottish Prison Service should review the practice of placing sexual offenders from our area in Dumfries, as opposed to Peterhead, especially towards the end of the prison term.
- We will support local authorities to develop cross boundary arrangements.
- A reduction in the amount of significant travelling to prisons by social workers within the Northern CJA area by means of preparation of reports by locally based staff (a longer term aim) and by significantly increasing the use of video conferencing.
- the Scottish Prison Service will review their capacity to host video conferences/meetings in prisons to increase the number of prisoner interviews by this method.
- the Scottish Prison Service to review the times set aside by prisons within the Northern CJA area for social work visits for social enquiry report purposes to preclude the need for island authority social workers to unnecessarily spend two days on the mainland instead of one.
- local authorities and Scottish Prison Service to explore the merits of prison staff taking part in the first review of prisoners following release from prison, especially where a programme was provided, particularly a sexual offenders programme, to further improve consistency and continuity of practice

2.5 Substance Misuse

The issue of substance misuse (drugs and alcohol) is of clear importance across the area covered by the Northern CJA, as identified by the statistical analysis and area profiles. The Northern CJA will seek information from the Scottish Prison Service and local authorities as part of an exercise to map service provision. The provision of programmes and, especially the availability of services following short prison sentences, are issues partners have identified for consideration and improvement. The Northern CJA will seek close links with the Alcohol and Drug Action Teams within its area and engage relevant agencies, including licensing boards in efforts to reduce alcohol and drug related crime. In addition, the Northern CJA will seek to identify any prisoners unable to access appropriate health services following release from prison, including prescribing services, and negotiating with the NHS appropriately to address identified problems where local liaison has not been effective.

2.6 Young Offenders

The transition of young offenders between the youth justice system is a matter that can, if well managed, prevent reoffending. There will be discussion between local authorities with a view to developing a consistent strategy for the management of young people in this transition. In this context, the Northern CJA will promote links to the Scottish Children's Reporter Administration and Youth Justice Forums.

2.7 Persistent Offenders

The research regarding effective practice indicates the effectiveness of targeted programmes for offenders that specifically address offending behaviour. The

sharing of programmes, both accredited and otherwise, with a view to making services for offenders more consistent both inside prisons and in the community is a priority.

2.8 Domestic Abuse

Incidents of domestic abuse have been increasing significantly in five of the seven local authority areas over the past six years. Again, research shows that the provision of structured programmes is effective, and that a key indicator of improved behaviour is the reporting of progress by an offender's spouse or partner. The availability of domestic abuse programmes throughout the area of the Northern CJA is a further priority.

2.9 Accommodation

The National Strategy requires the Northern CJA to conduct an audit of accommodation, as well as practices relating to the provision of accommodation for offenders.

The Northern CJA will involve all relevant agencies, including registered social landlords and local authorities, and conduct this audit, with the aim of improving access to accommodation for offenders leaving prison, as well as aiding the national assessment of offender accommodation. This audit will be informed by any central guidance issued by the Scottish Executive.

Accommodation of sexual offenders is an issue that directly affects the safety of communities. As part of the reports of the arrangements for management of high risk offenders, the Northern CJA will expect to receive information in respect to implementation by local authorities and registered social landlords of the Scottish Executive policy "Housing Sex Offenders – Implementing the Strategy".

2.10 Lifelong Learning/Employment

Employment and employability issues are closely associated with cessation of offending. The engagement of employment and education services within the process of managing offenders both in prison and in the community is a Northern CJA priority.

2.11 Less Serious Offenders

The provision of and/or use of bail supervision, diversion and supervised attendance across the area covered by the Northern CJA, for less serious/first time offenders, is patchy. The high proportion of fines imposed in Northern CJA courts and in some areas the level of imprisonment for fine defaulters is an issue addressed in the action plan. A priority will be the evaluation of, and action to improve these areas including actions to work closely with Crown Officer Procurator Fiscal Service and provide information to local sentencers where necessary.

2.12 Performance Monitoring

Although referred to in a subsequent section of this plan, it is emphasised that improvement in the standard of services is a crucial priority for the Northern CJA. Scrutiny by the Northern CJA of action or improvement plans arising out of the findings of, and recommendations contained within the Social Work Inspection

Agency's reports, is a specific action for the Northern CJA and the local authorities. (All authorities within the Northern CJA area will have been inspected/had reports recently published prior to the start of the first full year of operation of the Northern CJA.)

2.13 Information Technology

Local authorities across the CJA area need to establish a sustainable electronic link to the Scottish Criminal Justice Records Office to comply with the requirements of the Integrated Scottish Criminal Justice Information System (ISCJIS)

The CJA will support local authorities in significantly expanding their capacity to use video conferencing.

A number of priorities were identified during the planning process that were more local in nature. These will be reflected in the work of the CJA to map all existing services and plan to expand the partnership working in all areas.

SECTION 3

Working Together in New Ways

3. WORKING TOGETHER IN NEW WAYS

This section of the plan will illustrate our commitment to moving toward a more integrated and consistent way of managing offenders, while acknowledging current models of effective practice and multi-agency working.

The Northern Community Justice Authority is committed to strengthening existing relationships with key agencies and developing new relationships with other stakeholders to ensure a reduction in re-offending within our area. We are open to innovative approaches to managing offenders and are therefore highlighting the role voluntary organisations can play, in tandem with statutory partners. We will insist on closer working, sharing resources and expertise while recognising the contribution statutory and voluntary partners can make to offenders' lives.

The Northern CJA has a duty to arrange with local authorities, Scottish Prison Service and other partners for information regarding offenders to be appropriately shared. Guidance for CJA's on how this duty should be fulfilled is to be produced by the Scottish Executive.

3.1 Statement of Existing and Future Plans for Local Closer Joint Working Arrangements, Sharing Resources and Expertise and Developing the Contribution of Other Partners

The National Strategy sets the direction for the work of the Community Justice Authorities and for local authority Criminal Social Work and the Scottish Prison Service. The following agencies have a contribution to make to the management of offenders and reducing offending, working in statutory partnerships within the Northern CJA:

- Police
- Crown Office and Procurator Fiscal Service (COPFS)
- Scottish Courts Service
- Victim support
- Voluntary sector – Venture Trust, Barnardo's, APEX, SACRO

Other national partners include Risk Management Authority, Accreditation Panel and Parole Board.

The Northern CJA wishes to move forward in an inclusive manner and as such has consulted with key agencies involved within the extensive Northern CJA area. It will also strengthen the existing close working arrangements within the Northern Partnership and the Island authorities.

During the process of preparing this plan, a range of good practice examples, in terms of joint working and sharing resources, was noted.

