

Falkirk Community Justice Partnership Outcomes Improvement Plan



**2020 -
2023**

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1. Introduction

The Community Justice Partnership want to prevent and reduce further offending by addressing its underlying causes. We want to safely and effectively manage and support those who have committed offences to help them to (re)integrate into the community and realise their potential for the benefit of all citizens. We want to ensure outcomes/interventions for those who have committed an offence are proportionate and maximise opportunities for rehabilitation and desistance from crime.

The Community Justice Outcomes Improvement Plan sets out the Partnership's pledge over the next 3 years to secure better outcomes for people with convictions, victims and witnesses, families and communities in Falkirk.

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. We also recognise that the third sector¹ and our communities have a significant stake in and contribution to make in delivery of this plan and have engaged them in the development of this plan.

2. Background

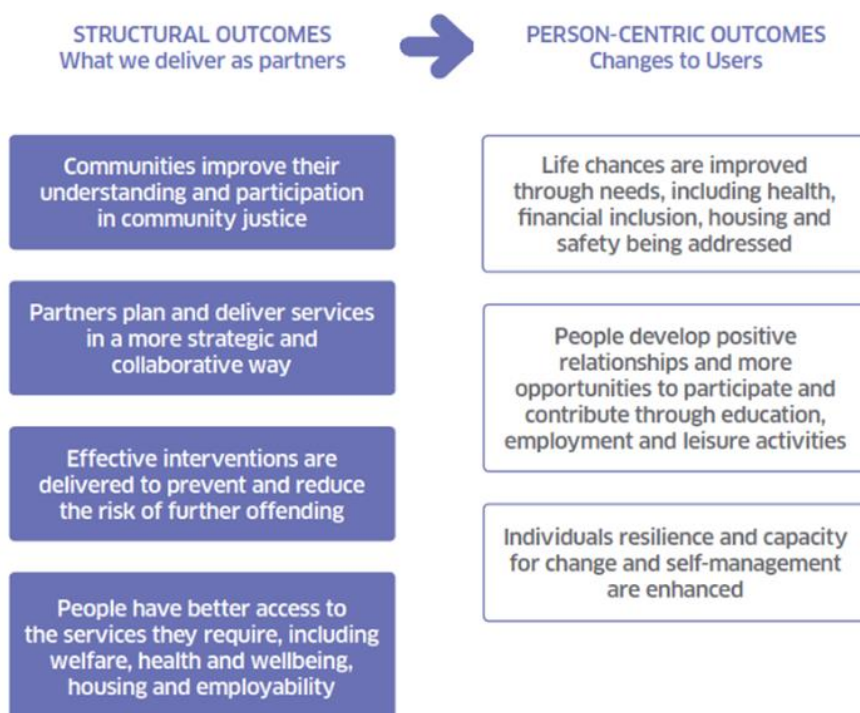
The Community Justice (Scotland) Act 2016 received Royal Assent on 31st March 2017. The legislation saw a transfer of responsibilities from regional Community Justice Authorities (CJAs) to local Community Planning Partnerships (CPPs). The legislation also introduces requirements in relation to the achievement of national and locally determined outcomes and establishes a new national body, Community Justice Scotland, to oversee the new arrangements.

¹ The third sector comprises of non-governmental and non-profit making organisations or associations, including charities, voluntary and community groups, co-operatives etc

Underpinned by the legislation, a National Strategy for Community Justice was published in November 2016. The new model for community justice is defined by a focus on strong partnership working to ensure effective intervention from the point of arrest onwards. It provides the delivery framework to support the vision for a safer, fairer and more inclusive nation where we:

- prevent and reduce further offending by addressing its underlying causes;
- 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;
- deliver a decisive shift in the balance between community and custodial sentences by increasing the use of community-based interventions and reducing the use of short term custodial sentences.

A Community Justice Outcomes, Performance and Improvement Framework was produced to define common outcomes across Scotland and provide transparency over progress in achieving improved outcomes. Community Justice Partners have a statutory duty to progress and report on the following structural and person centric outcomes:



Guidance was published alongside the National Strategy and Outcomes, Performance and Improvement Framework to support statutory community justice partners to understand their roles arising from the legislation.

3. Local governance arrangements

The Falkirk Community Justice Partnership is responsible for preparing, delivering on and the reviewing of a Community Justice Outcomes Improvement Plan (CJOIP) for our local area. The revised CJOIP spans from 1st April 2020 until 31st March 2023.

Membership² of the Community Justice Partnership includes representatives from the following statutory and non-statutory partner agencies:

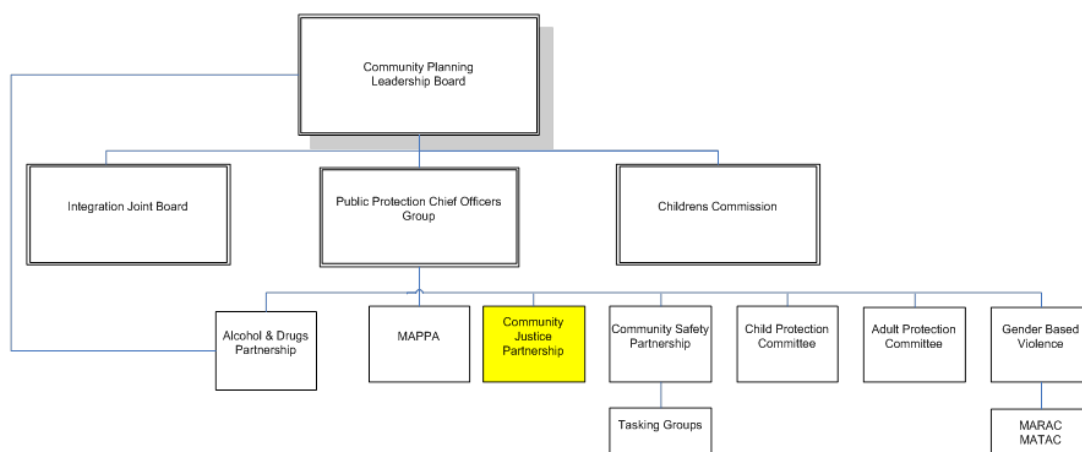


The Community Justice Partnership meets quarterly to oversee delivery against each strategic pathway's project plans. Each strategic pathway will have a sub-group led by appointed members of the Community Justice Partnership. Leads will have responsibility for appointing membership of sub-groups, devising SMART project plans, and developing

