



# Falkirk Community Justice Outcomes Improvement Plan

2017-2020

## **Contents**

1.	Introduction	2
2.	Community Justice Vision	2
3.	Baseline Assessment	3
4.	Community Planning Partnership	6
5.	Strategic Pathways	6
	5.1 Information Sharing, Learning and Development	6
	5.2 Community Justice Policy Development	7
	5.3 Relationships and Making Connections	7
	5.4 Service Mapping and Evaluation	8
	5.5 Supporting Transitions	8
	5.6 Unpaid Work	9
6.	Public Protection	9
7.	Risks and Challenges	9
8.	Participation Statement	10
9.	Community Justice Partnership in Action – Case Studies	15
10.	Equality Impact Assessment	16
11.	Review and Governance Arrangements	17
12.	Thank you	17
	Appendix One – Proposed Logic Models for Each Strategic Pathway	18

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## 1. Introduction

This is the community justice outcomes improvement plan for the Falkirk local authority area. This plan sets out the Community Justice Partnership's pledge over the next 3 years to secure the best possible outcomes for people with convictions, victims and witnesses, families and communities.

The Community Justice Partnership want to prevent and reduce further offending by addressing its underlying causes so that fewer people go to prison and fewer people return to prison. We want to safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.



The Community Justice (Scotland) Act 2016 places planning at the local level where decisions can be made by people who know their area best. Our Community Justice Partnership is made up of partners who are committed to sharing information, providing advice and assistance, co-ordinating activities and funding activities together. However, this plan goes beyond the Community Justice Partnership to be a plan for our area that the third sector\* and our communities have a significant stake in and contribution to make in delivery. The Falkirk Community Planning Partnership will oversee progress against this plan.

## 2. Community Justice Vision

The vision for community justice is ambitious and far reaching and will be delivered by prioritising action in the following areas :

- Improved community understanding and participation
- Strategic planning and partnership working
- Effective use of evidence based interventions
- Equal access to services

Throughout the lifetime of this plan, we will be working with partners, the third sector, communities, Community Justice Scotland, and other stakeholders to develop our response to these priorities.

As a starting point, the Community Justice Partnership have worked with stakeholders to assess what we currently do to meet these priorities, what current practice we value and think we can do better in partnership, and new areas of activity that will help us to meet these priorities together. We have called this our baseline assessment.

\* The third sector comprises of non-governmental and non-profit making organisations or associations, including charities, voluntary and community groups, co-operatives etc

### 3. Baseline Assessment

#### Age

Our baseline assessment tells us that our general population and our cohort is getting older and has more complex needs to address. Almost every health problem is over-represented in the prison population relative to the age and stage of similar groups in the community. This is significant in our work to design and deliver services for people returning to their communities from custody.

#### Health

There is a correlation between our communities experiencing multiple deprivation and where people with convictions live. The issues of poverty, loneliness, unemployment, isolation and poor mental health are linked to substance misuse and the number of people in our area who report funding their drug use through crime is above the national average. Victims of crime are significantly more likely than average to report problematic alcohol use or illicit drug use in the last year.

Alcohol related health issues are a major concern for public health and alcohol is having an increasing impact on our communities. We are seeing more evidence of older people with alcohol related brain injury and more young people are presenting with complex and challenging behaviours as a potential result of Foetal Alcohol Syndrome. Just over three quarters of young people in custody report to have been drunk at the time of their offence.

#### Housing

There has been a decrease in homelessness assessments in our area recently but those presenting as homeless are becoming more vulnerable and often have complex needs. An increasing number of people who are homeless require support for basic housing management and independent living. Within community justice, homelessness is a bigger problem for younger people.

#### Crime

Our area has a lower crime rate than other parts of Scotland and the majority of our citizens report feeling safe in their local area during the day. Most crime types are below the Scottish average and the clear up rate for crimes is well above. Over the past three years there has been an increase in the number of domestic abuse incidents recorded in our area and the current number is above the Scottish average. Crimes of non-sexual violence and sexual crimes also rose this year and antisocial behaviour, including incidents of fire raising, possession of drugs and vandalism remain a concern for our communities.

#### Victims and Witnesses

Victims and witnesses in Falkirk are supported by third sector support services such as Victim Support Scotland; a volunteer led organisation which provides emotional and practical assistance to victims and provides help and support to witnesses attending court. Of the victims supported last year, the three most prevalent crimes were minor assault, theft and vandalism. In Falkirk Sheriff Court, the number of requests granted for special measures to support people giving evidence in court (such as accompanying supporters and the use of screens in court) rose significantly.

We also support victims in other ways. For example, the Police provide people with a Victim's Care Card as soon as possible after a crime is reported which contains information about the enquiry officer and how to access victim support, and how people can register with the victim notification scheme. Another example is our Caledonian women's and children's service which offers emotional and practical support to people affected by a convicted perpetrator of domestic abuse. Services which work towards minimising the effects of rape, sexual assault and child sexual abuse are also available in Falkirk.

Domestic abuse has been recognised as a serious public protection issue in Falkirk and receives special focus because of this. A dedicated Domestic Abuse Investigation Unit has been established by Police Scotland which ensures any incident of domestic abuse has comprehensive and thorough investigation by the officers attending, with a special focus on the safety and wellbeing of the victim. This will often involve directing victims to partner agencies which can offer a range of support and assistance, both in the short term and the long term. Partnership work supports the high risk victims of domestic abuse through the Multi Agency Risk Assessment Conference (MARAC) process.

### **Community Justice Priorities**

Our baseline assessment also outlines the progress we think we are making in Falkirk towards the nationally determined outcomes. Each outcome is considered against the national strategy and outcomes, performance and improvement framework and identifies the current practice partners value and want to build upon in partnership alongside new areas of action. All of the actions we identified have been collated and grouped into the strategic pathways set out later in this plan, but the following sections provide an overall summary of what we found.

### **Improved community understanding and participation**

In Falkirk, a set of principles for community involvement have been developed using the National Standards for Community Engagement guidelines. The "Have Your Say: A plan for local involvement – 2015-2018" framework sets out principles and an action plan for community engagement in Falkirk. The Adult, Children and Criminal Justice services within Falkirk Council have also developed a participation and engagement strategy which aims to provide a systematic approach to participation and engagement in the way services are planned and delivered. Partners will use these frameworks to engage with people about community justice.

We will also engage directly with communities of interest such as people with convictions, victims of crime, families, local businesses, and people who live within specific geographical areas. We know that where people are stigmatised by the wider community this stigma often leads to further offending so reducing stigma will be a primary aim in our work with communities.

The unpaid work element of a community payback order is an opportunity for people with convictions to payback to society and to particular communities. In Falkirk we have a large percentage of unpaid work requirements imposed each year and we work closely with our communities to identify relevant activities, but we think we can do even more. We want to make sure that communities most affected by crime are given the opportunity to access unpaid work as a resource to help them progress and sustain community projects. What we will ask in return is that the people carrying out the unpaid work are given an opportunity to remain involved in projects after they have completed their unpaid work as a way of further developing their skills and maintaining positive relationships in the local area.

### **Strategic planning and partnership working**

We have set up governance for community justice under the Falkirk Community Planning Partnership who will oversee the progress of this plan. Each partner understands the expectations placed upon them to share information, provide advice and assistance to each other, and to co-ordinate and fund activities together.

The Community Justice Partnership has a significant role to play in support of the strategic priorities and local outcomes set out in the Community Planning Strategic Outcomes and Local Delivery Plan 2016-2020. This contribution will be made through the Community Planning Partnership's public protection arrangements.

The Community Justice Partnership sits alongside a number of other public protection groups and we are working closely together to make sure we understand each other's roles and responsibilities. We recognise that there is a need to provide training for staff working across these groups and we have established a Public Protection Lead Officers Group to oversee workforce development in the public protection remit.

There are examples of where multi-agency teams have been established to enable them to work together to focus on the individual and there is good evidence that this has affected positive change for the person. A number of activities are funded jointly by partners and some staff are located together to maximise the accessibility of services.

We think we can further improve our practice by establishing protocols and delivering training to ensure community justice partners, in particular front line practitioners, are sufficiently informed and confident about what information they can share, that they have access to the right IT systems, and that they have a good understanding of the role of other partners in someone's overall experience of the criminal justice system.

### **Equal access to services**

Although access to services is vital at all points in the community justice pathway, it can be of particular importance to those who are moving from custody back into the community. Everyone who has been remanded or sentenced to custody is entitled to a throughcare service from criminal justice social work. A proportion of people are offered voluntary assistance and we want to achieve an increase in the uptake of this service.