The Northern CJA will build on these and others to develop an action plan to meet the objectives of the National Strategy. Plans for 2007/2008 include specific proposals for new joint working in the following areas:

- engagement of the prisons in Aberdeen and Inverness within local communities.
- engagement with both Victim Support Scotland and the COPFS Victim Information and Advice Service (VIA) to assist in developing services in the community.
- multi-agency delivery of programmes either in custody or in the community. Community based worker co-delivering with SPS in establishment or SPS officer co-delivering with community worker in the community;
- development of the Integrated Case Management (ICM) Model and ensuring consistent application across Northern CJA area. This will include shared protocols for Community Social Workers and other partners gaining access to clients at times that are mutually agreeable to all agencies;
- early engagement of employers within the Northern CJA area to assist delivery of employability skills and to co-ordinate placements and work opportunities. This could involve engagement with “Routes Out Of Prison” project;
- implementation of Multi Agency Public Protection Arrangements for managing high risk offenders by police, health, SPS and local authority social work.

3.2 The Use of Existing Partnership Forums in Engaging and Developing the Contribution of other Partners

A wide of range of forums are currently in place within the Northern CJA. Across the CJA area there is a significant amount of joint working evident, and the CJA's Chief Officer will seek to develop a direct link with existing forums to engage them in the strategy to reduce reoffending. This list of such forums is not exhaustive but includes:

- Community Health Partnerships
- Community Safety Partnerships
- Community Planning Partnerships
- Criminal Justice Boards
- Youth Justice Forums
- Licensing Boards

The Northern CJA will commit to developing new partnerships in 2007/2008, who have not, historically, been fully involved in crime and justice forums. These especially include Housing and Health. The development of these partnerships is vital in terms of mental health and general health to ensure a more coherent approach that places the health partners at the heart of reducing re-offending policy.

The Northern CJA is committed in principle to reducing the time it takes for the disposal of cases. Partners have indicated a willingness to support any initiatives in this regard.

3.3 Planned Developments in Information Sharing Processes and Systems Between Local Agencies

The Integrated Case Management model has developed systems, which lay the foundations for focused protocols to assist in the delivery of services to offenders. In 2007/2008 the Northern CJA will consolidate this process and:

- Progress implementation of the Integrated Scottish Criminal Justice Information System
- Develop ViSOR (The Violent and Sexual Offender Register) and its use within prisons and local authority Criminal Justice Social Work services.

3.4 Ensure a Strong Partnership with the Voluntary Sector Including Examination of Opportunities for Reduction in the Number of Separate Contracts Voluntary Organisations are Required to Enter Into Within the Authority's Area.

Within the Northern CJA, voluntary organisations play a significant role in providing offender services across all local authority areas. The planning seminars held as part of the preparation of this plan highlighted some of the providers within the Northern CJA.

Over the course of this plan, the CJA will accurately map out all voluntary organisations that deliver offender services with the CJA area both in custody and the community. This will form the basis for a review of service provision and existing service level agreements, to ensure no duplication or gaps are evident within the Northern CJA area, and to evaluate quality, effectiveness and value for money. In particular, the possibility of increasing cross local authority/whole CJA service level agreements will be considered.

3.5 Financial Allocations to Local Authority Criminal Justice Social Work Services

From 1 April 2007 the Northern Community Justice Authority has a duty to allocate criminal justice social work resources to the seven constituent local authorities. In the year 2007/2008 it is not expected that there will be variation from allocations previously made to the three island local authorities or to the four mainland authorities which previously made up the Northern Criminal Justice Social Work Group. The reason for continuity of allocation for the first year of the Northern Community Justice Authority is because of the immediate impact that would be felt in respect to any move of resources between local authorities and the difficulties that this would cause.

The Northern Community Justice Authority will establish two groups. The first group, a Finance Officers Group, will provide financial advice on information in respect to criminal justice social work expenditure to facilitate ongoing budget management. The second group, which will be made up of representatives from the seven local authorities and, where relevant, partner bodies and the Northern CJA's Chief Officer, will consider the developing and existing priorities for the

Northern CJA, and ways in which services can be made more effective through integration and the consolidation of existing service level agreements. This second group will make recommendations to the Northern Community Justice Authority to enable the authority to move towards the allocation of resources in accordance with key priorities in respect to the reduction of reoffending.

The Northern CJA, in taking forward its duty of allocating criminal justice social work monies, will take account of any guidance emanating from the Scottish Executive and the Convention of Scottish Local Authorities.

SECTION 4

Developing and Supporting the Workforce

4. DEVELOPING AND SUPPORTING THE WORKFORCE

4.1 Approach of the Northern CJA

The approach of the Northern CJA to the development and support of the workforce is based on an understanding as to why offenders stop offending (social inclusion and offender programmes described in Section 1.3 of this plan).

Both the effective delivery of offender programmes and addressing social inclusion require agencies to understand each other's roles and functions.

Although the CJA is not responsible for the delivery of services or provision of training, it has a legitimate interest in the skills and knowledge of the workforce and a statutory duty to promote good practice in respect to reducing reoffending.

4.2 Understanding of roles

The Scottish Prison Service will organise visits for Northern CJA members to visit the three prisons sited within the area of the Northern CJA.

Other opportunities for learning about the services provided by different agencies will occur through reports on performance and progress meetings of the Northern CJA, and through the opening up of training events to staff from different agencies.

4.3 Training

During the planning process, partners noted a number of priorities for the delivery of joint training. These included:

- The need for the staff of the Northern CJA's statutory partners to access appropriate training and develop knowledge and skills consistent with their need to evidence continuous professional development.
- risk assessment training
- awareness raising for staff on the risk posed by sex offenders
- programme delivery
- a police organised table top exercise to demonstrate roles and responsibilities of agencies dealing with high risk offenders.

However, the principal task to be co-ordinated during the period of the plan by the Northern CJA is an analysis of training needs of relevant bodies, a profile of planned training and existing or expected training resources/ events, and the drawing up of a plan for training within the Northern CJA area. The intention is for the Northern CJA to promote and encourage training opportunities for all staff.

Consideration will be given to using Northern CJA resources for the commissioning, analysis and planning, and where resources permit, the delivery of specific training events.

4.4 Northern CJA Website

Section 5 of this plan outlines the development of a website for the Northern CJA. It is intended that this site will enable staff and managers from all partner agencies to have access to the website and therefore to research findings, examples of programmes and ways of working, and to developments across the justice sector.

SECTION 5

Communications Strategy

5. COMMUNICATIONS STRATEGY

5.1 Introduction

The National Strategy for the Management of Offenders states:

“The reducing reoffending consultation pointed to significant gaps within the criminal justice system and lack of understanding of how the criminal justice system works. As we take forward the criminal justice reform programme, improving communication will be an essential element in promoting public confidence and trust in the efficiency and effectiveness of offender management services.”

