

FALKIRK COUNCIL

Subject: FALKIRK COMMUNITY JUSTICE DRAFT TRANSITION PLAN
Meeting: EXECUTIVE
Date: 12 JANUARY 2016
Author: DIRECTOR OF CHILDREN'S SERVICES

1. INTRODUCTION

- 1.1 The Community Justice Bill is currently before Parliament.
- 1.2 The Bill defines Community Justice as follows:
- giving effect to community disposals and post release control requirements;
 - managing and supporting offenders in the community with a view to reducing re-offending;
 - arranging general services in ways which facilitate offenders in the community accessing and using these services;
 - preparing offenders for release from imprisonment or detention in a penal institution;
 - it is also likely that the Bill will be amended to include prevention of crime.
- 1.3 The Bill provides for the abolition of the role and function of the Community Justice Authority for Fife and Forth Valley. The responsibilities defined in the Bill will be taken on by the Community Planning process within Council areas, from 1 April 2017.
- 1.4 The Bill also places a “duty to co-operate” on certain public bodies to engage in reducing re-offending, planning, designing and providing services together to reduce re-offending.
- 1.5 The duty to co-operate agencies are:
- the local authority
 - National Health Services
 - Integration Joint Board
 - Police
 - Scottish Ministers (Scottish Prison Service)
 - Skills Development Scotland
 - Fire and Rescue Service

2. BACKGROUND INFORMATION

- 2.1 The Community Planning Partnership is required to produce a Transition Plan for Scottish Government by 31 January 2016.

- 2.2 The attached draft Transition Plan details the proposed governance arrangements for Falkirk Community Justice during the “shadow” year 2016/17; the public bodies that will be required to contribute to planning; reporting and contributing to Community Justice arrangements; what some of the early priorities may be; and some themes arising from a recent seminar with the “duty to co-operate” bodies.
- 2.3 The new interim governance arrangements should commence from April 2016 with Scottish Government producing a strategic framework in June 2016. During 2016, the Community Planning Partnership will require to produce its detailed plan for Community Justice for submission to the Government by January 2017 and be implemented from April 2017.
- 2.4 A Community Justice Partnership Group will be set up with the duty to co-operate agencies by April 2016.

3. FINANCIAL IMPLICATIONS

- 3.1 The future funding for Criminal Justice Social Work will remain 100% ring-fenced from the Scottish Government, but will come directly to the Council instead of through the CJA.
- 3.2 The potential risks for future service delivery are likely to be:-
- the potential impact on Criminal Justice Services such as MAPPA and substance misuse, which are currently delivered on a Forth Valley basis;
 - maintaining and improving services delivered in partnership with other duty to co-operate services when resources are tight;
 - ensuring that the ring-fenced grant continues to allow statutory criminal justice services to be maintained to a high standard.

4. RECOMMENDATION

- 4.1 It is recommended that the Members approve the draft Transition Plan for submission to the Community Planning Partnership.

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Director of Children's Services

Date: 22 December 2015

Contact Officer: Nick Burgess, ext 8703

LIST OF BACKGROUND PAPERS

NIL

Justice Directorate
Community Justice Division

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Community Planning Partnership
Chairs

31 July 2015

Dear Community Planning Partnership Chair

NEW MODEL FOR COMMUNITY JUSTICE – TRANSITION PLAN 2016/17

A successful transition to the new model for community justice is key to ensuring that partners build their capability and capacity to work together to achieve improved outcomes. I write to provide you with clarification of what is required to be included in the CPP transition plans for 2016/17.

In December 2014, the Future Model For Community Justice in Scotland: Scottish Government Response to Consultation¹ highlighted the following milestones for Community Planning Partnerships **in January 2016**:

CPPs share with Scottish Ministers their intentions for how they plan to take forward arrangements for the strategic planning and delivery of community justice

CPPs make their plans for 2016/17 available to the Scottish Government for comment and to COSLA in support of the transition process

In recent years there has been extensive engagement on the new model for community justice and a transition workstream has been established to support a successful transition to the new model. This engagement has shown that partners and stakeholders are keen for further details about what should be included within the transition plan referred to in the second milestone. The work associated with both of the milestones referred to above may be contained within this transition plan. There is no need to provide two separate documents.