² The Crown Office and Procurator Fiscal Service have adopted a sheriffdom model for engaging in Community Justice Partnership activity.

performance methodology with cognisance of the national Outcomes, Performance and Improvement Framework. Each sub-group will provide biannual performance reports to the partnership which will assist in the collation of an annual report to Community Justice Scotland.

The Community Justice Partnership reports to the Public Protection Chief Officers Group, who in turn have a direct reporting line³ into the Community Planning Leadership Board:



This plan will be sited by both of these groups and will be published on the Community Justice page of the Falkirk Council website on 31st March 2020.

An Equality and Poverty Impact Assessment is available to view at:

<https://www.falkirk.gov.uk/services/council-democracy/policies-strategies/equality.aspx>.

During 2022 we will refresh our Strategic Needs and Strengths Assessment and prepare a revised CJOIP for publication in April 2023.

4. Falkirk Community Planning Priorities

When refreshing the CJOIP, partners must have regard to the Local Outcome Improvement Plan (known locally as the Strategic Outcomes and Delivery Plan, or SOLD plan) which was produced by the Community Planning Partnership under the Community

³ The Integrated Joint Board is not governed by the Community Planning Leadership Board

Empowerment (Scotland) Act 2015. The current SOLD plan for Falkirk sets out the CPP's vision and commitment over four years (2016-2020) to making our area 'the place to be'. The key priorities within the plan were agreed by looking at evidence, speaking to communities and identifying persistent and pervasive issues within our communities. The following priorities had been agreed:

- Improving mental health and wellbeing,
- employability,
- minimising the impact of substance use, and
- tackling the impact of poverty on children.

In order to meet the requirements of the Community Empowerment Act and to understand the differing levels of need and service provision across the area, the CPP also adopt a locality planning model. Locality plans outline how priorities and outcomes in strategic plans impact across specific geographical areas and identify local communities and individuals where the challenge to achieving outcomes is greater.

Three locality plans have been adopted in the Falkirk area. These focus on the following areas:

- Central – Falkirk including Hallglen,
- East – Bo'ness, Grangemouth, Polmont and the upper Braes,
- West – Bonnybridge, Denny, Larbert and Stenhousemuir.

The Community Justice Partnership will take cognisance of these localities during delivery of strategic pathways.

A new plan for the Falkirk area is being prepared by the Community Planning Partnership for publication in August 2020.

5. Community Justice Vision

Community justice is defined in the National Strategy for Community Justice as:

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

The vision for community justice is ambitious and far reaching and will be delivered by prioritising action under the following themes (known locally as strategic pathways):

- ⇒ Learning and development
- ⇒ Enabled and inclusive communities
- ⇒ Information sharing and communication
- ⇒ Service mapping and evaluation
- ⇒ Supporting transitions

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.

The Community Justice Partnership have worked with a range of 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 Strategic Needs and Strengths Assessment.

6. Strategic Needs and Strengths Assessment

The Strategic Needs and Strengths Assessment 2019 builds on a Baseline Assessment carried out in 2016, with a view to informing the planning process. It draws upon local

and national data and information, using the “Complex Needs to Address” diagram within the National Strategy for Community Justice as a basis of factors that affect the likelihood of offending and reoffending. Evidence was also drawn from the Hard Edges Scotland Report published in 2019.



A self-evaluation exercise was carried out by the partnership in 2019, with identified areas for improvement incorporated into the Strategic Strengths and Needs Assessment.

Consultation was also carried out with community justice stakeholders such as residents of the Falkirk local authority area, the wider workforce of statutory partner agencies, third sector agencies, Victims (advocated by proxy by Victim Support Scotland Central Branch) and families affected by imprisonment.

Findings from service user outcomes tools, including client exit questionnaires and available feedback from service evaluations, were drawn and analysed to reflect the voice of lived experience.

The core purpose of the Strategic Strengths and Needs Assessment was to draw together evidence to give an overview of current practice and experience across the Falkirk area within community justice; relevant to each nationally determined outcome. The full assessment, developed using above methodology, was collated to inform partnership planning decisions detailed within this plan. Main findings are presented below.

Crime and sentencing

Our area has a lower crime rate than other parts of Scotland. Most crime types are below the Scotland average and the clear up rate for crimes are well above.

Domestic abuse incidents recorded in Falkirk had decreased last year however the proportion of incidents which resulted in a crime report was above the national average. Vandalism continues to be one of the most frequently reported crimes however numbers have been falling over the last decade from 2,110 in 2011/12, 1,468 in 2017/18 to 1,347 in 2018/19. Instances of anti-social behaviour in Falkirk are above average, with 710 incidents per 10,000 population in 2018/19 compared with 620 in Scotland overall. Neighbour disputes are a key issue. Levels of public disorder were highest across the Falkirk Town Centre, Bainsford and Camelon.