5.2 Aims

The aim of the Northern CJA communication strategy is to ensure that the CJA and partners:-

- publicise their approach to reducing reoffending
- publicise the range of individual agency and partnership provision of offender service
- facilitate and promote clear and appropriate communication between all criminal justice agencies, related partners and the public
- consult with, and respond to, victims and communities
- ensure that information for victims is widely available
- share and promote good practice
- ensure that sentencers' need for information is appropriately met, and that arrangements are in place for sheriffs and procurators fiscal to provide feedback on the range and quality of services available to them.
- publicise the successful events or activities and positive progress made by the Northern CJA and partner bodies.

5.3 Key Principles

Each of the CJA partners agrees that all communication should be purposeful with both partners and public, and consistent with the aim and objectives of the Northern CJA's Area Plan.

Partner organisations should be open and honest in their contribution to progressing the area plan, with nothing concealed or omitted from the public unless it is reasonable and in the public interest to do so.

Key messages to be communicated to the public and between partners:-

- the Northern CJA is the strategic body for the North of Scotland, dealing with the development and integration of services to offenders

- the Northern CJA and its partners are concerned with reducing offending and reoffending through the improvement in the range, quality, integration and effectiveness of criminal justice services
- the Northern CJA is committed to the principles outlined in the National Strategy for the Management of Offences
- the Northern CJA is an organisation keen to hear the views of communities and victims, and to respond to them.
- The Northern CJA's Communication Strategy is concerned to help allay unfounded fear of crime, and by improvement in service provision, reduce the grounds for fear of crime.

5.4 Action Plan in Support of the Communication Strategy of the Northern CJA

| Planned Activity | Partner Agency and staff involved | Timescale |
|--|---|---|
| <p>1. Develop a Northern CJA website and maintain and update contents which will include:</p> <ul style="list-style-type: none"> • a directory of services • a copy of the Area Plan • links to other sources of information and to the partners' own websites • examples of good practice • a public portal for access by communities/individuals • information for victims <p>Early actions (prior to March 2007) will include liaising with local authorities, Scottish Prison Service and key partners with a view to these agencies' websites containing information about the Northern CJA, including its aims, objectives and proposed actions.</p> | <p>Northern CJA (Chief Officer) and Partner Bodies (to identify key link staff)</p> | <p>During 2007 and ongoing</p> |
| <p>2. Publicise through press releases and other media outlets:</p> <ul style="list-style-type: none"> • the Area Plan and the purpose of the Northern CJA • new developments within the Authority's Area and • successful or positive reports of effective developments/services | <p>Northern CJA (Chief Officer)</p> <p>Local Authorities Scottish Prison Service and Other Partners</p> | <p>Throughout 2007 – 2008 and ongoing</p> |
| <p>3. Keep the senior levels of constituent CJA bodies apprised of the development of the Northern CJA via committee reports, senior management briefings, and direct notifications where necessary</p> | <p>Local Authorities (Directors) SPS Liaison Managers and CJA Partners</p> | <p>Throughout 2007 – 2008 and ongoing</p> |

| Planned Activity | Partner Agency and staff involved | Timescale |
|--|--|---|
| <p>4. With respect to contact with offenders and their families the Northern CJA will:-</p> <ul style="list-style-type: none"> • undertake a survey of views of offenders about stopping offending and services required, and • publicise information regarding services to offenders' families such as "families outside" | <p>Northern CJA (SPS Liaison Manager), Local Authorities and Partners</p> | <p>2007 – 2008 and ongoing</p> |
| <p>5. Promotion of understanding of the reforms and the role of the Northern CJA within staff groups by:-</p> <ul style="list-style-type: none"> • briefings to staff teams • presentations by Chief Officer and/or SPS Liaison Manager to staff teams • distribution of the Area Plan, and • connection to the Northern CJA website | <p>Local Authorities and Partners, Northern CJA Chief Officer and SPS Liaison Manager</p> | <p>Throughout 2007 – 2008 and ongoing</p> |
| <p>6. Communication with sentencers to ensure that their needs for information are fulfilled and their views regards the services provided are formally sought and acted upon.</p> | <p>Local authorities, CJA Chief Officer and Northern CJA</p> | <p>2007 – 2008 and ongoing</p> |
| <p>7. Communication to the public with respect to the Northern CJA development, and the reducing reoffending agenda via briefings to community groups and feedback from elected members.</p> | <p>Northern CJA Chief Officer</p> | <p>2007 – 2008 and ongoing</p> |
| <p>8. Review of the current provision of information leaflets for offenders, sentencers and other key partners with a view to taking action to ensure that there is clear and consistent communication across the Northern CJA from criminal justice service providers in respect of key services provided.</p> | <p>Northern CJA to receive a report on review Local Authorities/SPS and Partners to review and action</p> | <p>By April 2008 and ongoing</p> |
| <p>9. With respect to community service, a mainland local authority will pilot involvement of local communities in identification of community service projects through contact with existing community forums</p> | <p>Northern CJA to receive an update report Aberdeenshire to pilot with appropriate partners</p> | <p>By November 2008 and ongoing</p> |

| Planned Activity | Partner Agency and staff involved | Timescale |
|--|---|----------------|
| <p>10. Responding to media enquiries to the Northern CJA as follows:-</p> <ul style="list-style-type: none"> • The Northern CJA will not comment on the performance of, or other matters considered the operational business of, an individual local authority, Scottish Prison Service or other partner. Such enquiries will be forwarded or directed to the respective local authority or partner agency. <p>Other responses to media enquiries will be :</p> <ul style="list-style-type: none"> • Discussed and agreed between the Northern CJA Convener and Chief Officer. • Discussed with designated legal advisor and public relations officer as necessary. | <p>Northern CJA Chief Officer, Convener, Local Authorities and Partners</p> | <p>Ongoing</p> |

SECTION 6

Performance Framework

6. PERFORMANCE FRAMEWORK

6.1 Background and Context

The Management of Offenders etc (Scotland) Act 2005 places statutory performance reporting duties upon the Community Justice Authority and the Chief Officer.

The Northern CJA must monitor the performance of the local authorities and the Scottish Prison Service in complying with the Plan, co-operating and issuing instructions/recommendations in the event of unsatisfactory performance.

The Chief Officer must report failure of the Community Justice Authority to fulfil its statutory duties to the Scottish Ministers.

The National Strategy for the Management of Offenders, etc states “CJA’s will require local authorities to have in place performance management and quality assurance arrangements which support continuous improvement” and will “undertake detailed analysis of key performance data available for the area ... but will not undertake direct performance management”.