As you are aware, local strategic planning and delivery of services by community justice partners through the context of community planning is central to the new model for community justice. When the community justice authorities are disestablished, decision-making will be placed into the hands of local people and agencies who know their communities best, understand the problems that are unique to their region, and will be most affected by community justice issues. Consequently, it is vital that the **transition plans should contain detailed information under the following headings:-**

How CPPs plan to build links with and between community justice partners²

¹ <http://www.gov.scot/Publications/2014/12/9083/downloads> published Dec 15th 2014

² The Community Justice (Scotland) Bill provides that the following persons are “community justice partners” —

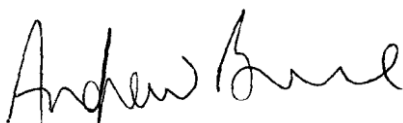
(a) each local authority,

How CPPs plan to involve the Third Sector, service users, people with convictions, and communities in their local arrangements, planning and delivery in 2016/17;
How CPPs intend to work with CJAs to ensure that community justice issues that are led on by CJAs are picked up, where appropriate, by the relevant CPPs in 2016/17;
Looking to 2016/17 and beyond, what the local governance arrangements will be for:
community justice, including accountability lines;
which organisations and individuals will be involved across the statutory, non-statutory and community sectors;
how community justice arrangements will link into the wider CPP; and
how links will be made from broader community planning themes to the community justice agenda and vice versa;
How partner resources will be leveraged to support change and innovation locally, making the most effective use of transition funding³.

The Community Justice (Scotland) Bill⁴ puts a duty on community justice partners to prepare a community justice outcomes improvement plan and report on it each year. The first community justice outcomes improvement plan will be due in early 2017. The transition plan is not a community justice outcomes improvement plan but seeks to lay the foundation for future planning.

Transition plans should be submitted to redesignofcommunityjustice@scotland.gsi.gov.uk by 31st January 2016.

I hope you find this letter provides helpful clarification. If you have any further queries about the transition plan please address them to Alastair.Bowden@Scotland.gsi.gov.uk; 0131 244 7310.



Andy Bruce
Deputy Director
Community Justice Division

Copied to

CC Chief Executives of Local Authorities;
Chief Executives of Health Boards;
Chief Constable of Police Scotland;
Chief Executive of Scottish Fire and Rescue Service;
Chief Executive of Skills Development Scotland;
Chief Executive of Scottish Prison Service;
Chief Officers of Integration Joint Boards;
Chief Executive of Scottish Courts and Tribunals Service;
Community Justice Authority Conveners;
Community Justice Authority Chief Officers;
Community Planning Partnership Managers.
Chair Criminal Justice Voluntary Sector Forum
Chief Executive of Voluntary Action Scotland

(b) each health board,
(c) the chief constable of the Police Service of Scotland,
(d) the Scottish Fire and Rescue Service,
(e) Skills Development Scotland,
(f) an integration joint board established by virtue of section 9 of the Public Bodies (Joint Working) (Scotland) Act 2014,
(g) the Scottish Courts and Tribunals Service,
(h) the Scottish Ministers (In practice, the Scottish Prison Service)

³ On the 13th March 2015 a letter was sent to the Chief Executives of Local Authorities confirming approval of £50,000 to financially assist the work to facilitate the transition to the new model for community justice in Scotland. The Scottish Government's intention is for this fund to be available for 3 years, ending 2017/18. However, this position will be reviewed at the end of 2015/16 in light of the outcome of the next UK Comprehensive Spending Review that is expected to take place following the May 2015 Parliamentary election. This is in line with other public funding decisions.