Fear of crime is often higher than actual crime which can be a reflection of perceived national trends as well as the impact on local individuals and communities. According to the 2016-18 Scottish Crime and Justice Survey, the majority of our citizens report feeling safe in their local area and the proportion who perceive same or less crime is both increasing and above the Scottish average.

The rate of reconvictions, and the number of reconvictions per convicted individual, are higher than the national average and the rate has increased every year since 2013. Reconviction rates are highest for males under 21. While reconviction rates are only a proxy measure of reoffending rates, it is clear that ensuring early, effective and accessible interventions are in place is in the interests of both the individuals caught in the system and community safety.

Around 156 Falkirk males are in a Scottish Prison at any one time, 10 females and 10 young offenders. Imprisonment rates are rising across Scotland and local rates of imprisonment are in line with this trend. Most Falkirk residents who are imprisoned are held in Low Moss or Glenochil, however they can be held anywhere across the prison estate which can present challenges for preparing prisoners for release and for families. Around a fifth of Falkirk people in prison are held on remand.

The highest proportion of people imprisoned are sentenced to a long term sentence of over 4 years (35% in 2018/19). A quarter of Falkirk people in prison were serving a short term sentence of 6 months to 2 years and a small number were imprisoned for less than 6 months. The extension of the Presumption Against Short Sentences (PASS) to 12 months came into effect in July 2019 in recognition that such sentences often disrupt factors that can help prevent offending, including family relationships, housing, employment and access to healthcare and support. The partnership will seek to continue and develop community based interventions to be used appropriately to prevent the 'churn' of people entering prison on a short term basis. Partners will also develop seamless and appropriate transitions from prison based services to community based services (and vice versa) through further development of our information sharing processes and throughcare services.

Health

Falkirk Health and Social Care Partnership projected that the Falkirk area will have growing numbers of people living with long term conditions, multiple conditions and complex needs. There is a need to redesign services to better meet the needs of people with complex needs. The Falkirk Health and Social Care Partnership have a focus on holistic needs of people and aim to develop new pathways and guidelines to prevent people from taking multiple trips to hospital clinics for specialist services.

Health inequalities are higher among people facing other types of socio-economic deprivation and there is recognition that the justice pathway presents opportunities to address health and care issues for those who would not otherwise have sought support. By maximising uptake of voluntary throughcare, there are also opportunities to address challenges prisoners can face when returning to communities, such as support to register with a GP.

Substance use issues are a major concern for public health and both alcohol and drugs have a significant and wide-ranging impact on our communities. Reducing the number of drug-related deaths is a priority across the Community Planning Partnership following a

sharp rise in 2018/19 and 2019/20. Fatal and non-fatal drug overdoses tend to occur in the same areas, which are also the most deprived areas. The level of physical and mental health co-morbidities in the drug death victims is consistently high, which highlights that these are very vulnerable individuals with multiple and complex treatment needs. Community justice partners will ensure that those who come into contact with justice services will be provided with support to have their health needs assessed and addressed, having identified that this is an opportunity to provide interventions for a hard to reach group.

A recent Alcohol and Drugs Needs Assessment commissioned by the Alcohol and Drugs Partnerships in Forth Valley, estimated that around 4.7% of the Falkirk population were alcohol dependent and 1.6% were engaging in problem drug use. Prevalence of both were found to be higher among males, however they were found to be less likely to access treatment. In 2018/19, almost a third of clients assessed⁴ by Justice Services were found to have ever had an alcohol problem and 58% had ever had a drug problem.

The Forth Valley area has a highly regarded Recovery Community and the partnership will aim to develop pathways for justice service clients to ensure those in recovery have access to peer led support. The partnership will also aim to provide earlier access to support through further development of the arrest referral service operating out of Falkirk Custody Hub.

Prevalence of mental health issues is also high among people in the Justice system, particularly among the female population. 34.6% of Justice Service clients who had undergone a Level of Service/Case Management Inventory (LS/CMI) assessment in 2018/19 had been identified to have attempted or threatened suicide, rising to 45.5% for female clients. 22.2% had identified self harm, rising to 40.3% of female clients. 8.2% were found to have a serious mental illness, rising to 18.2% for female clients. 32.3% were found to display other evidence of emotional distress, rising to almost half (49.4%) of female clients.

⁴ Data from risk/need assessment tool, LS/CMI. This represents a subset of Justice Service clients who have had an assessment.

The Community Justice Partnership has identified a need for further learning and development in regards to addiction, mental health, physical health and wellbeing, blood borne viruses and trauma informed approaches to enable effective support to underlying causes of offending and improve outcomes for people. This will be pursued through continuing development of our evidence base, investigating current use of available training and expanding this across the partnership.

Housing

The increase in population coupled with a decrease in household size has put increased pressure for housing in our area.

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. In 2019, Falkirk's Rapid Rehousing Transition Plan (RRTP) was approved, providing foundations to ensure that we can build strong partnerships to meet the needs of homeless individuals with complex and multiple needs. A Housing First approach was introduced to help give people who have experienced homelessness and chronic health and social care needs a stable home from which to rebuild their lives.

A third of Justice Service clients assessed are identified as having accommodation problems. Within the justice system, homelessness is a bigger issue for younger people with the majority of issues being reported by people aged between 18 and 35 years. There is a strong correlation between homelessness and accommodation problems, physical assault and low self-esteem.

Almost half the prison population report that they lost their tenancy/accommodation when they came to prison and 35% said they don't know where they will be living when they leave prison. Without an address, individuals can face barriers establishing and/or maintaining links with other services and employment opportunities due to eligibility or

contact issues. Falkirk Council Housing Services continue to implement the Sustainable Housing On Release for Everyone (SHORE) standards to support a seamless and supported transition.