Some of the prisons hosting people from the Falkirk local authority area provide support for those serving short-term sentences through a public social partnership (PSP). A recent evaluation found evidence of progress towards longer term outcomes of reducing re-offending and re-integration, and considerable improvement in people's access to suitable accommodation. There was also a positive impact on people's attitudes, aspirations, personal skills, relationships and understanding of their offending behaviour.

Every contact within the community justice pathway should be considered a health improvement opportunity as almost every health problem and health risk is over-represented in the community justice cohort. In Falkirk, we have a well-established assessment and support service available to people in the custody suite following arrest. Help is also available locally for people in Falkirk with substance misuse issues from a range of services, some of whom are co-located with the Criminal Justice Service. We have recently opened a Women's Hub in Falkirk to support the specific health needs of women.

Financial issues are an area of concern for many people within community justice and individuals are often reliant on welfare and benefit payments to support themselves and their family. There are a number of barriers to the provision of benefits prior to someone coming out of custody and we know that not having enough money is likely to increase the risk of someone re-offending within the first few weeks of release. Individuals in Falkirk have access to advice from a number of different sources including the Citizen's Advice Bureaux, a debt advisor based in the Criminal Justice Service, and the Alcohol and Drugs Partnership are currently piloting access to a Citizen's Advice Bureaux worker for individuals accessing substance misuse services.

Once people have a conviction it is much harder for them to gain employment. People serving a community sentence in Falkirk are offered a core skills needs assessment and competence based employability and personal skills training. Individuals have the opportunity to participate in SQA units which build employability skills and they are supported in preparing disclosure letters to potential employers. Maximising job creation and employability is a key priority in the overarching Community Planning Partnership plans for Falkirk.

We think we can do more to help people access the services they need by making sure that our policies are aligned and we have joint working protocols with regards to the prevention of homelessness, and access to financial advice, employability and health services.

### **Effective use of evidence based interventions**

People in Falkirk who have been arrested and detained in custody, who have addiction issues, are offered a referral to Signpost Recovery and our young people are offered the support of a project worker to develop care plans and individualised interventions. Any person brought into police custody in Falkirk will have access to healthcare professionals who will offer to address physical health, mental health and substance use issues.

If the Procurator Fiscal believes that prosecution would not be in the public interest, they have the power to formally divert the person away from prosecution towards a social work or third sector service. In Falkirk, our diversion scheme is used to provide targeted support in areas such as trauma, substance misuse, mental health, and employment and training. In addition, our young people are offered restorative services which include victim awareness, mediation and restorative conversations. The number of diversion cases in Falkirk is almost twice that of the national average.

Short-term imprisonment of any kind disrupts families and communities and in Falkirk we have a number of bail workers who supervise and support people who would otherwise be held on remand. In Falkirk we deal with a high number of people as part of our bail supervision scheme; the majority of whom go on to receive a community sentence.

Structured Deferred Sentences are being used more by the courts in Falkirk to provide a short period, post conviction but prior to final sentence, of further assessment and support to individuals who have committed low level offences, and is aimed at individuals with underlying problems such as drug or alcohol dependency, unemployment or mental health or learning difficulties.

Community Payback Orders (CPOs) offer a real opportunity for rehabilitation, for example by combining unpaid work with structured intervention programmes designed to tackle the underlying causes of an individual's offending behaviour. If a supervision requirement is imposed the responsible officer works together with the individual (and relevant others) to encourage desistance from offending behaviour, and works with the individual to achieve compliance. The court may recommend a programme requirement to address specific offending behaviour such as domestic abuse or sexual offending.

The use of CPO requirements differs across Scotland and Falkirk receives a comparatively low number of supervision requirements and a high number of unpaid work requirements. A proportion of the hours within an unpaid work requirement can be used to address an individual's underlying needs related to their offending, known as "other activity". Due to the high volume of unpaid work orders in Falkirk we already offer a good range of unpaid work activities, but we think we can do more working in partnership to offer multi-agency support opportunities.

### **Person Centred Outcomes**

- **life chances are improved through needs, including health, financial inclusion, housing and safety being addressed**
- **people develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities**
- **individual's resilience and capacity for change and self-management are enhanced**

The person centred outcomes are those which the community justice partners can have less direct control over as they may be impacted by a range of different factors but in which partners play a key role in supporting and delivering that change. As such, the person centred outcomes are largely dependent on achievements made under the structural outcomes.

In Falkirk, partners are independently collecting evidence in order to demonstrate the change and impact experienced by people accessing their services. We need to find a way to link all of that information together to get a holistic picture of someone's entire experience through the criminal justice system and beyond.

We are particularly interested in expanding the range of volunteering opportunities available to people once they have completed their statutory involvement with the criminal justice system. The perceived loss of support after, for example, a community payback order is completed is something people have told us they find difficult. We think this will allow people to build their interpersonal and employability skills and provide opportunities for people to build connections within their communities.

## 4. Community Planning Partnership

There is overlap between our plan and the Falkirk Community Planning Partnership's local outcome improvement plan. For this reason, we have aligned our planning cycle to ensure that we review our progress and plans together. The priorities within the Community Planning Partnership's plan are:

- **Improve mental health and wellbeing**
- **Maximising job creation and employability**
- **Addressing the impact of poverty on children**
- **Minimising the impact of substance misuse**

To ensure we keep each other up to date on our progress, the Chair of the Community Planning Partnership sits on the Community Justice Partnership, and the Community Justice Partnership report to the Community Planning Public Protection Chief Officers Group.

We will contribute data and information to performance and progress reports for the Public Protection Chief Officers Group, which will in turn be submitted to the Community Planning Partnership's Strategic Board. This will also be the accountability route for our annual report.

We will work closely with the Community Planning Partnership to develop a process of locality planning that focuses on our areas and communities of greatest need. The principles of community engagement for Falkirk Council are outlined in "Have Your Say: A Plan for Local Involvement", and the Integration Joint Board in Falkirk also has a Participation and Engagement Strategy. When producing our Community Justice Communication and Participation strategies we will take cognisance of these principles.

The Community Planning Partnership is developing a three tier approach to locality planning which provides a direct linkage between strategic priorities and local outcomes. This includes looking creatively and openly at how best to organise services in support of this. The strategic level is underpinned by the Strategic Outcomes and Local Delivery plan. This sets out the strategic vision for the area, expressed by four strategic priorities and six local outcomes. The work of the Community Justice Partnership is specifically referenced in the local outcome "our area will be a safer place to live".

The locality tier splits the Falkirk council area into 3 localities; West, Central and East; each comprised of three multi-member Wards. Locality planning groups will focus on the resource allocation and service redesign necessary to tackle inequalities and progress local outcomes.

The third tier is at community level where priority will be given to areas experiencing significant socioeconomic inequalities and outcome deficits. Community engagement will be informed by detailed community profiles which draw on both qualitative and quantitative data. Local community action plans will be co-produced with local people, interest-based communities and community planning partners. The plans will focus on bespoke solutions to the specific inequalities and outcome deficits of those communities. The Community Planning Partnership is currently piloting this approach in Bo'ness.

A community engagement and capacity building team is being established to lead on developing the community action plans. The Community Learning and Development (CLD) team will co-ordinate this activity. CLD are a member of the Community Justice Partnership and we will work closely with them in the development of community profiles and action plans using our community justice evidence base.

## 5. Strategic Pathways

A number of themes have emerged from our baseline assessment and planning events which we will take forward as distinct strategic pathways. Each pathway will be supported by its own project plan and logic model and each will be led by a designated statutory partner. An initial logic model for each strategic pathway can be found in Appendix One. These will be further defined and developed as part of the project planning process. The main objectives within each strategic pathway are defined in the following sections.

### 5.1 Information Sharing, Learning and Development

Within this pathway, we aim to establish a consistent approach to assessing risks and needs and measuring impact and change for an individual in their journey through and beyond the criminal justice system. Partners will work together to build up detailed demographics of communities and their needs and will link closely to the community planning locality model.

We aim to minimise the number of times someone has to "tell their story" when accessing services by sharing relevant information at the appropriate time in a safe way. We want to find ways in which we can remove organisational and technical barriers that stop us sharing important information, in a way that respects confidentiality. Where relevant, we want to facilitate co-location with access to the right IT recording systems.

Traumatic events, adverse childhood experiences, and multiple losses feature regularly in the backgrounds of people involved in offending and experiences of loss and trauma in childhood can have profound and long-term implications for young people. Almost all accommodated children are from backgrounds of deprivation, poor parenting, abuse and neglect; factors that together are risk factors for a range of emotional, social and behavioural difficulties, including anti-social and offending behaviour. Work within this strategic pathway will seek to understand more about the connection between trauma and offending, and aims to develop and deliver consistent training to staff to recognise the impact of trauma in young people. To help us to achieve this we will link closely with the Falkirk Children's Commission who are developing an integrated trauma informed first aid and support framework for parent survivors.