⁴ <http://www.scottish.parliament.uk/parliamentarybusiness/Bills/88702.aspx>

2015–2017

Falkirk Community Justice Draft Transition Plan



- 2016/17 transition period
- Build links between Community Justice partners
- Involve local community in planning and delivery
- Incorporate Community Justice issues identified by CJA
- Establish local governance arrangements

Foreword

At present, strategic planning for Community Justice Services in Falkirk is undertaken by the Fife and Forth Valley Community Justice Authority (CJA). In December 2012, the Scottish Government undertook a consultation on the future of Community Justice arrangements following recommendations published in the Women Offender Commission report and Audit Scotland's Reducing Reoffending in Scotland report.

Following a range of consultations and discussion, the Scottish Government published its response to the final consultation in December 2014, and the Community Justice (Scotland) Bill was published on 7th May 2015.

The Government has defined Community Justice as “the collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm that it causes, to promote social inclusion, citizenship and desistance.” The new model for Community Justice will see local strategic planning and oversight of services being delivered by Community Planning Partnerships.

Community Justice Authorities will be abolished on 31st March 2017. During 2016/17, Community Planning Partnerships will assume responsibilities under the new model in transition. On 1st April 2017 direct funding will be returned to local authorities and the incorporation of Community Justice responsibilities under the Community Planning Partnership will begin in full. The purpose of this transitional plan is to draw together the local strategic priorities for Falkirk and set out the arrangements for the transition year.

Nick Burgess
Chair of the Falkirk Community Justice Partnership

1. Introduction and Context

2016/17 is a transition period between the abolition of the Community Justice Authority (CJA) on 31/3/17 and the return of direct funding to local authorities and the incorporation of Community Justice responsibilities under the Community Planning Partnership (CPP).

The final year of actions for the CJA is covered by the current 2014-17 plan and this plan and the actions contained within it have also been approved by the Falkirk Community Planning Partnership and our shared CJA/CPP partners.

This transition plan details the following:

- ⇒ How Falkirk CPP plans to build links with and between Community Justice partners;
- ⇒ How Falkirk CPP plans to involve service users, people with convictions, the Third Sector, and communities in their local arrangements, planning and delivery in 2016/17;
- ⇒ How Falkirk CPP intends to work with the CJA to ensure that Community Justice issues that are led on by the CJA are picked up, where appropriate, by Falkirk CPP in 2016/17;
- ⇒ Looking to 2016/17 and beyond, what the local governance arrangements will be for:
 - ◆ Community Justice, including accountability lines;
 - ◆ which organisations and individuals will be involved across the statutory, non-statutory and community sectors;
 - ◆ how Community Justice arrangements will integrate within the wider Falkirk CPP, including its strategic priorities and local outcomes;
 - ◆ how links will be made from broader Community Planning themes to the Community Justice agenda and vice versa;
 - ◆ how partner resources will be leveraged to support change and innovation locally, making the most effective use of transition funding. This will include taking opportunities to integrate with mainstream funding where possible.

2. How Falkirk CPP plans to build links with and between Community Justice partners

Falkirk CPP already has well developed links with Community Justice partners through a number of our existing Community Planning Partnership groups. The current Leadership Board of the CPP comprises elected members and Chief Officers from Falkirk Council as well as from the Scottish Fire and Rescue Service, Police Scotland, NHS Forth Valley, Integration Joint Board, Forth Valley College, CVS Falkirk and District, Skills Development Scotland, Department of Work and Pensions, Scottish Enterprise and Falkirk Community Trust, and SEStran.

Underpinning the Board are a number of partnership groups all with wide and varied memberships including the third sector and community groups, social landlords, social enterprises, employers and national public sector organisations. These are charged with progressing the CPPs strategic priorities and local outcomes, laid out in its strategic plans.

Currently there are strong links between Community Justice partners and partnerships such as Employability and Alcohol and Drugs. Criminal Justice social work has strong links with statutory partners and we would anticipate building on these links as our approach to Community Justice develops.

The CPP leadership board has reviewed the Community Planning Structure and created a new partnership group to lead on Public Protection and Community Justice work. The duty to co-operate partners (illustrated below) will be invited to attend our new Community Justice partnership:



As part of this process of building stronger links with and between Community Justice partners we intend to carry out a Strategic Review of all our Community Justice work. We intend to use part of the resource provided by the Scottish Government to do this.