Employability

Although Falkirk has seen rising levels of employment since the recession, this has been accompanied by a rise in 'non standard' jobs (such part time and temporary employment), low wage growth, continued 'in work' poverty and regional variations on growth and employment/unemployment.

The skills base is lower in Falkirk than the national average, with fewer people in professional occupations and more in lower skilled professions. Working age qualifications are slightly below the Scottish average and 16-24 year olds tend to be less qualified than elsewhere, with a lower share of school leavers progressing to Higher Education. Fewer households earn above £30,000 compared to nationally and almost one in five households are workless.

Unemployment is higher among Justice Service clients than within the general population. Of all clients who had a court report undertaken between 2017-19, only 56% were found to be employed. Frequent unemployment was also common among a small subset of Justice Service clients who had undergone an LS/CMI assessment in 2018/19. 50.1% were found to be frequently unemployed, and 31.8% had never been employed for a full year.

People with convictions can face significant barriers when seeking employment, making it difficult for some to pursue more positive opportunities away from crime. There are opportunities through Community Payback Orders to upskill people to prepare them to enter or re-enter the workforce. There is also a need to build relationships with local

employers to understand how we can support them to manage perceived risks of recruiting people with convictions.

Relationships

By looking at national statistics, findings and research on offending, there is the potential to identify patterns of offending behaviour in relation to relationship structure. Evidence suggests that some social compositions increase the likelihood of future offending. A lack of positive relationships or traumatic negative relationships may have more of an influence on behaviour depending on buffering factors. In addition to family environments, social influences may take the form of friend or peer groups.

Social influences may attribute to the likelihood of future offending. A lack of social commitment, alienation and associations with antisocial peers are considered risk factors in the likelihood of engaging in problematic behaviour. One population group who are considered particularly vulnerable to this type of influence are young people.

Young people who have been in care face additional challenges. A study published by the Scottish Prison Service found that a significant proportion of inmates of prisons in Scotland had been in care in their lifetime. Overall, 26% of respondents indicated that they had been in care for a period of time in their upbringing. Experiences of being in care were particularly high among young people in Polmont, of whom 46% reported being in care as a child and of those 62% were in care at the age of 16. The study found that prisoners that had been in care had higher prevalence's of substance use, mental health issues and literacy/numeracy issues, indicating a need for holistic support for looked after children.

The partnership will prioritise transitions to provide appropriate and seamless pathways between young person and adult services to prevent people from “falling through the cracks” of support. The partnership will work closely with Children’s Services to support a Whole Systems Approach and link to the Children’s Commission work with looked after Children; particularly the “Family Firm” project which provides a broad range of support to help them progress to positive outcomes.

7. Participation Statement

We want our plans to reflect the voices of all people and groups affected by Community Justice issues. This participation statement sets out who we have spoken to, what methods we have used to gain their views, what we asked, and what people said.

Stakeholder(s)	Activity	Key findings	Date
Falkirk residents	A consultation was held with Falkirk residents focused on relevant themes including awareness of community justice, priority support needs, addressing stigma, availability of support and community payback. The consultation was held via an online survey, which was promoted via social media, Falkirk Council webpage and intranet, the People's Panel, email circulation and at stakeholder events.	<p>Awareness of community justice (69%) and Community Payback Orders (83%) are both on the rise compared with initial findings in 2015. Awareness of available support for those in the justice system and victims and witnesses was low and there was work to be done to raise awareness of community justice projects that are delivered in partnership.</p> <p>When asked what types of support should be prioritised to reduce further offending, the community said support for drug use and poor mental health, with 76% and 71% respectively saying it was "very important" to focus on these issues. The majority of survey respondents felt that support to address alcohol use, drug use, poor health, lack of education or training, poor family relationships, financial difficulties, attitudes to offending, unemployment, poor mental health and/or lack of suitable housing were of some degree of importance.</p> <p>When asked what types of unpaid work they would like to see in their area, some respondents suggested; support for</p>	Oct-Nov 2019

		specific groups such as the elderly, young people, people on a low income, people who are otherwise vulnerable and animals; support for Council tasks such as landscaping, maintenance, fixing roads and cleaning dog fouling; and that education and/or skill building should be an element of unpaid work.	
Justice Services clients	Justice Services clients undertake an exit questionnaire at the end of a CPO or DTTO to capture general experiences (including being treated with respect, satisfaction of timeliness and information received from worker), contact with other agencies, life improvements, reoffending. A separate questionnaire is also carried out if the client has undertaken unpaid work. Questions cover relevance of work in relation to current abilities and skills, increasing employability skills, safety, relevance of college course (if applicable), equity and fairness.	2018 findings found that 96% of clients who had completed an exit questionnaire had rated their satisfaction with Justice Services as 4 out of 5 or above. 95% of clients who had completed an unpaid work exit questionnaire) had rated their satisfaction with the service as 7 out of 10 or above. Most commonly noted life improvements included support for, or reduced use of, drug and/or alcohol use. Other common themes included better relationships with children/family, help with debt/financial situations, new employment, housing or tenancy matters, better use of leisure time and better awareness of available support. There were also several mentions of improved confidence, coping, motivation and management of anxiety/stress. Very few clients had committed a further offence whilst completing an order and most said they thought differently about committing a further offence. Comments given in regards to unpaid work were overwhelmingly positive, with most offering thanks to supervisors and others they had worked with.	Analysed quarterly
Third sector agencies	The Community Justice Coordinator attends the Safer	All third sector agencies who participated in the public consultation said were aware of community justice and	Quarterly meetings