Social workers in prison and community settings carry out offence focused work with people in order to unpick the factors most likely to lead to further criminality. Analysing and challenging patterns of offending behaviour, attitudes and associates is at the heart of offence focused work and social workers engage with individuals, families and communities to address the underlying causes of offending. Social workers use their skills to build relationships and assess risks and needs and their knowledge of individuals is critical to other justice professionals making decisions about a person's progression through the criminal justice system. We want to make sure that processes are in place to share and utilise this knowledge and professional assessment in order to improve outcomes for people.

Following the publication of significant case reviews and community justice service evaluations, partners working within this pathway will be tasked with identifying implications and learning relevant to our service delivery. We also want to work more closely with the other public protection groups in the community planning governance structure to deliver cross partner training.

We want to establish strong links with the learning and development hub within Community Justice Scotland so that we can share our own learning and good practice and also learn from others. We will work closely within this pathway with Community Justice Scotland in the development and implementation of the strategy for innovation, learning and development, and strategic approach to commissioning.

## 5.2 Community Justice Policy Development

In order for partners to work effectively together we need to establish our shared values and agreed protocols. Within this strategic pathway, partners will work on completing the community justice document set. For example, we will need to establish a participation strategy which will set out how and when the Partnership intend to engage with key stakeholders in the development and progression of our plans. We will also need to establish a communication strategy setting out how we intend to build awareness and knowledge of community justice and challenge stigma.

Partners working within this pathway will assess the impact of national and other policy developments on the work of the Community Justice Partnership. For example, we will need to know the likely impact of an extension to the presumption against short term sentences on our community sentence delivery plans. We will work particularly closely with our community planning partners to ensure our policies are developed in a way that compliments delivery against the Community Planning strategic plans. For example, the Falkirk Integrated Children's Services Plan highlights the vulnerability of children and young people who have a family member in prison and asks all practitioners to address the wellbeing needs of this group.

A key objective within this pathway is to review and further develop policies to establish cross partner protocols which define clear responsibilities and eligibility criteria. Priorities for policy development are with regard to :

- the prevention of homelessness and provision of accommodation for people prior to sentencing, on community sentences, in custody and in secure units;
- improved access to financial advice services for people who have committed offences, families and victims of crime;
- establishing clear entry criteria for people accessing the Work Programme and the Falkirk Employability Project;
- reviewing each statutory partner organisation's policy for employing people with convictions.

The Community Justice Partnership are required to report against the nationally determined outcomes using a set of performance indicators. Work within this pathway will set out the practical arrangements for collating, reporting and analysing this data.

## 5.3 Relationships and Making Connections

For some of our service users isolation, boredom and a lack of constructive activities during leisure time increases their risk of re-offending and prevents them from moving on with their lives. Victims and families also tell us that they can feel isolated and disconnected from their communities at points during their journey through the criminal justice system.

Work within this strategic pathway will look to strengthen support for people affected by community justice and develop more opportunities for people to make connections within their communities through volunteering. Our third sector partners will be crucial to our success in this pathway. One of the ways we will do this is through working with our communities to identify community led projects that can be supported by people doing unpaid work as part of a community payback order, alongside providing opportunities for people coming to the end of their statutory involvement with criminal justice to further develop their skills and connections through volunteering. Along with the third sector, we will work with the local college and employers to offer this volunteering pathway for suitable participants.

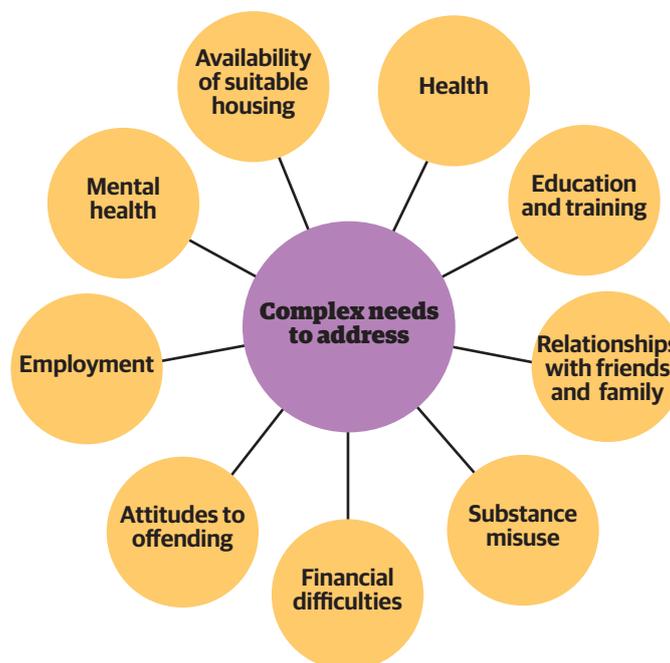
In Falkirk we have an established mentoring system for people on community sentences which allows people who have been through the criminal justice system to offer support and guidance to people at the start of their journey. The mentor receives comprehensive training culminating in an SQA accreditation. We also have an established Public Social Partnership operating out of HMP Low Moss where people in custody are supported in their reintegration to their communities by peer supporters, and the Alcohol and Drugs Partnership supports mentoring for people in recovery. We want to learn more about the experiences of both mentors and mentees in reducing the risk of reoffending.

During the development of this plan we asked our communities what they know and understand about community justice in Falkirk. The results showed a low awareness of community justice and groups that seek to prevent and reduce reoffending. There was good awareness, however, of community payback orders and over a quarter of people asked had seen people carrying out unpaid work activities in their local area. When asked about community justice priorities, local people felt that our resources should be targeted at services designed to tackle substance misuse, mental health, and

employment and training skills. When asked to consider the importance of the nationally determined outcomes, people felt that supporting people to develop the skills they need to make positive changes in their lives for themselves was the most important.

We want to further build on the participation of people in the development and delivery of our community justice plans and work within this pathway will include the practical application of our communication and participation strategies. We want to make sure we keep in touch with people who have contributed to our plans and involve them in its design and delivery. Work within this pathway will also include ensuring that there are effective communication channels between the Community Justice Partnership and those third sector organisations involved in delivering community justice services.

Building relationships and making connections between partners is also important and we want to make sure partners and stakeholders are aware of each other's roles and responsibilities. We want community justice services to be delivered in a way that best suits the individual and this includes knowing how to connect people up to the services they need. People have told us



that they often have many different services to deal with and we want to help people to engage and access all of the services they need. This might mean more services being located together or more support to help people organise

their appointments. The learning gleaned by our colleagues in Children's Services whilst implementing the 'team around the child' and 'named person' principles will be crucial to the work within this strategic pathway.

#### 5.4 Service Mapping and Evaluation

There are many public, private and voluntary bodies and individuals involved in the delivery of community justice services. We want to better understand the overall picture in Falkirk and make sure people have access to the support they need when they need it. Equally important, we want to make sure that the services we deliver address the range and diversity of needs people present. The work within this strategic pathway will look to establish a comprehensive service provision map and programme of evaluation. We will then compare what our baseline assessment tells us about what people's needs are with what is actually being delivered. This should identify any duplication or gaps in our service delivery.

We want to support people affected by community justice to access and engage with general services to address their often complex needs. We also want to make sure that services are available in the right geographical places at the right stage in someone's journey. Victims of crime and families can face barriers to accessing services including stigma, a lack of information and transport costs

and we will work within this pathway to understand and address these barriers.

Within each stage of the criminal justice system there will be a community of practitioners involved with each person from a range of partner organisations. An important part of the work within this pathway will be to make sure that these practitioners are aware of each other's role and remit in supporting an individual.

#### 5.5 Supporting Transitions

We want to work together to effectively manage person-centred transitions where the needs of individuals are robustly assessed and addressed. The work within this strategic pathway will focus on the points in someone's journey where access to the right services and support is most critical.

We know that tackling the underlying cause of offending such as trauma, attitudes and beliefs, problematic drug or alcohol use, or mental health issues, can be effective in reducing crime and in Falkirk we want to build upon our already well-established arrest referral and Police

custody healthcare schemes. We also want to look at how we can ensure that all partners have a shared knowledge of the range of alternatives to prosecution available.

For our young people who offend, the transition from youth services to adult services can involve changes in key relationships, often at a time of peak reoffending. We want to make sure that our transition planning for young people whose offending behaviour takes them into the remit of adult criminal justice services is supported by robust communication and information sharing.

Although access to services is vital at all points in the criminal justice pathway, it can be of particular importance to those moving from custody back into the community. Services to support people at this stage are generally known as "throughcare" services and we want to further develop the links between custodial settings and community partners to aid a unified transition. People within custody and their families tell us that access to support services in relation to housing, healthcare and finance are particularly crucial.