Where there are gaps in involvement it is intended our new Community Justice partnership will invite relevant partners to attend meetings so we can review and further develop services with the aim of strengthening and improving links and improving shared outcomes and access to services.

3. How Falkirk CPP plans to involve service users, people with convictions, the Third Sector, and communities in their local arrangements, planning and delivery in 2016/17

“To ensure our outcomes are the right ones we must understand our area, its communities and the challenges and opportunities that individuals within our area face.”

Falkirk CPP Single Outcome Agreement (2013-15)

The third sector and communities are already involved as part of our approach to community planning, through a number of steering groups and commissioning services. The Alcohol and Drug Partnership, for example, has embedded a staff member from Signpost Recovery within Falkirk Criminal Justice. This person concentrates on alcohol and other substance misuse needs. This is a first step in preventing problems escalate to chronic addiction and further cost to the public purse. This post also assists with substance misuse needs of persons released from custody.

We regularly seek views from our service users and use these views in our planning and delivery of services. For example, Cyrenians Women’s Peer Mentoring Service has been developed in partnership with Falkirk Criminal Justice service to offer opportunities for women with a history of offending to undergo a period of training and support to become peer mentors. This enables them to use their own lived experience to effectively support other women who are at an earlier point in their own engagement with criminal justice.

Part of the resources received from the Scottish Government will be used to consider how we can build capacity and improve how we currently engage with service users. This resource will also be used to work with Community Learning and Development in our localities to raise awareness in our communities about the needs of people with convictions. This is with a view to informing the development of locality plans in support of our local outcome improvement plan.



4. How Falkirk CPP intends to work with CJAs to ensure that Community Justice issues that are led on by CJAs are picked up, where appropriate, by the CPP in 2016/17.....

Each CJA is governed by a Board of Local Authority Elected Members from its constituent local authorities. The lead officer for Falkirk Community Justice currently sits on the Fife and Forth Valley CJA Board. These links will be maintained and it is anticipated that a representative from the CJA will sit on our new Community Justice partnership within the Falkirk CPP structure.

Our starting point in relation to service delivery and Community Justice issues is the current CJA area plan (2014-17). This plan and the actions contained within it have been approved by the Community Planning partnership and our shared CJA/CPP partners :

National Priorities

The Area Plan sets out an expectation that all CJA and their statutory partners, at a national level, have a shared agreement to improving



Public Safety is an absolute priority. Our efforts to reduce re-offending & promote the use of community based sentences as an alternative to short-term sentences will not be at the expense of public safety.


Local Priorities

Consultation with partners, scrutiny of the 4 Fife and Forth Valley Local Authorities' Single Outcome Agreements (SAO) and overlaying of other key partner plans all contributed to the identification of five local strategic priorities. These priorities will continue to contribute to reducing reoffending and creating safer Falkirk communities. They are



The new model will have a set of common outcomes to allow for a consistent approach to both planning and reporting. This National Outcomes, Performance and Improvement Framework will be supplemented by any locally determined outcomes and indicators to ensure that all Community Justice issues led on by the CJA are incorporated into the Falkirk Community Justice Outcomes Improvement plan. We will also include relevant outcome and performance measures within local CPP strategic plans.