The National Advisory Body, chaired by the Minister for Justice, has set up a sub-group, of which the Chief Officer of Northern CJA is a member, to consider the development of performance measures. As yet it is unclear whether the scope of this group will include setting specific performance measures for criminal justice social work, Scottish Prison Service and other partners, or whether it will restrict its remit to devising high level outcome measures in respect to reoffending rates.

The Northern CJA believes that the success and effectiveness of services in place to manage offenders, is inextricably linked to issues of quality and the achievement of service standards, made clear in National Objectives and Standards for Criminal Justice Social Work, Standards for the Police, the SPS and other guidance produced centrally.

By March 2007, the Northern CJA will have received reports from each of the constituent local authorities. These reports will describe the arrangements they have in place to assure the quality and monitor the performance of their Criminal Justice Social Work Services and any plans to further develop these.

6.2 Available Performance Information

The Social Work Inspection Agency (SWIA) is in the process of completing full inspections of all local authority criminal justice social work services in Scotland. The report of the inspection of the four mainland authorities within the Northern CJA is expected to be published in September 2006, with the inspection of Comhairle nan Eilean Siar in October 2006. Reports in respect to Orkney and Shetland are expected to be published in December 2006 and April 2007 respectively. These inspection reports, which focus on services for high risk offenders, probation, community service, parole and court reports, also refer to arrangements in respect to quality assurance and performance review arrangements.

The Northern CJA will require the local authorities inspected by SWIA to provide information on the actions taken to address areas found to be in need of improvement, will monitor the impact of improvement actions on service quality,

and include follow up of SWIA inspection recommendations within its performance framework.

With respect to other performance information available, there are statutory performance indicators provided by each council and published annually by Audit Scotland. These relate to social enquiry reports, probation and community service. The performance of the local authorities in respect to the three indicators of performance published by Audit Scotland, are provided in the table below.

6.2.1 Statutory Performance Indicators for Criminal Justice Social Work 2003 - 2005

| Northern CJA Authority | Proportion of Reports submitted on time | | Proportion of new probationers seen within one week | | Average hours per week taken to complete Community Service Order | |
|------------------------|---|---------|---|---------|--|---------|
| | 2003-04 | 2004-05 | 2003-04 | 2004-05 | 2003-04 | 2004- 5 |
| Aberdeen City | 92.7 | 95.7 | 60.3 | 65.6 | 2.7 | 2.3 |
| Aberdeenshire | 93.6 | 99.5 | 88.2 | 58.9 | 3.4 | 3.5 |
| Eilean Siar | 100 | 100 | 92.9 | 91.7 | 5.8 | 5.4 |
| Highland | 97.9 | 98.4 | 31.5 | 37 | 4.0 | 3.2 |
| Moray | 100 | 100 | 81.5 | - | - | 4.5 |
| Orkney | 100 | 100 | 100 | 100 | 3.9 | 5.0 |
| Shetland | 100 | 100 | 100 | 100 | 5.0 | 9.4 |

Source: Audit Scotland

Each of the seven local authorities contained within the Northern CJA has different arrangements regarding quality assurance and performance monitoring. These vary in respect to what systems are in place to ensure that the standard and quality of work is good. Apart from the statutory performance indicators, the publication of performance information is also varied.

With respect to the Scottish Prison Service, a system of performance reporting from Governor to Prison Director is in place. This reviews performance against agreed targets – for example the percentage of Integrated Case Management (ICM) case conferences held with social work contribution or numbers completing accredited programmes. Consideration will be given to extending this system of performance reporting to include the involvement of families in the ICM process.

The Scottish Prison Service, in addition, is also subject to prison inspections from Her Majesty's Inspector of Prisons and external scrutiny from prison visiting committees.

The Northern CJA will take the actions detailed in the action plan to fulfil its duties as outlined in both the legislation and the National Strategy. These will include drawing up of reporting templates for local authorities and the Scottish Prison Service, in order to ensure consistency of reporting in respect to the Plan, specifically for the local authorities in respect to their reporting of their quality assurance and performance management systems, and the setting up of a Northern CJA working group, tasked with agreeing shared outcomes and targets.

This Northern CJA subgroup will identify factors, critical to the success of service providers in provision of effective quality services that can be measured and reported on.

The Scottish Executive requires the Northern CJA to report on its activities annually. A template will be available to facilitate the consistent reporting of CJA's across Scotland.

6.3 Promoting Good Practice

The Northern CJA will share good practice in a number of ways. The communications strategy outlines the plan to develop a Northern CJA website, with examples of good practice contained therein and with a link to the Criminal Justice Development Centre.

In addition, the Northern CJA will establish a working group to consider practice and performance issues. This group will take forward the issue of ensuring that sharing good practice from one authority/partner agency/prison, etc is followed, where practicable, by implementation of the good practice example in other areas.

The Northern CJA will establish a register of good practice developments for members to access and build up internal networks to add further support to the Authority's aims and objectives.

SECTION 7

Appendices

APPENDIX 1

Local Authority Area Profiles

Aberdeen City has a population of 212,125, with an unemployment rate of 2.3% compared to 3.8% for the whole of Scotland. The largest employment provider in the city is the oil and gas industry, followed by the local authority. There are a number of areas that have the range of social problems associated with poverty.

Aberdeenshire has a population of 232,850, with an unemployment rate of 1.7% compared to 3.8% for the whole of Scotland. Aberdeenshire is divided into six administrative areas to reflect rurality and delivery of local services. The population is primarily concentrated in ten main settlements.

Comhairle nan Eilean Siar has a population of 26,370, with 30% of the total population living within Stornoway and its immediate vicinity, the remaining population being scattered throughout over 280 settlements. The unemployment rate is 3.4% with the activity of the public sector being significant in the economy.

Highland has a population of 208,914, with an unemployment rate of 3.4% compared to 3.8% for the whole of Scotland, and covers an area occupying approximately one third of Scotland, with a population widely scattered in distinct communities.

Moray has a population of 86,940, with an unemployment rate of 2.4% compared to 3.8% for the whole of Scotland. However, there is a low wage economy. A predominantly rural authority, there are five main settlements; Elgin, Forres, Keith, Buckie and Lossiemouth, in which three quarters of the population reside.

Orkney comprises 70 islands, 18 of which are inhabited, and has a total population of 19,500, with an unemployment rate of 1.7% compared to 3.8% for the whole of Scotland.