## 6. Public Protection

Our baseline assessment tells us that throughcare services are particularly effective for people subject to statutory supervision on release from custody or subject to multi-agency public protection arrangements (MAPPA). Within this pathway we want to emulate this success within our voluntary throughcare service; firstly by further investigating the reasons for its low uptake post release.

Victims and witnesses tell us that they are not always kept informed after reporting a crime. We want to make sure that victim care cards are routinely issued, that special measures of support are available within our courts, and that people know how to seek support at a time that is appropriate for them, and be kept informed of criminal proceedings.

We want to make sure that people continue to desist from offending once they have completed their sentence and activity within this pathway will look to identify opportunities for partners, the third sector and communities to work together to continue to deliver and monitor support. One of the ways we think we can do this is by extending the scope of existing projects to include supporting people who have come to the end of their statutory order.

### 5.6 Unpaid Work

The unpaid work element of community payback orders deliver tangible benefits to communities by making individuals pay back for the damage caused by their crimes. In Falkirk, we have worked closely with our Sheriffs to make sure that developing skills and addressing need is also integral in the delivery of unpaid work requirements.

We already work closely with our communities to identify projects and tasks that people on unpaid work orders can do to benefit the local area. Within this strategic pathway we want to develop that approach even further by assertively targeting geographical areas most affected by crime.

We also want to use the skills and expertise of the community justice partners, our communities and people with convictions to develop and deliver multi-agency services to people as part of their unpaid work order. These services will be focused on addressing need, supporting desistance, developing skills for employment and fostering resilience.

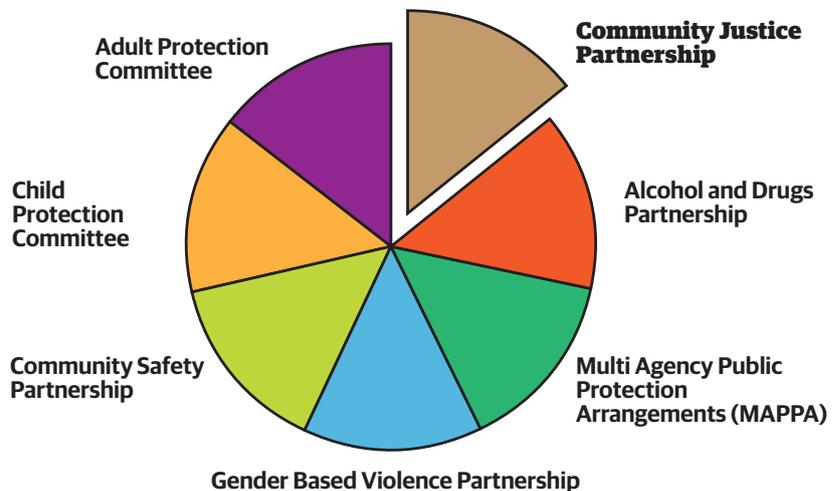
Unpaid work will also be considered as a resource to contribute towards community based solutions within the Community Planning Partnership's locality planning framework (as long as it does not deprive others of paid employment).

Alongside needs it is important to robustly assess risk. Within the criminal justice system, risk can be defined in terms of the risk of re-offending, the risk of re-conviction and the risk of harm or escalation. For some community justice partners, such as the Police, the Criminal Justice Social Work Service, and the Scottish Prison Service, making our communities safer through effective public protection remains their highest priority.

In Falkirk, we work closely with other public protection groups tasked with protecting the public from the harm caused by offending and re-offending. These groups work together to understand risk in terms of the likelihood

that an offence will occur and the relative impact or harm of the offence. Some crimes (like shoplifting for example) have relatively little impact or harm but, statistically, are the ones most likely to be repeated. Others (for example homicide) are unlikely to be repeated but cause maximum damage.

The delivery of this community justice plan will support and assist the development of strong multi-agency public protection arrangements to help identify good practice, drive improvement, and increase consistency. We will strive to improve the understanding of community justice and the benefits it can bring while maintaining public protection.



## 7. Risks and Challenges

We cannot eliminate risk in the delivery of our plan but we can document and prioritise what we know threatens our success in an attempt to mitigate known risks. The project plans that are developed under each strategic pathway to support this plan will include activities designed to manage these risks.

As a starting point, the known risks are documented in the risk matrix below :

Risks and Consequences	Probability	Impact	Mitigation Response
Buy-in from the community	Medium	High	Development and implementation of the Falkirk community justice communication and participation strategies.
Resources	High	Medium	Where possible, delivery against this plan will be achieved in partnership using shared resources where appropriate.
Changes in Strategic Priorities of Partner Organisations	Low	Medium	Changes in organisational policy and priorities that are likely to be in conflict with this community justice plan will be raised through the Community Justice Partnership. A multi-partner mitigation response will then be formulated.

## 8. Participation Statement

We want our plans to reflect the views of people most affected by community justice. This participation statement sets out who we have spoken to, what methods we have used to gain their views, what we asked, what people said, and which strategic pathways are likely to progress the issues raised. Our arrangements for participation were inclusive, open and transparent and we have made sure that we have spoken to people at an early stage in the process to ensure we can fully consider and

represent their views in this plan. We also used this participation process as an opportunity to raise awareness and build knowledge about community justice in Falkirk.

To help us design and deliver our engagement we used the Visioning Outcomes in Community Engagement (VOICE) software; developed by the Scottish Government as part of its support for implementation of the National Standards for Community Engagement. This helped us to

analyse, plan, do and review our engagement process.

We are continuing our dialogue with all of the people who have been involved in the development of this plan. The partners involved in delivering against the "relationships and making connections" strategic pathway within this plan will further develop the engagement process going forward through the practical application of the communication and participation strategies.

Who we asked	How we asked	What we asked	What they said	Addressed through strategic pathway(s)	Date
<b>People with convictions</b>					
Women on community sentences	Focus group	What are the biggest barriers to moving on with your lives?	Organising appointments. No support beyond statutory order. Mental health. Lack of employment. Declaring previous convictions when seeking employment. The benefits system.	Relationships and making connections Unpaid work Supporting transitions	Nov 16
Men on community sentences	Focus group	What are the biggest barriers to moving on with your lives?	Individual needs assessment. Support beyond statutory order. Boredom. Isolation. Lack of support with mental health. Cuts to education and work courses. Being housed away from support network. Lack of employment. Lack of low level mental health support. Already in housing arrears when liberated.	Information sharing, learning and development Relationships and making connections Unpaid work Supporting transitions	Nov 16
Men in custody (short term and remand - HMP Low Moss and HMP Perth)	Focus group	What are the biggest barriers to moving on with your lives?	Poor link up between prison-based healthcare and local GPs. Long delays to accessing mental health support when in the community. Being housed in a hostel on release 'setting people up to fail' through easy access to drugs and alcohol. Difficult to keep your tenancy whilst in custody. Throughcare Support Officers highly valued but not enough to support all liberations. Provision of the right benefits for release is difficult. Employment is virtually impossible with a criminal record. Not enough information shared with family / next of kin, including point of arrest. There is not enough to do when in the community. No opportunity to take part in employment in custody if on remand.	Supporting transitions Relationships and making connections Service mapping and evaluation Information sharing, learning and development	Nov 16

Who we asked	How we asked	What we asked	What they said	Addressed through strategic pathway(s)	Date
People with convictions					
Men in custody (long term - HMP Low Moss and HMP Perth)	Focus group	What are the biggest barriers to moving on with your lives?	<p>Takes a long time to access addictions support in custody.</p> <p>Interventions not routinely available across all prisons.</p> <p>Work placements in custody unrelated to what individuals might do later in life.</p> <p>Families are not kept informed and a lack of video conferencing to enable families to keep in touch if unable to visit. Prison family liaison officers thought to be beneficial.</p> <p>Moves to other prisons can be like 'hitting the reset button' on progress towards employment, education, relationships and healthcare.</p>	<p>Supporting transitions</p> <p>Relationships and making connections</p> <p>Service mapping and evaluation</p> <p>Information sharing, learning and development</p>	Nov 16
Women in custody (HMP Polmont)	Focus group	What are the biggest barriers to moving on with your lives?	<p>The requirement to re-register with the GP can lead to delays in essential medication.</p> <p>Some delays between the community GP and prison healthcare on entry to custody; again leading to a gap in medication.</p> <p>Some individuals don't want to be liberated as they have more in custody than they have in the community.</p> <p>Lack of employment opportunities.</p>	<p>Relationships and making connections</p> <p>Supporting transitions</p> <p>Information sharing, learning and development</p>	Nov 16
Young men in custody (HMPYOI Polmont)	Focus group	What are the biggest barriers to moving on with your lives?	<p>Lack of employment opportunities.</p> <p>Not knowing where you are going to stay when you get out.</p> <p>Building up rent arrears whilst in custody. Perception that housing services are "setting you up to fail".</p> <p>Lack of family support in the community.</p> <p>Family and peers involved in offending behaviour which makes it hard to change.</p> <p>Hard to get support for mental health in the community.</p> <p>Financial difficulties.</p>	<p>Relationships and making connections</p> <p>Supporting transitions</p> <p>Service mapping and evaluation</p>	Nov 16