As set out in legislation, progress in delivering the outcomes and

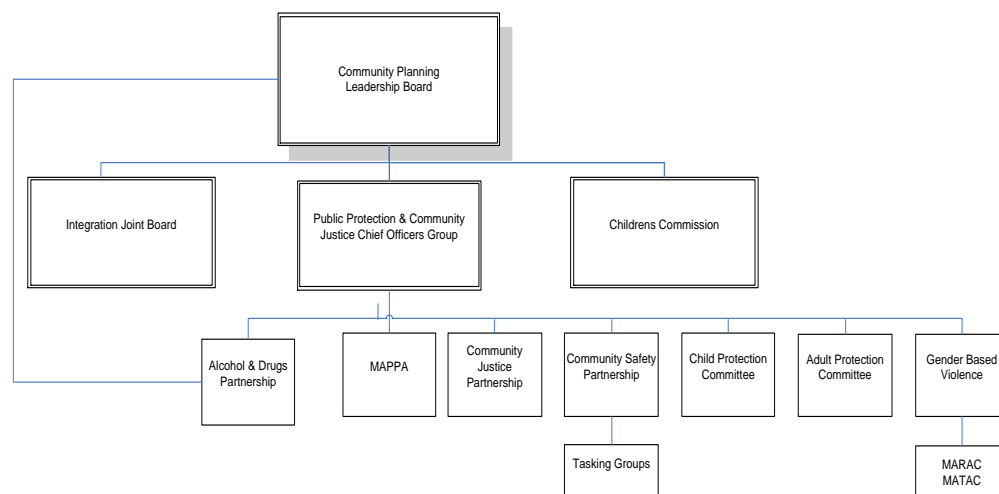


other activity in our plans will be reported on an annual basis after Community Justice Partners have reflected on the previous year's work. The Community Justice outcomes identified will also be reflected in the CPP Local Outcome improvement plan.

5. Looking to 2016/17 and beyond, what will the local governance arrangements be?

Governance

In this transition year the governance for the Community Justice arrangements have been changed. The CPP has established the Public Protection and Community Justice Chief Officers group to oversee all work in relation to Public Protection and Community Justice which recognises the overlaps between Adult and Child protection and Community Justice. A number of other important supporting partnership groups feed into this group. The structure of the group is detailed below:



Remit of Public Protection and Chief Officers Group

The remit of the Public Protection and Chief Officers group is to provide strategic leadership and scrutiny on work that relates to Public Protection and Community Justice on behalf of the Falkirk Community Planning Partnership. It will identify successes and areas for improvement and in doing so learn from experience, monitor trends and examine comparisons. The group will have the freedom to scrutinise any area of public protection and Community Justice which they deem relevant.

The Chief Officers are responsible for ensuring that constituent agencies, individually and collectively, agree and disseminate a clear vision, shared values and aims that promote work to protect children, young people, vulnerable adults, the wider community and reduce reoffending as effectively as possible. That vision will clearly highlight the desired outcomes for Public Protection and Community Justice and be linked to the key processes required to achieve those outcomes. It will be disseminated amongst staff and the general public. Chief Officers will demonstrate effective collaborative working to discharge their responsibilities and consistently promote effective joint working within and across services.

Specifically, the Chief Officers have the following roles and responsibilities, individually and collectively;

- ◆ to demonstrate leadership, accountability and effectiveness for child and adult protection, offender management and Community Justice on behalf of their agencies including the effectiveness of the supporting partnership groups;
- ◆ agree implementation plans, including operational priorities for protection services and Community Justice services;
- ◆ ensure the allocation of sufficient resources and finance to the supporting partnerships and committees to ensure the implementation of agreed plans and standards across agencies;
- ◆ receive and consider regular reports on performance monitoring and audit from the partnership groups and committees;
- ◆ ensure they link to other planning fora, in particular the structures for integrated children's services planning and the joint board for integrated health and social care;
- ◆ agree the membership of the supporting partnership groups including the delegation of roles and responsibilities, to progress protection and Community Justice services on their behalf and invest the committees and partnership groups with the authority to do so;
- ◆ appoint, or agree the appointment of, the chair of the committees and partnership groups and in doing so ensure that the chair(s) and lead officer(s) have the time, resources, and administrative support to fulfil their role effectively;
- ◆ appoint representatives from their own agencies to the underpinning groups with the appropriate authority and responsibility to best take forward the functions required;
- ◆ invite nominations from other agencies to be represented on the underpinning groups where necessary and ensure that reviews of significant cases are properly considered by the committees, in terms of the national guidance and local procedures, and that appropriate action is agreed and implemented.