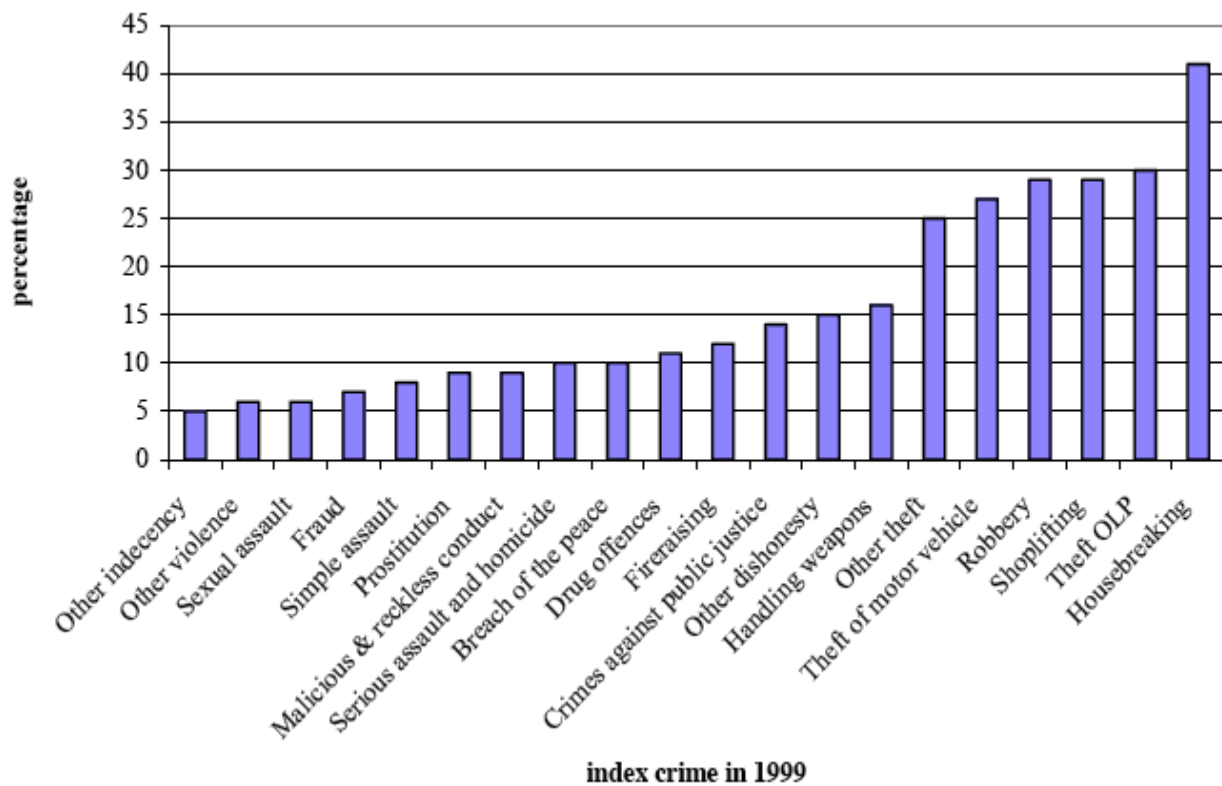
Shetland Islands have a population of 21,988, with an unemployment rate of 2% compared to 3.8% for Scotland as a whole. Shetland comprises around 100 islands of which 15 are inhabited. Approximately one third of Shetland's population reside in Shetland's capital, Lerwick.

APPENDIX 2

| Recorded Alcohol Related Crime Figures 2004/05 Per 10,000 Population | | | | | | | | |
|---|----------------------|----------------------|--------------|----------------------------------|-----------------|-----------------------|-----------------|-----------------|
| | Aberdeen City | Aberdeenshire | Moray | Comhairle nan Eilean Siar | Highland | Orkney Islands | Shetland | Scotland |
| Drunk and incapable and habitual drunkenness | 6.64 | 1.80 | 10.72 | 14.47 | 25.41 | 8.72 | 21.42 | 12.26 |
| Driving motor vehicle while unfit through drink or drugs | 2.80 | 1.42 | 2.17 | 2.67 | 1.94 | 0.51 | 0.46 | 1.51 |
| In charge of motor vehicle while unfit through drink or drugs | 0.49 | 0.09 | 0 | 1.14 | 0.14 | 0 | 0.46 | 0.03 |
| Driving motor vehicle with blood alcohol content above limit | 19.02 | 14.64 | 19.61 | 25.51 | 21.81 | 18.97 | 22.33 | 14.70 |

APPENDIX 3

Percentage of offenders with a custodial reconviction within two years of release from custody or sentence in 1999 by index crime in 1999



Source: Scottish Executive Statistical Bulletin 2005 – 2007 Reconviction of offenders discharged from custody or given non-custodial sentences

APPENDIX 3 (continued)

Reconviction Rates for Northern CJA Local Authorities

| Local Authority | Total Number (=100%) | Percentage reconvicted within: | | | | Percentage with a custodial reconviction within: | | | |
|---------------------------|-------------------------|--------------------------------|---------|---------|---------|--|---------|---------|---------|
| | | 1 year | 2 years | 3 years | 4 years | 1 year | 2 years | 3 years | 4 years |
| Aberdeen ⁽¹⁾ | 3,349 | 33 | 44 | 50 | 54 | 9 | 12 | 15 | 16 |
| Comhairle nan Eilean Siar | 180 | 25 | 35 | 43 | 46 | 8 | 11 | 14 | 16 |
| Highland | 1,665 | 29 | 41 | 47 | 52 | 7 | 11 | 14 | 16 |
| Moray | 650 | 30 | 40 | 44 | 48 | 6 | 10 | 11 | 14 |
| Orkney Islands | 118 | 15 | 29 | 36 | 37 | 4 | 6 | 8 | 9 |
| Shetland Islands | 123 | 25 | 33 | 35 | 39 | 8 | 10 | 10 | 11 |

⁽¹⁾ Aberdeen City and Aberdeenshire (Aberdeen, Banff, Stonehaven and Peterhead Sheriff Courts)

APPENDIX 4

All Prisoners in Custody on 31 March 2006 by Establishment and Local Authority Area

| | Barlinnie | Aberdeen | Cornton Vale | Dumfries | Edinburgh | Glenochil | Greenock | Inverness | Low Moss | Open Estate | Perth | Peterhead | Polmont | Shotts | Kilmarnock | All |
|---------------------------|-----------|----------|--------------|----------|-----------|-----------|----------|-----------|----------|-------------|-------|-----------|---------|--------|------------|-----|
| Aberdeen City | 14 | 144 | 14 | 3 | 11 | 28 | 1 | 2 | 1 | 15 | 15 | 13 | 12 | 10 | 4 | 287 |
| Aberdeenshire | 2 | 38 | 6 | 2 | 4 | 8 | 0 | 1 | 0 | 6 | 6 | 6 | 16 | 4 | 0 | 99 |
| Comhairle nan Eilean Siar | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 1 | 1 | 1 | 0 | 12 |
| Highland | 8 | 2 | 10 | 2 | 3 | 12 | 1 | 78 | 2 | 8 | 10 | 10 | 22 | 5 | 3 | 176 |
| Moray | 2 | 6 | 6 | 1 | 2 | 1 | 0 | 30 | 0 | 5 | 0 | 4 | 6 | 1 | 0 | 64 |
| Orkney Islands | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 4 |
| Shetland Islands | 1 | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 0 | 0 | 0 | 11 |
| Northern CJA Total | 29 | 195 | 38 | 8 | 20 | 49 | 2 | 119 | 3 | 34 | 32 | 38 | 57 | 22 | 7 | 653 |