Who we asked	How we asked	What we asked	What they said	Addressed through strategic pathway(s)	Date
Our Communities					
General public	On-line survey and citizen's panel	What do you know about community justice in your local area?	<p>50% of respondents had heard of community justice.</p> <p>16% knew of groups in the local area who seek to prevent and reduce further offending.</p> <p>Substance misuse, mental health and education and training felt to be the most important issues to focus on.</p> <p>12% of respondents knew of groups in their local area that actively support the families and children of people who are in prison.</p> <p>Working with employers to help people with convictions into work was felt to be the most effective way of challenging stigma.</p> <p>12% of respondents knew of support in their local area available to people with convictions and their families.</p> <p>17% knew of local support available to victims and witnesses of crime.</p> <p>7% of respondents have used community justice services.</p> <p>68% of people had heard of a community payback order and 25% had seen people carrying out unpaid work in their local area.</p> <p>Litter picking, cleaning up graffiti and clearing snow were felt to be the most appropriate activities for people carrying out unpaid work.</p> <p>Respondees placed the highest priority on the outcome "supporting people to develop the skills they need to make positive changes in their lives for themselves".</p>	<p>Information sharing, learning and development</p> <p>Community justice policy development</p> <p>Unpaid work</p>	Dec 16

Who we asked	How we asked	What we asked	What they said	Addressed through strategic pathway(s)	Date
The Third Sector					
Third sector	Seminar	What are the main barriers to effective service provision for people affected by community justice?	Short term funding cycles prevent effective evaluation of services. Inconsistent risk assessment. Enduring needs cannot be addressed whilst someone is on order as there is not enough time. Lack of main link person for each individual to co-ordinate appointments, act as an advocate and measure progress. Silo working. Cluttered landscape. Stigma.	Service mapping and evaluation Information sharing, learning and development Community justice policy development	Jun 16
Central Scotland Regional Equality Council	Interview with staff	What are the main concerns for people experiencing inequality?	Most hate crimes are grossly under reported. CSREC is an under publicised / under used third party reporting centre. They are not resourced for this. There are cultural reasons why people do not report discrimination. Lack of confidence in the criminal justice system. Some people do not identify themselves as victims.	Information sharing, learning and development Relationships and making connections	Sep 16
Victim Support Scotland	Focus group	What are the main concerns for victims?	Navigating statutory services. Perception that they are of secondary importance to the perpetrator. Requirement to repeat their story to different people (often within the same service). Expensive telephone support services. Lack of referrals from the Police. Impact on the family of victims. Being kept informed. Improve outcomes for young men who are victims of violence. Dissatisfaction with sentencing.	Service mapping and evaluation Information sharing, learning and development	Sep 16
Safer communities forum - third sector interface	Meeting	How can the third sector most effectively feed into the Community Justice Partnership?	Third sector interface is key link between the third sector organisations delivering community justice services and the Partnership. Forum specifically for community justice. Third sector critical to the delivery of this plan.	Information sharing, learning and development Relationships and making connections	Oct 16
Turning Point Scotland	Meeting	How can the Criminal Justice Service and Low Moss PSP work more closely together?	Regular communication about individuals each party is working with. Shared learning; particularly around mentoring.	Relationships and making connections Information sharing, learning and development	Oct 16

Who we asked	How we asked	What we asked	What they said	Addressed through strategic pathway(s)	Date
<b>Statutory partners</b>					
Community Justice Partnership	Seminar	What can partners contribute in terms of action, early intervention and prevention, and collaboration?	<p>Overview of partner organisations' strategic objectives.</p> <p>Tackling health inequalities.</p> <p>Improving community safety.</p> <p>Provision of housing.</p> <p>Ageing population with complex health needs.</p> <p>Addressing trauma.</p> <p>Cross partner training.</p>	<p>Information sharing, learning and development</p> <p>Supporting transitions</p> <p>Community justice policy development</p>	Dec 15
Community Justice Partnership	Planning day	How are we going to go about drafting our outcomes improvement plan?	<p>Use the baseline assessment as the evidence base for the development of the outcomes improvement plan.</p> <p>Document emerging themes.</p> <p>Align planning and reporting cycle with CPP strategic plans.</p>	Community justice policy development	Sep 16
Criminal Justice Service	Seminar	What do we need to improve to meet the new community justice outcomes?	<p>Better promote unpaid work and actively target geographical areas.</p> <p>Develop service user questionnaires.</p> <p>Single point of contact in partner organisations.</p> <p>Robust service mapping and evaluation.</p> <p>More joined up services to navigate housing and welfare benefits processes.</p> <p>Consistent approach to measuring outcomes.</p> <p>Increased access to leisure facilities and supported activities.</p> <p>Co-design of services.</p>	<p>Information sharing, learning and development</p> <p>Relationships and making connections</p> <p>Unpaid work</p> <p>Supporting transitions</p>	Apr 16
Criminal Justice Service Admin. Team	Seminar	What do communities want from community justice?	<p>Protection, safety and prevention.</p> <p>More awareness of community sentences.</p> <p>Press to report more good news stories.</p> <p>Greater use of social media as an awareness raising platform.</p>	Relationships and making connections	May 16
Community Justice Partnership	Individual interviews	Feedback on draft community justice outcomes improvement plan.	All feedback incorporated.	All	Dec 16
Community Justice Scotland	Draft plan submitted	Feedback on draft plan	Feedback on plan to be given during 2017.		Dec 16

## 9. Community Justice Partnership in Action – Case Studies

### Case Study 1

**In 2015, the Social Inclusion Project was established to bring multi-disciplinary agencies together to co-ordinate the intensive case management of identified individuals.**

The Social Inclusion Project support individuals whose issues and behaviours have caused them difficulties with and exclusion from universal services. The Social Inclusion Project is entirely based on a collaborative partnership between Police Scotland, the Criminal Justice Service, Housing, NHS, the Alcohol and Drugs Partnership, the Richmond Fellowship and substance misuse services. The project is designed to be reflective of both the known and potentially unmet needs of individuals.

The project has one full-time coordinator and a part time support worker. These posts are funded jointly by the Criminal Justice Service and Alcohol and Drugs Partnership; delivered by Signpost Recovery. Referrals thus far have been received from Police Scotland, Criminal Justice Social Work, the Conflict Resolution Service, FIRST Team, Signpost, NHS A&E and the Hospital Addiction Team.

***“They didn’t judge me or turn away from me. They turned up to see me in hospital and then when I got home. I now have my benefits in place and pay my bills. They helped talk to my housing officer and got me money back from my council tax. I feel better and can do more things for myself now.”***  
- Service User

During its first 12 months the project experienced a 78% engagement rate which is particularly remarkable given the complexity of the client group and their history of non-engagement with services. The case management approach provides a single point of contact for individuals to help them to navigate and consolidate a holistic recovery plan and offers clarity in their support plans, communication, and continuity.

***“The social inclusion project is one example of partnership working in the Falkirk area where we can make a difference to the lives of individuals and families. Not only does the joint work being carried out benefit those involved, it also has a benefit for neighbours and the wider community.”***  
-Scottish Fire & Rescue

***I have seen four individuals recently who no longer have a position in the top ten A&E attendee’s monthly data report, having been there for years. This is solely down to the Social Inclusion Project and the work that they have done with individuals.***  
- Hospital Addictions Team

The Community Justice Partnership are looking to expand the scope of the Social Inclusion Project to include supporting individuals beyond their statutory criminal justice involvement. This is with a view to supporting desistance by addressing needs and supporting engagement with appropriate services, whilst at the same time minimising the number of people who are inappropriately reliant on services.

### Case Study 2

**In 2015, a pilot operational group was set up to share “real time” developing risk information between partners about anti-social behaviour and community safety issues.**

This tasking and co-ordination (TAC) group was established in response to the need for an operational group to research, implement and resource solutions to issues highlighted through the community safety strategic group. There was also a requirement for the TAC to carry out a monitoring and reporting role.

In the current model, daily intelligence is collated into a document which is shared with partners including Police, Fire, Housing, SACRO, Connect and Health (through the Social Inclusion Project). This ‘organic intelligence’ is a mixture of information received directly from communities and from information recorded on IT systems. Partners meet on a Monday afternoon at the Falkirk Fire Station to review the collated intelligence.