	<p>Communities Forum, hosted by CVS Falkirk. The quarterly forum provides an arena to give community justice activity updates and get feedback from non-statutory stakeholders.</p> <p>During 2019-2020, third sector agencies were invited to take part in self-evaluation, a consultation exercise (same survey undertaken with Falkirk residents), give feedback on findings of the Strategic Needs and Strengths Assessment and give feedback on draft strategic pathways for 2020-2023.</p>	<p>Community Payback Orders. Awareness of available support for those in the justice system and victims and community justice projects that are delivered in partnership was also high. Most third sector agencies thought it was very important that: Interventions based on what we know works are delivered to prevent and reduce the risk of reoffending; Life chances for people with lived experience of Community Justice are improved through needs (such as health, financial, housing and safety) being addressed; People develop positive relationships and have more opportunities to take part and contribute through education, employment and leisure opportunities; and People are supported to develop the skills they need to make positive changes in their lives for themselves.</p> <p>During self-evaluation, third sector agencies said that recent activity to improve engagement with the third sector – such as representation at partnership meetings and updates at the Safer Communities Forum – had been positive. It was felt that funding streams for third sector initiatives tended to come from single partners and that more could be done to identify joint outcomes and improve sustainability of services.</p> <p>Third sector agencies were positive in regards to the draft strategic pathways for 2020-2023. They emphasised the importance of identifying opportunities for improving mental health.</p>	
<p>Families of people in prison</p>	<p>Focus group held with Falkirk families affected by imprisonment to identify needs and priorities for</p>	<p>Families noted the following improvement needs: Better communication from partners, particularly Police</p>	<p>Nov 2019</p>

	<p>themselves and their family member in prison. The group was facilitated by Families Outside.</p>	<p>and the Scottish Prison Service.</p> <p>Transport for visiting loved ones in prison was felt to be “a nightmare” and more could be done to address this.</p> <p>Support for mental health issues and/or drug or alcohol addiction, including addressing stigma for those affected and cutting waiting times for support.</p> <p>It was felt that housing processes for people leaving prison could be greatly improved to prevent homelessness on release.</p>	
Victims of crime	<p>Focus group held with staff of the Victim Support Scotland Central Branch to identify needs and priorities of victims they work with.</p>	<p>Victim Support staff noted the following improvement needs:</p> <p>Better communication and information from partners at each stage of the justice system.</p> <p>Some people who become involved in offending have also been a victim at some point in their lives and therefore a stronger voice for victims would benefit the community justice agenda.</p> <p>It was felt that opportunities for restorative justice would be beneficial for some victims, with assurance that processes would be victim led. It was also felt that more could be done in prison to encourage victim empathy</p>	Nov 2019
Statutory partners	<p>In addition to regular partnership meetings, the Community Justice Coordinator held individual meetings with statutory partners to identify progress of planned activity for 2017-2020 and</p>	<p>Partners resolved that the following actions were required to produce and deliver a high quality community justice outcomes Improvement plan.</p> <ul style="list-style-type: none"> • Induction to be given to new partnership members and existing members to be offered a refresh. • Hold meetings more regularly. 	2019-2020

	<p>discuss future activity.</p> <p>A self-evaluation questionnaire was developed and completed by partners in summer 2019, proceeded by a Development Day which was attended by statutory partners, third sector agencies and representatives from Community Justice Scotland. Self-evaluation activity focused on progress and improvement needs under the themes of strategic collaboration, leadership and direction and effective use of resources.</p> <p>Statutory partner representatives led on a consultation of the wider workforce using the same survey questions used in the public consultation.</p> <p>A further development day was held in January 2020 to review findings of the Strategic Needs and Strengths Assessment – including consultation findings – and revise the Community Justice Outcomes Improvement Plan.</p>	<ul style="list-style-type: none"> • Partners to put themselves forward to host a partnership meeting and give a presentation on their area of business and services they deliver. • Gather and analyse local information and data in order to identify a shared vision. • Map the justice journey/process and access to services at each point in order to identify barriers and gaps • Map individual agency resource invested in partnership priorities to identify opportunities for leveraged resources <p>Partners felt that the strategic pathways in the 2017-2020 plan should be revised to reflect the findings of the Strategic Needs and Strengths Assessment. It was agreed that pathways should be delivered by sub-groups, which would be led by identified representatives of the Community Justice partnership. Leads would have a responsibility to appoint sub group membership, agree performance methodology and collate progress updates.</p>	
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8. Community Justice in Action

The Community Justice Partnership made a number of key achievements from 2017-2020, under delivery the first edition of the Community Justice Outcomes Improvement Plan. The revised plan learns from, and builds upon, good practice examples. These included:

Initiatives to improve access to services

The Tackling Inequalities Improving Outcomes (TIIO) Project was developed as a partnership initiative to reduce the health inequalities and improve the health and wellbeing of the people in the justice system by addressing the health related factors that impede their access to, and ability to engage in structured activity, volunteering, training, further learning and employment. The project was established in January 2018, with delivery beginning in March 2018. The project was established by the Community Justice Partnership and is delivered collaboratively by Signpost Recovery, Falkirk Council and NHS Forth Valley.

The project is open to men on a voluntary basis providing they are involved with Falkirk Justice services. The project builds and expands upon a model of successful practice with female service users by providing all service users with support with physical health (for example Keep Well health check, registering with GP/dental practice), support with mental wellbeing, support with managing money/accessing benefits, support with employment and volunteering, links to education and training, support to access accommodation and links on to other services.