The Chief Officers will be deliberately directive and specific reflecting the need for clear, co-ordinated and unambiguous commitment and support across all agencies providing public protection and Community Justice. The group will expect and require clear lines of accountability from those at strategic and operational levels within the Local Authority, Health and the Police Service. This is required in order for the scrutiny process to be impartial and effective and to drive matters forward from a multi-agency agenda to help improve outcomes in relation to public protection and Community Justice.

The Chief Officers have responsibility for maximising the involvement of those services/agencies not under their direct control, including the Crown Office and Procurator Fiscal Service (COPFS), Children's Reporters, academic institutions, local employers, the DWP, the voluntary sector and other bodies the group deems appropriate at a senior enough level so that objectives, priorities and policies can be agreed and resourced collaboratively.



Community Justice Strategic Group

The Community Justice (Scotland) Bill was introduced in Parliament on 7th May 2015 and defines the meaning of Community Justice as :

- a) giving effect to community disposals and post-release control requirements,
- b) managing and supporting offenders in the community with a view to reducing reoffending by them,
- c) arranging general services in ways which facilitate offenders in the community accessing and using them,
- d) preparing offenders for release from imprisonment or detention in a penal institution.

The Falkirk Community Justice Partnership is in the process of being developed. The Partnership will sit within the Falkirk CPP structure with a direct reporting line into the Public Protection and Community Justice Chief Officers Group.

The membership of the group will include representatives from each of the following statutory partners :



Alongside our statutory Community Justice partners, engagement with the Third sector and other partners will be vital for planning and delivery and representation on the Partnership will be sought from other agencies as appropriate.

Representation from CVS, the Third Sector Interface for Falkirk and District, is being sought on the Community Justice Partnership.

The Community Justice Partnership will oversee the Community Justice objectives as outlined in the Bill and will also :

- ◆ be the liaison point between Community Justice Scotland and Falkirk's Community Planning Partnership;
- ◆ provide advice and guidance re suitability of proposed national commissioned services by Community Justice Scotland and their potential extension to the Falkirk area to the chief officers public protection group;

- ◆ provide advice and guidance to the chief officers public protection group on the commissioning, strategic direction and integration of service delivery to facilitate the delivery of services to people with convictions;
- ◆ provide advice and guidance, as appropriate, to other strategic groups and bodies within the Community Planning Partnership in developing and maintaining services aimed at preventing offending;
- ◆ prepare, and agree plans and reports required by the Scottish government on the services and performance related to Community Justice;
- ◆ contribute to the overall Single Outcome Local Delivery (SOLD) and provide advice and guidance on how the SOLD best incorporates Community Justice outcomes and performance indicators;
- ◆ ensure that all Community Planning partners provide relevant performance indicators as agreed with the Scottish Government, Community Justice Scotland and local Community Planning partners.

From 2017/18, statutory Community Justice Partners will be responsible for preparing, delivering and reviewing a Community Justice Outcomes Improvement Plan for the Falkirk area. Within each plan, the Community Justice Partnership will ensure that Community Justice Partners :

- ◆ assess the degree of priority for improvement action against each common outcome for the Falkirk area;
- ◆ identify whether there are additional locally determined outcomes;
- ◆ identify how to work together on the activities needed to achieve improvement;
- ◆ set out the actions the Partnership needs to carry out;
- ◆ produce an annual report on the progress collectively made towards the outcomes.



Priorities and Outcomes

Our Falkirk Community Planning outcomes are currently under review. Our draft priorities have been arrived at by looking at evidence, speaking to our communities and identifying persistent and pervasive issues within our communities. The work has led to the following draft priorities being agreed :

Improving mental health and wellbeing

Maximising job creation and employability

Minimising the impact of substance misuse on communities, families and individuals