Partners identify the benefits of this pilot as :

- Daily information sharing;
- Accurate and timely resourcing to tackle on-going and developing issues;
- Early identification of alcohol and drug misuse hotspots and fast referral routes to the Social Inclusion Project and other Alcohol and Drug services;
- Multi agency project working opportunities to tackle larger scale social problems;
- Reduced calls to and demand on partner services due to targeted intervention;

- Detailed reporting to the strategic community safety group;
- Greater awareness of partner agency priorities and integration;
- Close working relationships between statutory and third sector partners.

Partner aspirations for further development of this TAC group are ambitious and not without challenges. The principle of a permanent HUB for the group within Falkirk Fire Station has been agreed by partners but the costs of meeting security requirements for the implementation of partner IT systems are proving difficult to resource in the current climate of austerity. Funding options are being discussed between community justice partners.

### Case Study 3

**In 2016, the Disclosure Scheme for Domestic Abuse Scotland (DSDAS) was rolled out across the country.**

The scheme aims to prevent domestic abuse by empowering both men and women with the right to ask about the background of their partner, potential partner or someone who is in a relationship with someone they know, and there is a concern that the individual may be abusive.

The scheme aims to enable potential victims to make an informed choice on whether to continue the relationship, and provides further help and support to assist the potential victim when making that informed choice.

Right to Ask is the powerful message behind the new scheme. Police Scotland is empowering potential victims of domestic abuse with the right to ask about their partner. In the past, it could have been difficult for someone entering a new relationship to find out or be aware if their partner had prior convictions for violence or domestic abuse.

If police checks show that the individual has a record of abusive behaviour; or there is other information to indicate the person is at risk, the police will consider sharing this information with the person(s) best placed to protect the potential victim.

The police will discuss concerns with the applicant and decide whether it is appropriate for them to be given more information to help protect the person who is in the relationship with the individual they are concerned about.

## 10. Equality Impact Assessment

In 2015, the Community Justice Division of the Scottish Government conducted an equality impact assessment of the Community Justice (Scotland) Bill. They concluded that the new model does not impact adversely or unfairly on any groups. The process provided reassurance that the new model for community justice is not discriminatory and is unlikely to give rise to any issues that would adversely affect service users with protected characteristics.

### Equality protected characteristics

Age	✓
Disability	✓
Gender	✓
Ethnicity	✓
Religion	✓
Sexual Orientation	✓
Transgender	✓
Pregnancy & Maternity	✓
Marriage & Civil Partnership	✓
Carers	✓

### Age

Compared to the rest of Scotland, the population of Falkirk is younger with a higher proportion of children and slightly smaller percentage of older people. However, along with the rest of Scotland, the population in Falkirk is ageing. The average age of people within the criminal justice system in Falkirk is 37 for women and 35 for men. Consideration in this plan is given to the design and delivery of services for people returning to their communities from custody, given an increase in direct receptions for each age group over 30 years (most notably the over 50 age group). There is also a renewed emphasis on remittal back to the children's hearing system for disposal for 16 to 17.5 years olds where diversion from prosecution is more likely.

We think this strategic plan will have a positive impact on the protected characteristic age.

### Disability

In 2014 there were 990 people with learning disabilities known to the Falkirk local authority. Learning disability affects approximately 2% of the general population and is estimated to be more prevalent in people with convictions (circa 5%). The age group with the highest number of people with a learning disability for both sexes is the 35-49 age group. When considering responsivity factors in the delivery of services it will be important to understand the specific needs of the individual. Health and social care integration aims to make sure that health and social care provision is more joined up and seamless, especially for people with disabilities. Cross partner training in responsivity considerations for service users with a learning disability or learning difficulty has been identified as a key area of action within this plan.

We think that this strategic plan will have a positive impact on the protected characteristic disability.

### Gender

Across the general Falkirk population there is a gender split of 51.1% females to 48.9% males. Within the criminal justice system, 84% of people under statutory supervision are male and 16% are female. In Falkirk, we recognise that female offenders have different needs to male offenders and we try to provide a gender sensitive service which allows us to focus on the reasons for offending. We have a dedicated women's development worker and a mental health nurse who work with women to address their needs. These workers are based in the new Falkirk Women's Hub.

We think that this strategic plan will have a positive impact on the protected characteristic gender.

### Ethnicity

The 2011 Census showed an increase in the Falkirk Council area of those who belong to an ethnic minority group. Within the criminal justice system in Falkirk, the largest non-white ethnic group is Asian. Falkirk Council jointly funds the work of the Central Scotland Regional Equality Council (CSREC) who promote equality of opportunity and good relations between persons of different protected characteristics. CSREC are also a third party reporting centre for hate crime and domestic abuse incidents.

We think that this strategic plan will have a positive impact on the protected characteristic ethnicity.

### Religion, Sexual Orientation, Transgender, Marriage and Civil Partnership, Carers

There is not a specific focus in this plan on these groups, however it is intended that all people can access the community justice services they need.

We think that this strategic plan will have a neutral impact on the protected characteristics religion, sexual orientation, transgender, marriage and civil partnerships, and carers.

### Pregnancy and Maternity

Practice indicators developed by the alcohol and drug partnership and the criminal justice drug treatment service include staff in pregnancy services completing training, and having access to evidence-based information on how to manage drug use during pregnancy and the challenges for those using substances in accessing antenatal care, support during labour and birth, advice on breastfeeding and postnatal support. Partners are also aware of the potential increased risk of domestic abuse to women during pregnancy and we will take cognisance of that increased risk in the design and delivery of our services.

We think that this strategic plan will have a positive impact on the protected characteristic pregnancy and maternity.

## 11. Review and Governance Arrangements

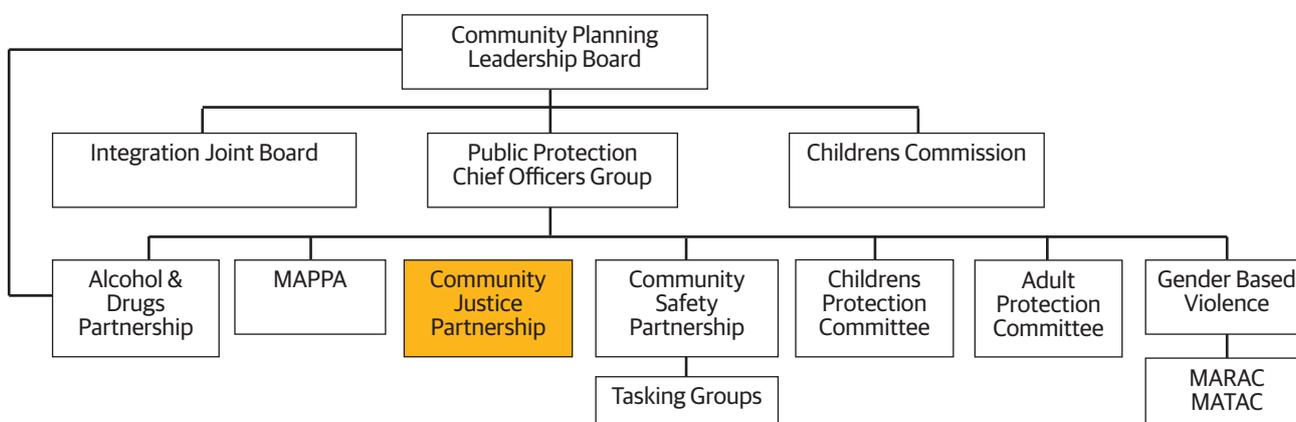
This plan is for the period April 2017 to April 2020. We have aligned our planning and reporting cycle to match that of the Falkirk Community Planning Partnership and we will report our progress against this plan to them and to Community Justice Scotland on an annual basis.

The Community Justice Partnership will meet quarterly and will oversee delivery against each strategic pathway's project plan. The strategic pathway "Community Justice Policy Development" will be tasked with developing the reporting requirements for each partner against the nationally determined outcomes. This will involve developing reporting

templates which, collectively, will cover all of the performance indicators specified within the community justice outcomes, performance and improvement framework, alongside any locally identified ones. A quarterly report will be developed for presentation to the Community Justice Partnership by April 2017, and will be updated on a quarterly basis thereafter.

The Community Justice Partnership will report to the Public Protection Chief Officers Group, who in turn have a direct reporting line into the Community Planning Leadership Board; as illustrated in the organisation chart below.

This plan will be approved through both of these groups and will be published on the Community Justice page of the Falkirk Council website on 31st March 2017. Partners will link to the plan through their own organisational websites following publication. During 2019 we will refresh our baseline assessment and prepare a new community justice outcomes improvement plan for publication in April 2020.