The core aim of the project is to support people involved in the justice system to experience improved health outcomes and be more work ready by:- supporting easy access to and engagement with universal health services; improving client knowledge and confidence to manage health and wellbeing; supporting clients to know about and

feel confident accessing relevant health, employability and other services; and helping clients to receive the wider support and benefits they need and are entitled to.

An evaluation was undertaken and published in March 2019 to identify impact of the service for its users. At the time of evaluation, up to January 2019, the project had worked with 244 individuals and the project had 107 active clients. Of the postcodes analysed, 40% of clients lived in the 20% most deprived parts of Scotland, with around a third of these clients living in the 5% most deprived areas. Nearly all (82%) lived within the 50% most deprived parts of Scotland. Five clients were recorded as being homeless or with no fixed abode. Up to January 2019, the project engaged 56 women (23%) and 188 men (77%). For comparison, the balance of community payback orders between women and men was 16% to 84%. The project reached a wide age range of clients, from 17 to 64. The highest proportion of clients were aged 26 to 45. Data on ethnic origin was known for 218 clients. Almost all (98%) identified as White, White Scottish or White British. All clients had to be open to Justice Services at the time of referral, the majority of clients were on a CPO (72%).

Service and client outcomes were evaluated based on discussions with TIIO staff, referral partners, individual discussions with six clients, data recorded by the TIIO project and data gathered through the exit survey conducted with 23 clients. Key findings from independent evaluators included:

- The project had supported clients to register with and attend appointments with universal services, predominantly across health, welfare benefits and housing. Although most clients were already registered with a service, few were accessing universal services. The project was able to support some clients to access these services and to engage with wider support services. Clients valued this support and appreciated the advocacy support provided by the project.
- The project supported clients to manage their finances through budget plans, referral to debt management services and welfare and benefit support services. Clients who

received this support found it very helpful as they had not been receiving everything that they were entitled to.

- Clients were also supported to access, manage and maintain tenancies, which was particularly valuable for clients that were living in supported accommodation, were homeless or had no fixed abode.
- The project provided a range of opportunities for clients to engage in discussions or activities round health and wellbeing. Clients had access to Keep Well nurses and were encouraged to attend Keep Well assessments. Broadly, clients felt that engaging with the project had helped them improve their health and wellbeing. Predominantly this related to a sense of improved mental health and wellbeing. Some clients reported specific improvements around substance use, health conditions and diet.
- The project provided information and support for clients to engage in activities relating to employability and positive activities. The women's service delivered a cooking course, resulting in a recognised national qualification. A small number of clients moved into positive destinations, such as volunteering, training or employment.
- Clients clearly expressed that the project had helped them to feel more confident and motivated to make positive changes in their lives. Many clients attributed this to the gentle and supportive approach of staff, which raised their self-esteem and made them believe that they were capable of making positive changes.

Overall, the project has had an impact on a range of local and national community justice outcomes by improving access to services and delivering person-centric outcomes for users. Further, it provides an example of collaborative planning and delivery of services between statutory and third sector partners.

Further, Signpost Recovery, a third sector provider in Falkirk, leads the delivery of the Social Inclusion Project (SIP), the aim of which is to bring multi-disciplinary agencies and services together to co-ordinate and commit to the intensive case management of identified individuals across the Falkirk local authority area. SIP supports individuals whose issues and behaviours have caused them difficulties with, and exclusion from, universal services. The multi-disciplinary approach of the project is essential to the delivery of effective and responsive recovery planning that ensures appropriate support and intervention opportunities are available and accessible for the individual.

During the 2018-2019, 95% (162) of individuals engaged in structured drug and alcohol work, 94% of individuals were supported to register and engage with a GP, 10% attending the Signpost Recovery service, 87% attending Registered Mental Health Nurse led community alcohol and drugs service.

Initiatives to improve visibility of unpaid work

The Community Justice Partnership have worked with Cyrenians in the regeneration and ongoing maintenance of the walled garden set in the grounds of Dollar Park. The Walled Garden offers a range of features including a sensory garden, picnic area, bandstand and a pond. It was brought to life by individuals undertaking unpaid work as part of their Community Payback Order, alongside the third, public and private sectors and community groups.

The project provides those on an unpaid work order with an opportunity to build skills that will improve their future employability as well as a chance to repair harm and take pride in building something positive within the community. It also aims to strengthen community ties and raise awareness and understanding of the socioeconomic benefits of Community Payback Orders, thus helping to improve public trust in community based sentences.

Unpaid work teams have assisted in the growing plan, gardening maintenance and weddings and events held within the Walled Garden and it is naturally something that both they and the community can be proud of. There are several instances of individuals coming back to the garden with their families to show what they have achieved and there has been an increase in people wanting to come back to volunteer. In 18/19, this translated into 769 hours carried out on a voluntary basis.

18/19 saw a partnership developing with the Falkirk Rotary, Friends of Dollar Park, Cyrenians and Falkirk Justice Services to reinstate the Floral Clock in Dollar Park. The concept came from an event held by Cyrenians in the Walled Garden, where the public fed back that this was something they would like to see in the community. The partnership aim was to raise profile and pull resources and skills for the project. Individuals carrying out unpaid work were upskilled by involving them in the planning, growing and planting of the clock. The project received positive media attention from the local paper and those involved delivered a number of talks to small community groups, raising awareness of the work that was being carried out.