Males in Prison on 31 March 2006 by Sentence and Local Authority Area

| | 21 and over | | | | Under 21 | | | |
|---------------------------|-------------|-------------------|------------------|-----|----------|-------------------|------------------|-----|
| | Remand | Less than 4 years | 4 years and over | All | Remand | Less than 4 years | 4 years and over | All |
| Aberdeen City | 35 | 118 | 101 | 254 | 4 | 10 | 5 | 19 |
| Aberdeenshire | 6 | 33 | 34 | 73 | 2 | 17 | 1 | 20 |
| Comhairle nan Eilean Siar | 2 | 5 | 3 | 10 | 0 | 1 | 0 | 1 |
| Highland | 19 | 61 | 52 | 132 | 9 | 20 | 5 | 34 |
| Moray | 9 | 23 | 13 | 45 | 5 | 5 | 1 | 11 |
| Orkney Islands | 0 | 2 | 2 | 4 | 0 | 0 | 0 | 0 |
| Shetland Islands | 0 | 3 | 4 | 7 | 3 | 0 | 0 | 3 |
| | | | | | | | | |
| Northern CJA Total | 71 | 245 | 209 | 525 | 23 | 53 | 12 | 88 |

APPENDIX 4 (continued)

Females in Prison on 31 March 2006 by Sentence and Local Authority Area

| | 21 and over | | | | Under 21 | | | |
|---------------------------|-------------|-------------------|------------------|-----|----------|-------------------|------------------|-----|
| | Remand | Less than 4 years | 4 years and over | All | Remand | Less than 4 years | 4 years and over | All |
| Aberdeen City | 3 | 8 | 2 | 13 | 0 | 1 | 0 | 1 |
| Aberdeenshire | 1 | 4 | 1 | 6 | 0 | 0 | 0 | 0 |
| Comhairle nan Eilean Siar | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Highland | 2 | 6 | 2 | 10 | 0 | 0 | 0 | 0 |
| Moray | 4 | 1 | 2 | 7 | 0 | 1 | 0 | 1 |
| Orkney Islands | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Shetland Islands | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Northern CJA Total | 10 | 21 | 7 | 38 | 0 | 2 | 0 | 2 |

APPENDIX 5

Sentencing Patterns within the Northern CJA Area in the Sheriff Summary Courts

| Court | Nos of Persons With Charge Proved | Percentage Fined | Percentage Custody | Percentage Community Service | Percentage Probation |
|-----------------------|-----------------------------------|------------------|--------------------|------------------------------|----------------------|
| Aberdeen | 5,352 | 55 | 13 | 4 | 13 |
| Banff | 487 | 73 | 5 | 4 | 6 |
| Peterhead | 739 | 72 | 10 | 6 | 7 |
| Stonehaven | 508 | 77 | 2 | 3 | 8 |
| Tain | 528 | 61 | 15 | 8 | 8 |
| Wick | 472 | 66 | 13 | 6 | 8 |
| Oban | 374 | 66 | 13 | 3 | 9 |
| Dingwall | 501 | 76 | 7 | 5 | 5 |
| Dornoch | 148 | 71 | 8 | 5 | 5 |
| Fort William | 347 | 66 | 11 | 5 | 7 |
| Inverness | 1,973 | 64 | 12 | 5 | 10 |
| Portree | 72 | 75 | 7 | 4 | 10 |
| Elgin | 1,223 | 71 | 11 | 4 | 4 |
| Kirkwall | 236 | 73 | 6 | 6 | 8 |
| Lerwick | 365 | 75 | 4 | 4 | 7 |
| Lochmaddy | 66 | 64 | 23 | 3 | - |
| Stornoway | 508 | 74 | 2 | 3 | 8 |
| Scotland Total | 79,066 | 56 | 15 | 5 | 10 |

[Total No of Persons with charge proved in area of Northern CJA is 13,899 -17.5% of total number for Scotland]

APPENDIX 5A

Fine Defaulters, Supervised Attendance and Prison

| Local Authority | Nos of Persons With Charge Proved in Sheriff Courts | Percentage Fined in Sheriff Courts | Supervised Attendance Orders per 10,000 Population 2004/2005 | | Imprisoned for Fine Default 2005/2006 | |
|---------------------------|---|------------------------------------|--|-----------------------|---------------------------------------|------------------------|
| | | | Nos | Per 10,000 population | Nos | Per 100,000 population |
| Aberdeen City | 5,352 | 55 | 151 | 12.0 | 126 | 62.26 |
| Aberdeenshire | 1,734 | 74 | 86 | 6.6 | 80 | 33.98 |
| Comhairle nan Eilean Siar | 574 | 69 | 4 | 2.2 | 4 | 15.17 |
| Highland | 4,415 | 68 | 57 | 4.5 | 141 | 66.01 |
| Moray | 1,223 | 71 | 3 | 0.5 | 117 | 132.77 |
| Orkney | 236 | 73 | 1 | 0.7 | 0 | 0 |
| Shetland | 365 | 75 | 1 | 1.3 | 0 | 0 |
| Scotland | 79,066 | 56 | 2,965 | 9.3 | 3,187 | 63.42 |

[Total number of individuals imprisoned purely for fine default (Northern CJA area) 2005 – 2006 = 468]