## 12. Thank you

The following groups were integral to the development of this plan. The Falkirk Community Justice Partnership would like to thank everyone for their valued input and we sincerely hope that you can see your voice represented :

### Addictions Support and Counselling

Central Scotland Regional Equality Council

### Community Justice Scotland

Crown Office and Procurator Fiscal Service

### CVS Falkirk

Cyrenians

### Department for Work and Pensions

Falkirk Adult Support and Protection

### Falkirk Alcohol and Drugs Partnership

Falkirk Child Protection

### Falkirk Children's Commission

Falkirk Citizen's Panel

### Falkirk Community Learning and Development

### Falkirk Community Planning Partnership

Falkirk Community Safety Partners

### Falkirk Community Trust

Falkirk Criminal Justice Service

### Falkirk Elected Members

Falkirk Employment and Training Unit

### Falkirk Gender Based Violence Partnership

Falkirk Health and Social Care Partnership

### Falkirk Housing Service

Falkirk's Mental Health Association

### Fife and Forth Valley Community Justice Authority

Forth Valley Advocacy Network

### Forth Valley MAPPA

Forth Valley NHS

### Integration Joint Board

Police Scotland

### Positive Prisons : Positive Futures

Richmond Fellowship

### SACRO

Scottish Courts and Tribunals Service

### Scottish Families Affected by Alcohol and Drugs

Scottish Fire and Rescue Service

### Scottish Government

Scottish Prison Service

### Signpost Recovery

Skills Development Scotland

### Survey Respondees

Turning Point Scotland

### Victim Support Scotland

Witness Support

## Appendix One

### Proposed Logic Models for Each Strategic Pathway

Information sharing, learning and development					
	Outputs		Outcomes - Impact		
Inputs	Activities	Participation	Short (within 1 year)	Medium (within 3 years)	Long (over 3 years)
<p><b>What we invest</b></p> <p>Partner data. Staff from Community Justice partner organisations. Community Justice pathway leads. Community Justice Scotland staff. People with convictions and their families. Victims of crime and their families. People who live in the community. Existing systems and processes that capture needs, impact and change. Existing trauma training modules. Risk and needs assessment tools. Outcomes capture tools. CPP locality plans. Feedback from client engagement (such as exit questionnaires).</p>	<p><b>What we do</b></p> <p>Document and agree Partnership data requirements for each stage of the criminal justice journey. Design and deliver information pack / training on available Falkirk diversion measures, inc. map of assessment process. Document partner information systems and where systems are (or could) be shared. Find out what tools are used by partners to assess risks and needs. Find out what tools and methods partners use to capture outcomes, impact and change for an individual. Identify implications and learning relevant to our service delivery. Document the demographics of our communities and their needs. Develop the evidence base to help improve understanding of community justice issues in Falkirk. Build relationship with Community Justice Scotland to discuss training / development / analytics / best practice.</p>	<p><b>Who we reach</b></p> <p>Police Scotland (arrest &amp; charge stage). Procurator Fiscal Service (charge stage). Scottish Court Service (court stage). Scottish Prison Service and CJSW (sentence and serving sentence stage). Third sector (post statutory order stage). Procurator Fiscal Service. Criminal Justice Social Work. Community Justice front line practitioners. Falkirk Public Protection Lead Officers group. Falkirk community groups.</p>	<p>Partnership data requirements documented for each stage of the criminal justice system and data flow established. Fiscals who mark Falkirk cases fully aware of diversion options available. We understand the organisational and technical barriers that stop us sharing information. Falkirk Community Justice Partnership involved in the development of Community Justice Scotland's strategy for innovation, learning and development. We understand what tools are used across partner organisations to assess risk, need, impact and change. Processes established to gather the information we need to refresh the Community Justice Baseline Assessment. Improved strategic planning and partnership working. We understand what tools are available across partners to assess protective factors. Shared understanding of the impact of offending on perpetrators and victims.</p>	<p>Effective information sharing between partners about Falkirk crimes. Detailed demographics of community needs. Partners are able to access information about other work partners are engaged in with their mutual clients. The number of times someone has to tell their story is minimised. Public protection staff have access to a shared training programme. The Community Justice Partnership is trauma informed. We understand the relationship between trauma and offending and adapt our needs assessment appropriately. Clear evidence of implementation of Community Justice Scotland's strategy for innovation, learning and development. Community Justice activity embedded into CPP locality plans. Refreshed Community Justice Baseline Assessment.</p>	<p>Integrated crime recording systems. Integrated risk and needs assessment tool. Integrated outcomes measurement tool. People only have to tell their story once in their journey through the criminal justice system. Relevant staff are co-located and / or have access to the right IT recording systems. Strong links with Community Justice Scotland learning and development hub. Impact and change is captured for individuals post statutory order. Input and outcome information is available regarding individuals' involvement in community justice (particularly pre-statutory services and early intervention).</p>

Community justice policy development					
	Outputs		Outcomes - Impact		
Inputs	Activities	Participation	Short (within 1 year)	Medium (within 3 years)	Long (over 3 years)
<p><b>What we invest</b></p> <p>People with convictions and their families.</p> <p>Victims of crime and their families.</p> <p>People who live in the community.</p> <p>Scottish Government staff.</p> <p>Community Planning Partnership SOLD plan delivery group staff.</p> <p>Partner data.</p> <p>Third sector staff.</p>	<p><b>What we do</b></p> <p>Review existing engagement mechanisms and good practice.</p> <p>Develop the community justice document set (communication and participation strategy, risk register, information sharing protocol).</p> <p>Assess the impact of national and other policy developments on the work of the Community Justice Partnership.</p> <p>Review and further develop policies to establish cross partner protocols with regard to prevention of homelessness, improved access to financial advice, and developing employability skills.</p> <p>Review the policies of partner organisations with regard to employing people with convictions.</p> <p>Develop a process to collate, analyse and report against the Community Justice outcomes and performance framework.</p> <p>Support communities on any capacity building required to enable their participation.</p> <p>Spread positive news stories to communities and local media.</p>	<p><b>Who we reach</b></p> <p>Falkirk citizens.</p> <p>Community Justice partners and stakeholders.</p> <p>Governance.</p> <p>Community justice partners.</p>	<p>Community justice communication and participation strategy is established.</p> <p>Increased community awareness and understanding of community justice.</p> <p>We understand how individual organisations prevent homelessness, improve access to financial advice and develop employability skills.</p> <p>We understand how each partner organisation makes employment opportunities available to people with convictions.</p> <p>First annual report is issued using the community justice outcomes and performance framework.</p> <p>First self-evaluation exercise is conducted.</p>	<p>Single communication and participation strategy for Falkirk Partnerships across public protection.</p> <p>Conversation changed to support reintegration and reduce stigma.</p> <p>Partner organisational policies aligned to maximise prevention of homelessness, improve access to financial advice, and developing employability skills.</p> <p>Cross partner protocols in place to prevent homelessness, improve access to financial advice and develop employment skills.</p> <p>More people with convictions are employed in partner organisations.</p> <p>Communities have the skills and capacity to engage with the development of community justice policy.</p> <p>Robust process implemented to collate, analyse and report against the Community Justice outcomes and performance framework.</p> <p>Community justice self-evaluation model is embedded into Community Justice practice.</p>	<p>Single communication and participation strategy for Community Planning.</p> <p>Effective community participation in the planning, delivery and evaluation of community justice services and policy.</p> <p>Communities and community bodies are involved in co-production, working together to jointly design and deliver services to fit locally identified need.</p> <p>Data collated against the outcomes and performance framework is analysed to establish trends and feeds into self-evaluation.</p> <p>Established data sharing agreements in place between community justice partners.</p>