Addressing the impact of poverty on children

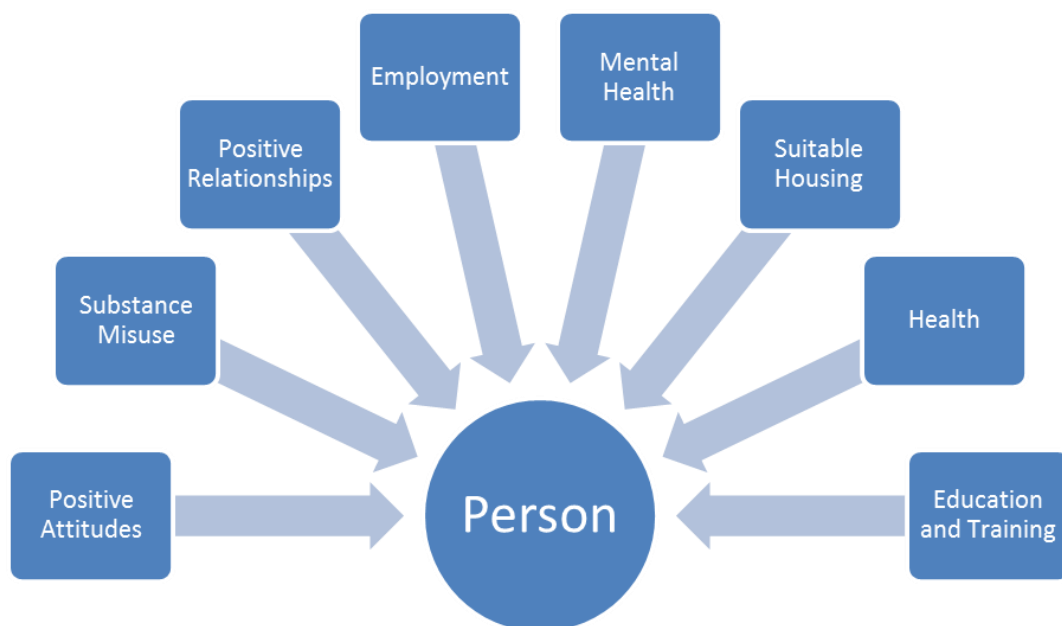
We have six draft outcomes for our area :



These outcomes sit within the bigger agenda of Public Protection and Community Justice. Our existing local priorities, as outlined in the CJA area plan, are :



In this transition year we will continue to focus on these priorities to which our shared partners have agreed for 2014-2017. Once the national strategy and outcomes in relation to Community Justice have been finalised we will link our existing activity to these. The outcomes are likely to be focused on the following areas :



6. How partner resources will be leveraged to support change and innovation locally, making the most effective use of transition funding

Transition Funding

Funding received from the Scottish Government is being used to recruit a Transition Project Manager. The successful applicant will be responsible for :

- ◆ Co-ordinating transition arrangements including the establishment of the Community Justice partnership strategy, policy and action plans.
- ◆ Conducting a strategic review of offending in Falkirk in order to inform and evidence local priorities.
- ◆ Facilitating the collection of performance management information from Community Justice partners.
- ◆ Co-ordinating the reporting requirements of the new model.
- ◆ Working with Community Justice partners, both statutory and non-statutory, to co-ordinate work to progress Community Justice issues.

Leveraging Partner Resources

“The CPP promotes a strong culture of collaboration in Falkirk and there are many examples of innovative and effective operational partnership working across the area.”

Report by Accounts Commission on Falkirk CPP, May 2014

There are several examples of where Community Justice partners currently work together and pool resources to meet the needs of individuals with convictions :

- ◆ Targeted universal community learning and development services for offenders designed to liberate their skills, capacities, knowledge, passions and interests.
- ◆ The Employability Programme; designed for those who are unemployed and on a Community Payback Order. The service gives participants the opportunity to gain a qualification as well as developing listening, communication and work etiquette skills and self-confidence.
- ◆ Mental health support to Women referred through criminal justice social work services.
- ◆ Substance misuse worker co-located with criminal justice services.

- ♦ **Social inclusion project; providing vulnerable individuals with improved access to and engagement with community services.**

However, we recognise that there are potential areas of overlap in the provision of our services. It will be a key part of the Transition Project Manager's role to closely liaise with partners and establish effective information sharing to inform priority areas of work. This work will be used as evidence in setting priorities and formulating the 2017/18 Improvement Action Plan.

On 1st December 2015 we brought together the statutory Community Justice partners to introduce the new arrangements and to initiate discussion regarding shared Community Justice outcomes.