APPENDIX 6

Social Enquiry Reports

Number of Orders and Orders per 10,000 population

| Local Authority | Number of Reports | | | | | Reports per 10,000 population | | | | |
|----------------------------------|-------------------|---------|---------|---------|---------|-------------------------------|---------|---------|---------|---------|
| | 2000-01 | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2000-01 | 2001-02 | 2002-03 | 2003-04 | 2004-05 |
| Aberdeen City | 1,573 | 1,453 | 1,721 | 2,306 | 2,160 | 100.5 | 93.2 | 111.8 | 151.9 | 144.5 |
| Aberdeenshire | 621 | 812 | 779 | 714 | 739 | 39.2 | 51.3 | 49.0 | 44.4 | 45.2 |
| Comhairle nan Eilean Siar | 73 | 76 | 101 | 86 | 97 | 40.2 | 42.3 | 56.6 | 48.4 | 54.1 |
| Highland | 953 | 1,007 | 986 | 1,248 | 1,128 | 65.4 | 69.1 | 67.9 | 85.4 | 76.2 |
| Moray | 257 | 327 | 334 | 286 | 432 | 42.8 | 54.1 | 55.3 | 46.8 | 70.5 |
| Orkney Islands | 50 | 48 | 44 | 56 | 62 | 37.6 | 36.2 | 33.1 | 41.8 | 45.5 |
| Shetland Islands | 96 | 101 | 88 | 131 | 96 | 63.1 | 66.9 | 58.1 | 86.5 | 63.0 |
| Scotland | 31,398 | 34,780 | 38,123 | 39,492 | 40,265 | 88.1 | 97.4 | 106.7 | 110.3 | 111.7 |

Community Service Orders

Number of Orders and Orders per 10,000 population

| Local Authority | Number of Orders | | | | | Orders per 10,000 population | | | | |
|----------------------------------|------------------|--------------|--------------|--------------|--------------|------------------------------|-------------|-------------|-------------|-------------|
| | 2000-01 | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2000-01 | 2001-02 | 2002-03 | 2003-04 | 2004-05 |
| Aberdeen City | 258 | 286 | 239 | 355 | 350 | 16.5 | 18.3 | 15.5 | 23.4 | 23.4 |
| Aberdeenshire | 143 | 142 | 144 | 145 | 171 | 9.0 | 9.0 | 9.1 | 9.0 | 10.5 |
| Comhairle nan Eilean Siar | 16 | 30 | 22 | 26 | 32 | 8.8 | 16.7 | 12.3 | 14.6 | 17.8 |
| Highland | 221 | 239 | 307 | 348 | 341 | 15.2 | 16.4 | 21.1 | 23.8 | 23.0 |
| Moray | 60 | 73 | 53 | 52 | 84 | 10.0 | 12.1 | 8.8 | 8.5 | 13.7 |
| Orkney Islands | 11 | 9 | 16 | 24 | 31 | 8.3 | 6.8 | 12.1 | 17.9 | 22.8 |
| Shetland Islands | 15 | 15 | 17 | 27 | 30 | 9.9 | 9.9 | 11.2 | 17.8 | 19.7 |
| Scotland | 6,131 | 6,509 | 7,359 | 7,428 | 8,330 | 17.2 | 18.2 | 20.6 | 20.7 | 23.1 |

Probation Orders by Local Authority, 2000-01 to 2004-05 Number of Orders and Orders per 10,000 population

| Local Authority | Number of Orders | | | | | Orders per 10,000 population | | | | |
|----------------------------------|------------------|--------------|--------------|--------------|--------------|------------------------------|-------------|-------------|-------------|-------------|
| | 2000-01 | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2000-01 | 2001-02 | 2002-03 | 2003-04 | 2004-05 |
| Aberdeen City | 248 | 275 | 273 | 479 | 410 | 15.8 | 17.6 | 17.7 | 31.5 | 27.4 |
| Aberdeenshire | 128 | 181 | 160 | 174 | 192 | 8.1 | 11.4 | 10.1 | 10.8 | 11.7 |
| Comhairle nan Eilean Siar | 10 | 17 | 15 | 16 | 27 | 5.5 | 9.5 | 8.4 | 9.0 | 15.0 |
| Highland | 155 | 182 | 255 | 258 | 276 | 10.6 | 12.5 | 17.6 | 17.7 | 18.7 |
| Moray | 42 | 44 | 33 | 43 | 38 | 7.0 | 7.3 | 5.5 | 7.0 | 6.2 |
| Orkney Islands | 18 | 17 | 17 | 25 | 34 | 13.5 | 12.8 | 12.8 | 18.7 | 25.0 |
| Shetland Islands | 14 | 16 | 18 | 23 | 37 | 9.2 | 10.6 | 11.9 | 15.2 | 24.3 |
| Scotland | 5,928 | 7,071 | 7,417 | 7,742 | 8,465 | 16.6 | 19.8 | 20.8 | 21.6 | 23.5 |

Supervised Attendance Orders by Local Authority, 2000-01 to 2004-05

Number of Orders and Orders per 10,000 population

| Local Authority | 2000-01 | | 2001-02 | | 2002-03 | | 2003-04 | | 2004-05 | | SAOs per 10,000 population | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------------------|------------|------------|------------|------------|
| | Orders | Individuals | Orders | Individuals | Orders | Individuals | Orders | Individuals | Orders | Individuals | 2000-01 | 2001-02 | 2002-03 | 2003-04 | 2004-05 |
| Aberdeen City | 129 | 129 | 82 | 81 | 73 | 67 | 95 | 90 | 180 | 151 | 8.2 | 5.3 | 4.7 | 6.3 | 12.0 |
| Aberdeenshire | 73 | 73 | 48 | 48 | 49 | 48 | 69 | 59 | 108 | 86 | 4.6 | 3.0 | 3.1 | 4.3 | 6.6 |
| Comhairle nan Eilean Siar | 0 | 0 | 0 | 0 | 3 | 3 | 2 | 2 | 4 | 4 | 0.0 | 0.0 | 1.7 | 1.1 | 2.2 |
| Highland | 78 | 40 | 45 | 35 | 36 | 33 | 50 | 35 | 67 | 57 | 5.4 | 3.1 | 2.5 | 3.4 | 4.5 |
| Moray | 13 | 12 | 17 | 17 | 22 | 13 | 0 | 0 | 3 | 3 | 2.2 | 2.8 | 3.6 | 0.0 | 0.5 |
| Orkney Islands | 0 | 0 | 4 | 2 | 1 | 1 | 0 | 0 | 1 | 1 | 0.0 | 3.0 | 0.8 | 0.0 | 0.7 |
| Shetland Islands | 0 | 0 | 2 | 2 | 0 | 0 | 0 | 0 | 2 | 1 | 0.0 | 1.3 | 0.0 | 0.0 | 1.3 |
| Scotland | 2,626 | 2,251 | 2,602 | 2,279 | 2,700 | 2,327 | 3,021 | 2,700 | 3,360 | 2,965 | 7.4 | 7.3 | 7.6 | 8.4 | 9.3 |

Throughcare (in the Community)