Relationships and making connections					
Inputs	Outputs		Outcomes - Impact		
	Activities	Participation	Short (within 1 year)	Medium (within 3 years)	Long (over 3 years)
<p><b>What we invest</b></p> <p>People with convictions and their families.</p> <p>Victims of crime and their families.</p> <p>People who live in the community.</p> <p>Third sector providers.</p> <p>Community Justice Partners.</p>	<p><b>What we do</b></p> <p>Develop a volunteering pathway for people coming to the end of their Community Payback Order, supported by the third sector.</p> <p>Conduct a review of the experiences of people involved in our mentoring services.</p> <p>Implement the community justice communication and participation strategies.</p> <p>We feed back to the people who were involved in the development of this plan and show them how we are going to take the work forward.</p> <p>Work closely with the strategic pathway "service mapping and evaluation" to raise awareness of services and connect partners together.</p> <p>Document communities of practice (i.e. who is involved in addressing needs such as substance misuse, housing, mental health).</p>	<p><b>Who we reach</b></p> <p>People on community sentences.</p> <p>Third sector.</p> <p>Communities.</p> <p>Mentors and mentees.</p> <p>Communications and website development team.</p> <p>Community justice practitioners.</p>	<p>People have the opportunity to volunteer with community projects post statutory supervision; reducing feelings of isolation and lack of support.</p> <p>We understand more about the experiences of both mentors and mentees in reducing the risk of reoffending.</p> <p>Partners and stakeholders can see where their voice is represented in this plan.</p> <p>Community justice practitioners are aware of each other and how to signpost to services to address need.</p> <p>We understand the partners, or communities of practice, that are involved in addressing an individual's needs.</p>	<p>Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA.</p> <p>Volunteering pathway is closely linked with Forth Valley College and local employers.</p> <p>Our communities are kept informed and are engaged in the ongoing development of our plans.</p> <p>People with convictions have co-ordinated support arrangements.</p> <p>Community justice practitioners know what services are available within their community of practice and have good working relationships with those services in terms of referral and information sharing.</p>	<p>Best use is made of resources by sharing staff, expertise, information, property, and finance while building on existing areas of good collaborative working.</p> <p>Barriers to the recruitment of people with convictions are reduced.</p> <p>Effective community participation in the planning, delivery and evaluation of community justice services and policy.</p> <p>Communities and community bodies are involved in co-production, working together to jointly design and deliver services to fit locally identified need.</p> <p>Support for people with convictions follows the principles of the GIRFEC support model, i.e. the team around the individual and a named person.</p> <p>Services designed to address need are delivered on a multi-partner basis where appropriate.</p>

Service mapping and evaluation					
Inputs	Outputs		Outcomes - Impact		
	Activities	Participation	Short (within 1 year)	Medium (within 3 years)	Long (over 3 years)
<p><b>What we invest</b></p> <p>Partner strategic needs assessments.</p> <p>Falkirk community justice baseline assessment.</p> <p>CVS Falkirk staff.</p> <p>Community justice partners.</p> <p>People with convictions and their families.</p> <p>Victims of crime and their families.</p> <p>People who live in the community.</p>	<p><b>What we do</b></p> <p>Map the community justice services currently being delivered in Falkirk.</p> <p>Define the services in terms of communities of practice (such as all services involved in the provision of financial / welfare advice).</p> <p>Establish which services have had a recent evaluation.</p> <p>Use the community justice baseline assessment, and partners' strategic needs assessments, to establish the needs profile for Falkirk.</p> <p>Compare service map with needs assessment and feedback gaps and duplication for consideration by the Community Justice Partnership.</p> <p>Document current service evaluation programme.</p> <p>Develop a third sector forum through which the views of third sector organisations delivering community justice services in Falkirk can be represented on the Partnership.</p>	<p><b>Who we reach</b></p> <p>Community Justice Partnership.</p> <p>Third sector.</p> <p>Communities.</p> <p>Community justice service users.</p>	<p>We understand how we currently engage with victims and with the children and families of people who have committed offences.</p> <p>Protocols are in place to maximise the availability and quality of alternatives to remand such as electronic monitoring and bail supervision.</p> <p>The third sector have an effective forum through which they can contribute to the development of community justice services.</p> <p>We understand the needs of our community justice clients.</p> <p>We understand where there are gaps and duplication in community justice service provision.</p>	<p>Established processes and protocols are in place to assess the needs of victims and the needs of the children and families of people who have committed offences.</p> <p>Joint working arrangements such as processes / protocols are in place to ensure access to services to address underlying needs.</p> <p>Capitalise on third sector interventions to improve community justice outcomes.</p> <p>Commissioning of community justice services is based on evidence of what works and the needs of our cohort.</p> <p>There is an established rolling programme of service evaluation.</p>	<p>Every contact in the criminal justice system pathway is used as a health improvement opportunity.</p> <p>Services are focused on prevention and early intervention to minimise future demand for services and future costs to the public sector.</p> <p>We demonstrate innovative and collaborative use of funding to prevent and reduce further offending.</p> <p>Further offending is prevented and reduced by addressing its underlying causes.</p> <p>High quality, person-centred interventions are delivered.</p> <p>We can demonstrate what community justice services are being delivered and why, and whether they are meeting the needs of people in Falkirk.</p>

Supporting transition					
	Outputs		Outcomes - Impact		
Inputs	Activities	Participation	Short (within 1 year)	Medium (within 3 years)	Long (over 3 years)
<p><b>What we invest</b></p> <p>Police Scotland staff.</p> <p>Scottish Prison Service staff.</p> <p>Falkirk Children's Commission.</p> <p>Children's Services staff.</p> <p>Social Inclusion Project staff.</p> <p>Victim Support Scotland staff.</p>	<p><b>What we do</b></p> <p>Link to the Children's Commission work with looked after children; particularly the "family firm" concept aimed at maximising employment opportunities.</p> <p>Work with partners to extend the scope of the Social Inclusion Project to support our most vulnerable clients post statutory supervision.</p> <p>Document available throughcare services and evaluate the effectiveness of communication between partners.</p>	<p><b>Who we reach</b></p> <p>Third sector.</p> <p>Victims of crime.</p> <p>Looked after children.</p> <p>Youth justice.</p> <p>People with convictions.</p>	<p>Effective links with children's services planning.</p> <p>Health interventions at arrest referral and in Police custody suites are effective and consistently delivered.</p> <p>There are clear links between the strategy and policy for looked after children and delivery against this community justice outcomes improvement plan.</p> <p>Transition planning for young people into adult services is supported by robust communication and information sharing.</p> <p>Links between custodial settings and community partners are strengthened through effective information sharing when delivering throughcare services.</p> <p>There is an increase in the uptake rate for voluntary throughcare.</p> <p>We have an effective method of gathering information to understand who is delivering throughcare services to which individuals and what the focus of support will be from each.</p>	<p>Effective mentoring and "through the gate" models to help people move onto and sustain positive destinations (particularly voluntary throughcare).</p> <p>Victims and witnesses are better informed after reporting a crime.</p> <p>Victims are automatically opted in to support services (currently operates on an opt in basis).</p> <p>Victim care cards are routinely issued.</p> <p>Special measures of support are available in Falkirk Sheriff Court.</p> <p>There is effective and timely information sharing between partners delivering throughcare services.</p>	<p>People are safely and effectively managed and supported to help them reintegrate into the community and realise their potential for the benefit of all citizens.</p> <p>Our throughcare services are co-ordinated, of high quality, and are person-centred.</p> <p>The transition for young people moving between youth and adult services is jointly planned and delivered.</p> <p>People ending a community order have support options available to them post statutory supervision.</p>

Unpaid work					
Inputs	Outputs		Outcomes - Impact		
	Activities	Participation	Short (within 1 year)	Medium (within 3 years)	Long (over 3 years)
<p><b>What we invest</b></p> <p>Processes and protocols already in place to identify unpaid work activities in our communities.</p> <p>Unpaid work staff.</p> <p>Criminal justice social workers.</p> <p>CPP locality plans.</p>	<p><b>What we do</b></p> <p>Gather evidence and identify which communities are most harmed by crime.</p> <p>Further develop the processes in place to identify unpaid work activities in our communities to include the assertive targeting of areas most harmed by crime.</p> <p>Map out what interventions are currently offered as part of other activity.</p> <p>Carry out a needs assessment for people on unpaid work orders.</p> <p>Compare provision to need and report back to the Community Justice Partnership.</p> <p>Gather evidence of interventions designed to build resilience and desistance.</p> <p>Create links with the locality planning teams.</p>	<p><b>Who we reach</b></p> <p>People on unpaid work orders.</p> <p>Communities.</p> <p>Community justice partners.</p>	<p>We understand which communities are most harmed by crime.</p> <p>The needs of people on unpaid work orders are assessed.</p> <p>We can demonstrate the range of "other activity" interventions currently being delivered.</p> <p>Partners are aware of trends in the number of hours used for other activity.</p> <p>We know where the gaps in provision are.</p> <p>The Community Justice Partnership is fully involved in the development of the CPP locality planning model.</p>	<p>There is a clear correlation between areas most harmed by crime and the areas in which unpaid work is carried out.</p> <p>New interventions are developed and delivered jointly by community justice partners and stakeholders.</p> <p>There is a robust needs assessment carried out for every person on an unpaid work order and an individualised other activity programme developed.</p> <p>There is an increase in the % of unpaid work hours used to address need and we are able to record this accurately.</p> <p>There is a strong emphasis on building self-esteem, resilience and desistance in the services delivered through other activity.</p>	<p>Communities are fully involved in the planning of unpaid work activities.</p> <p>The needs of people on unpaid work orders are fully assessed and there are interventions available through other activity to address individual needs.</p> <p>Interventions are funded and delivered jointly by community justice partners in collaboration with the third sector and service users.</p> <p>A 30% proportion of the hours imposed through an unpaid work order are used to address need.</p> <p>People's self-esteem, resilience and desistance are improved through other activity interventions.</p>