Focus on Improvement

We have identified a number of additional areas of focus for the Transition Project Manager, once in post, to ensure funding received from the Scottish Government is reflected in improvements to service provision.

It will be vitally important to ensure that the Community Justice Strategy and Outcomes and Performance Framework is embedded in all partner organisations to ensure maximum buy-in and collaboration.

We need to improve the co-ordination and delivery of multi-agency involvement in schemes designed to minimise the number of people going through the court system. Examples of this are :

- ♦ **Pre-court and early intervention**

The potential increase in period for the presumption against imprisonment and the opportunities that exist to offer relevant services prior to court is an area deserving of multi-agency focus.

Information sharing is an area of focus for improvement. Falkirk knows that one in three prisoners in police cells are seen by a triage nurse. The information from that interview is not routinely shared with relevant partners and is apparently stored on an out of hours recording system which may not be well used by health colleagues either.

There is an arrest referral scheme which currently does not share information with relevant partner's outwith the substance misuse field.

The use by the Procurator Fiscal service of diversion and fiscal work orders to criminal justice social work is patchy.

Partners need to be 'smarter' in processing people through to court. If custody is not an option for summary offences, partners need to be clear about what we want to achieve with individuals, and whether it can be done through informal / formal diversion. When people breach civil orders like ASBOs or court orders like community payback partners need to be 'smart' in suggesting solutions to the court.

The Community Planning Partnership believes that opportunities can be given to arrested persons for relevant services which may impact on their health, wellbeing and behaviour in a much more coherent way and would see one of their first priorities as agreeing a cogent framework for the partners relating to pre-court arrangements.

♦ **Short term prisoners**

Until there are further changes in the presumption against imprisonment and while a significant number of persons face frequent remand or short sentences the partnership need to provide the best possible interventions to tackle needs and reduce risk of further offending. Currently most persons are not subject to statutory supervision following release and services are patchy.

There is a clear opportunity for the partnership to agree a framework of services which pool strategy, outcomes and objectives to bear down on the much higher re-offending rate of released short term prisoners.

◆ Locality planning

All services know that certain areas in Falkirk provide much greater challenges. This includes structural problems such as poverty, employment, health, substance misuse and educational attainment as well as higher offending rates. The planning partnership should consider how services working coherently together and in a holistic way can impact on individuals, families and communities lives in these areas. This may mean that services cannot be equally delivered across Falkirk.



Partner Feedback from Multi-Agency Seminar

On 1st December we held a multi-agency seminar for statutory Community Justice partners. The event involved a number of presentations including an overview of the new Governance arrangements, details about the draft national strategy and performance and outcomes framework, and examples of partnership in practice.

To conclude the seminar, partners were asked to consider what their organisation does and could further contribute towards Community Justice. The following themes were identified during discussion :

1. Partner contribution in terms of action -
 - Targeting of resources based on need and evidence;
 - Redesign of services to fit the individual's needs;
 - Maximising opportunities for volunteering.
2. Partner contribution in terms of early intervention and prevention –
 - Focus on 'early years' health and wellbeing (alternatives to poor parenting, health, trauma, alcohol prevention);
 - Sustaining preventative initiatives (social inclusion project, ARBD team, cool down crew, social norms project etc.);
 - Lengthening of funding period to enable development of services;
 - Reducing stigma;
 - Alternatives to prosecution.
3. Partner contribution in terms of collaboration -
 - Building on existing links;
 - Partnerships with third sector;
 - Information sharing and developing trust;
 - Clear reporting lines and identifying links between partner strategy and outcomes;
 - Multi-disciplinary approach which makes sense to the individual.
4. Common issues discussed in order to make all of this work were -
 - Resource / money implications;
 - A shared understanding of partner's remit and strategy/outcomes – the big picture;
 - Consistency in terms of locality planning;
 - Enabling the third sector to play an integral role.

Once the Transition Project Manager is in post, further work will be done to match the outcomes from partner organisations relevant to Community Justice to the national strategy.