Number of Cases and Cases per 10,000 population

| Local Authority | Number of Cases | | | Cases per 10,000 population | | |
|----------------------------------|-----------------|--------------|--------------|-----------------------------|------------|------------|
| | 2002-03 | 2003-04 | 2004-05 | 2002-03 | 2003-04 | 2004-05 |
| Aberdeen City | 47 | 41 | 59 | 3.1 | 2.7 | 3.9 |
| Aberdeenshire | 13 | 19 | 24 | 0.8 | 1.2 | 1.5 |
| Comhairle nan Eilean Siar | 4 | 5 | 2 | 2.2 | 2.8 | 1.1 |
| Highland | 34 | 28 | 66 | 2.3 | 1.9 | 4.5 |
| Moray | 16 | 0 | 18 | 2.7 | 0.0 | 2.9 |
| Orkney Islands | 4 | 7 | 2 | 3.0 | 5.2 | 1.5 |
| Shetland Islands | 0 | 3 | 3 | 0.0 | 2.0 | 2.0 |
| Scotland | 1,115 | 2,348 | 1,373 | 3.1 | 6.6 | 3.8 |

Diversion from Prosecution Cases Commenced by Local Authority, 2001-02 to 2004-05

Number of Cases Commenced and Cases per 10,000 Population

| Local Authority | Number of Cases commenced | | | | Cases per 10,000 population | | | |
|----------------------------------|---------------------------|--------------|--------------|--------------|-----------------------------|------------|------------|------------|
| | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2001-02 | 2002-03 | 2003-04 | 2004-05 |
| Aberdeen City | 20 | 34 | 50 | 30 | 1.3 | 2.2 | 3.3 | 2.0 |
| Aberdeenshire | 28 | 30 | 26 | 40 | 1.8 | 1.9 | 1.6 | 2.4 |
| Comhairle nan Eilean Siar | 3 | - | 5 | 2 | 1.7 | - | 2.8 | 1.1 |
| Highland | 14 | 25 | 71 | 13 | 1.0 | 1.7 | 4.9 | 0.9 |
| Moray | 15 | 22 | - | 4 | 2.5 | 3.6 | - | 0.7 |
| Orkney Islands | 10 | 6 | 7 | 13 | 7.5 | 4.5 | 5.2 | 9.5 |
| Shetland Islands | 3 | 10 | 2 | 12 | 2.0 | 6.6 | 1.3 | 7.9 |
| Scotland | 876 | 1,015 | 1,340 | 1,064 | 2.5 | 2.8 | 3.7 | 3.0 |

Bail Information Requests and Bail Supervision Cases by Local Authority, 2003-04 to 2004-05
Number of Requests, Cases and Individuals

| Local Authority | Requests from Court for Bail Information | | Bail Supervision Cases | | | |
|----------------------------------|--|--------------|------------------------|------------|-----------------------|------------|
| | | | Number commenced | | Number of individuals | |
| | 2003-04 | 2004-05 | 2003-04 | 2004-05 | 2003-04 | 2004-05 |
| Aberdeen City | 6 | 55 | - | 30 | - | 30 |
| Aberdeenshire | 3 | 4 | 1 | 1 | 1 | 1 |
| Comhairle nan Eilean Siar | - | 5 | - | 1 | 0 | 1 |
| Highland | - | - | - | - | - | - |
| Moray | - | 19 | - | 4 | - | 4 |
| Orkney Islands | 2 | 1 | 2 | 1 | 2 | 1 |
| Shetland Islands | - | 1 | - | - | - | - |
| Scotland | 5,275 | 7,638 | 856 | 798 | 770 | 718 |

APPENDIX 7

Northern Community Justice Authority

Contact Details for

Members

Chief Officer

And

Key Partners

Contact Details for Members of the Northern Community Justice Authority

| | | | |
|---------------------------|---|---|--|
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APPENDIX 8

EQUAL OPPORTUNITIES STATEMENT

Statutory Basis

- Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2000)
- The Race Relations Act 1976 (Statutory Duties) (Scotland) Amendment Order 2006
- Disability Discrimination Act 1995
- Disability Discrimination Act 2005
- Sex Discrimination Act 1975
- Equality Act 2006 (introduced gender equality general duty on public authorities)
- The Employment Equality (Sexual Orientation) Regulations 2003
- The Employment Equality (Religion and Belief) Regulations 2003
- Equal Pay Act 1970 The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- Human Rights Act 1998

Statement

The Northern Community Justice Authority is committed to equal opportunities, and will monitor this commitment by:

- ensuring that equal opportunities are at the centre of all its undertakings
- strengthening and supporting the commitment of members and partners to the elimination of discrimination
- challenging discrimination in which ever form it may be presented and which may disadvantage others on the grounds of age, race, ethnicity, nationality, cultural identity, disability, gender, sexual orientation, religious persuasion or any other status
- introducing and supporting family friendly policies as these promote the wellbeing of staff as individuals, their families and our communities and;
- supporting initiatives within the Authority's area that address the safety of senior citizens, children and any other individual including people with disabilities and ethnic minorities.

We will refer to our performance in respect to the above in future plans, and, specifically, we will be publishing a race equality scheme in November 2007 setting out how we will meet our legal obligations, having fully involved our partners.

APPENDIX 9

Glossary of Terms

“**ADSW**” - Association of Directors of Social Work

“**Community Justice Authority**” – Statutory body created by the Management of Offenders etc (Scotland) Act 2005. The role of the Community Justice Authority is to plan, co-ordinate, monitor and report on the delivery of offender services.

“**Constructs**” – Accredited programme developed in Scotland that can be delivered in custody or in the community.

“**CoSLA**” - Convention of Scottish Local Authorities

“**Management of Offenders etc (Scotland) Act 2005**” – Legislation by Scottish Parliament introducing Community Justice Authorities and other legislative changes.

“**Covaid**” – Non - accredited programme designed to address alcohol related violent offending.

“**Integrated Case Management**” – System derived from the SPS Sentence Management process and the Throughcare process to manage offenders through custody and into the community.

“**(MAPPA’s)**” “**Multi-Agency Public Protection Arrangements**”– legislative framework – Management of Offenders etc (Scotland) Act 2005, sections 10 and 11. Provides a statutory function for local authorities, SPS, police and the Health Service (the responsible authorities) to establish joint arrangements for the assessment and management of risk posed by sex offenders, violent offenders and mentally disordered offenders who pose a risk of harm to the public.

“**National Advisory Body**” – Body in place to advise on strategy. Chaired by Minister for Justice.

“**National Support Team**” – Team developed to facilitate sharing of information and understanding each areas part in Community Justice Authority.

“**Routes out of Prison Project**” – Employability project designed to assist offenders in gaining employment upon release.

“**SWIA**” – Social Work Inspection Agency

“**ViSOR**” – Violent and Sexual Offenders Register. Computer database to assist in management of this group of offenders.

NB (This page is the back cover of the plan and must be placed facing out.
As the back cover shuts, the readers will then see this info).

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**We can also provide this information in
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