Cyrenians state *“The visual aspect of the clock and the talks have seen a change in perception of people with convictions and talking in a positive manner of what had been achieved.”*

Quotes from individuals on unpaid work involved in the projects:

“For me the visual tasks not only put people back into the community but create a sense of community “

“My dad was so proud when I told him I was helping to plant the floral clock and it’s been a long time since he’s been proud of anything I’ve done“



1 Development of the Walled Garden within Dollar Park Falkirk



2 Floral Clock in Dollar Park, Falkirk

9. Partnership priorities

A number of priorities have emerged from our Strategic Needs and Strengths Assessment and planning events, which we will take forward as distinct strategic pathways. Each pathway will be supported by its own project plan and each will be led by appointed individuals from the Community Justice Partnership. Logic models are shown in Section 10.

SMART actions will be further defined and developed as part of the project planning process, led by pathway leads. The main objectives within each strategic pathway are defined below.

9.1 Learning and Development

Within this pathway, we want to establish a consistent approach to 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

We want to gain a better understanding of training needs within our agencies in order to progress the delivery of community justice outcomes. We want to make sure we are making best use of existing training packages and working closely with the other groups in the community planning governance structure to deliver cross-partner training. All services will become trauma informed.

We will continue our programme of self-evaluation using the Care Inspectorate's Guide, to assess our strengths and improvement needs as a partnership.

We want to establish strong links with the learning and development hub within Community Justice Scotland so that we can share our own learning, training needs and be provided with relevant knowledge and support.

9.2 Inclusive and enabled communities

Work within this strategic pathway will look to strengthen support for people involved in or affected by community justice and develop more opportunities for people to make connections within their communities. 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 justice services to further develop their skills and connections through volunteering. Along with the third sector, we will work with the local college and employers to break down barriers for people with convictions and maximise their potential for the benefit of all citizens.

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. We will ensure that access to support for complex needs is embedded at every part of the justice system.

Victims of crime and families can face barriers to accessing services including stigma, a lack of information and transport for prison visits and we will work within this pathway to address these barriers.

We want to continue to build relationships and make connections between partners to make them aware of each other's roles and responsibilities and create a universal understanding of where everyone fits in the big picture. We want our services to lead the way in abandoning stigmatising terminology by adopting a more inclusive common language.

9.3 Information sharing and communication

We want 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. A key objective within this pathway is to review and further develop a clear protocol for sharing information between partner agencies under the principles of GDPR.

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.

We will continue development of a Community Justice Communication and Participation Strategy to set out how and when the Partnership intend to engage with key stakeholders in the development and progression of planned activity. This will also set out how we intend to build awareness and knowledge of community justice services, achievements and unpaid work.

9.4 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.

We also 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 design and 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.

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 strategic needs and strengths 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 ensure we are achieving best value from community justice services and develop a strategic approach to commissioning.

9.5 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 problematic drug or alcohol use, or mental health issues, can be effective in reducing crime and in Falkirk we want to build upon our arrest referral service.

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 justice services is supported by robust communication and information sharing.

Although access to services is vital at all points in the 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.

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 people who have come to the end of their statutory order.

10. Logic Models

The following logic models show activities that will be carried out to progress each of our priorities and what we will invest in their delivery. They also show outcomes we hope to achieve in the short, medium and longer term.

Learning and development					
Inputs	Outputs		Short (within 1 year)	Outcomes - Impact Medium (within 3 years)	Long (over 3 years)
	Activities	Participation			
<p>What we invest</p> <p>Partner training</p> <p>Staff from partner organisations.</p> <p>Community Justice pathway leads.</p> <p>Community Justice Scotland staff.</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>Existing systems and processes that capture needs, impact and change.</p> <p>Existing trauma training modules.</p> <p>Risk and needs assessment tools.</p>	<p>What we do</p> <p>Investigate the current use of trauma informed training and e-learning across the partnership.</p> <p>Scope training needs across the partnership.</p> <p>Hold a learning and development partnership event to raise awareness of workforce development options.</p> <p>Scope the tools and methods partners use to capture outcomes, impact and social complexities</p> <p>Build on our strategic needs and strengths assessment to help improve understanding of community justice issues in Falkirk.</p> <p>Feedback to Community Justice Scotland on local training needs.</p>	<p>Who we reach</p> <p>Police Scotland.</p> <p>Procurator Fiscal Service.</p> <p>Scottish Court Service.</p> <p>Scottish Prison Service.</p> <p>Third sector.</p> <p>Justice Social Work.</p> <p>Skills Development Scotland.</p> <p>NHS Forth Valley.</p> <p>Community Justice front line practitioners.</p> <p>Falkirk Public Protection Lead Officers group.</p> <p>Falkirk CPP</p> <p>Communities</p> <p>Alcohol and Drug Partnership</p> <p>Health and Social Care</p>	<p>Multi-agency training day is held.</p> <p>Expanded use of distress brief intervention training.</p> <p>Opportunities for joint training are identified.</p> <p>We have aligned to both relevant local and national workforce development strategies.</p> <p>Fiscals who mark Falkirk cases fully aware of diversion options available.</p> <p>Falkirk Community Justice Partnership inform and participate in Community Justice Scotland's innovation, learning and development opportunities.</p> <p>We understand what tools are used across partner organisations to assess risk, need, impact and change.</p>	<p>We have a needs led workforce development package for those working support recovery and rehabilitation at all stages in the Justice System.</p> <p>We deliver multi-agency and targeted delivery for staff and volunteers including HSCP staff, Third Sector, Police Scotland and SPS at both strategic level and front line delivery.</p> <p>We make innovative use of innovative, blended learning approaches delivering improved confidence and competencies to deliver on shared outcomes across professional, geographical and organisational boundaries.</p> <p>The Community Justice Partnership is trauma informed.</p>	<p>Better, more efficient use of training resources.</p> <p>A well skilled and agile workforce.</p> <p>Strong links with Community Justice Scotland learning and development hub.</p> <p>Impact and change is captured for individuals post statutory order.</p> <p>Input and outcome information is available regarding individuals' involvement in community justice (particularly pre-statutory services and early intervention).</p>

<p>Outcomes capture tools.</p> <p>Feedback from client engagement (such as exit questionnaires).</p>		<p>Partnership</p>	<p>Processes established to gather the information we need to continue development of our evidence base.</p> <p>Improved strategic planning and partnership working.</p> <p>We understand what tools are available across partners to assess protective factors.</p> <p>Shared understanding of the impact of offending on perpetrators and victims.</p>	<p>We understand the relationship between trauma and offending and adapt our needs assessment appropriately.</p> <p>Clear evidence of implementation of Community Justice Scotland's strategy for innovation, learning and development.</p> <p>Community Justice activity embedded into CPP locality plans.</p> <p>Refreshed Strategic Needs and Strengths Assessment</p> <p>Community justice self-evaluation model is embedded into Community Justice practice.</p>	
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Enabled and inclusive communities					
Inputs	Outputs		Short (within 1 year)	Outcomes - Impact Medium (within 3 years)	Long (over 3 years)
	Activities	Participation			
<p>What we invest</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>What we do</p> <p>Review accepted terminology and adopt a common language.</p> <p>Work closely with the strategic pathway "service mapping and evaluation" to raise awareness of services and connect partners together.</p> <p>Develop relationships with local employers to understand and provide the support they need for recruitment of people with convictions.</p> <p>Develop relationships with relevant third sector agencies to strengthen partner communication with victims of crime and families affected by imprisonment.</p> <p>Increase Justice Service client access to health and employability support.</p> <p>Increase Justice Service client access to the Forth Valley Recovery Community.</p>	<p>Who we reach</p> <p>People on community sentences.</p> <p>Third sector.</p> <p>Communities.</p> <p>Community justice practitioners.</p> <p>Forth Valley Recovery Community</p>	<p>The partnership leads the way in progressive language to avoid stigmatisation.</p> <p>We have established links with employers networks</p> <p>Local employers are more aware of legislation and guidance for recruiting people with convictions</p> <p>Key partners have improved communication with victims of crime</p> <p>Key partners have improved communication with families affected by imprisonment</p> <p>Justice Services is utilised as a point of access for support for health and employability</p> <p>Pathway developed between Justice Services and the Forth Valley Recovery Community</p>	<p>All front line practitioners are aware of and utilising appropriate terminology.</p> <p>Local employers are able recognise potential in recruiting people with convictions and feel supported to recognise and manage risks where applicable.</p> <p>Victims and witnesses are appropriately informed after reporting a crime in a way that improves transparency of criminal justice processes, while protecting information sharing restrictions.</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>Families affected by imprisonment have improved awareness and access to support for themselves and/or their family member in prison.</p> <p>Justice Service clients feel supported to manage</p>	<p>People with convictions face less stigmatisation and have increased capacity to pursue positive opportunities.</p> <p>Barriers to the recruitment of people with convictions are reduced.</p> <p>Victims of crime have greater confidence in the justice system.</p> <p>Families affected by imprisonment feel supported to build resilience.</p> <p>Every contact in the justice system pathway is used as a health improvement opportunity.</p>

				substance use in the longer term and improved access to pro-social networks.	
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Information sharing and communication

Inputs	Outputs		Outcomes - Impact		
	Activities	Participation	Short (within 1 year)	Medium (within 3 years)	Long (over 3 years)
<p>What we invest</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 Justice Scotland.</p> <p>Community Planning Partnership.</p> <p>Partner data.</p> <p>Third sector staff.</p>	<p>What we do</p> <p>Map existing data sources and needs.</p> <p>Review and develop an information sharing protocol.</p> <p>Continue development of information systems for appropriate use of information sharing.</p> <p>Develop a process to collate, analyse and report against the Community Justice outcomes, performance and improvement framework.</p> <p>Identify barriers to service user and wider community engagement in planning processes and build capacity to enable their participation.</p> <p>Continue development of the community justice communication plan and implement to give activity updates to communities and local media.</p>	<p>Who we reach</p> <p>Falkirk citizens.</p> <p>Community Justice partners and stakeholders.</p> <p>Governance.</p> <p>Community justice partners.</p>	<p>Effective information sharing between partners.</p> <p>Partnership data requirements documented for each stage of the justice system and data flow established.</p> <p>We understand the organisational and technical barriers that stop us sharing information.</p> <p>Community justice communication and participation strategy is established.</p> <p>Increased community awareness and understanding of community justice.</p> <p>Partners and stakeholders can see where their voice is represented in this plan.</p> <p>We understand how individual organisations prevent homelessness, improve access to financial advice and develop employability skills.</p>	<p>Partners are able to access information about other work partners are engaged in with their mutual clients.</p> <p>The number of times someone has to tell their story is minimised.</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>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</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>Established data sharing agreements in place between community justice partners.</p>

				outcomes and performance framework.	
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Supporting transitions

Inputs	Outputs		Outcomes - Impact		
	Activities	Participation	Short (within 1 year)	Medium (within 3 years)	Long (over 3 years)
<p>What we invest</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>What we do</p> <p>Map the transitions between children's and adult's services for those in our justice system.</p> <p>Continue to develop pathways for people coming to the end of their Community Payback Order, supported by the third sector.</p> <p>Continue development of the Falkirk Recovery Hub (through ADP).</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 other local authority areas to share good practice and develop cross border transitions.</p> <p>Implement the SHORE standards for people on release from prison.</p> <p>Identify all current throughcare services and improve communication between providers and partners.</p>	<p>Who we reach</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>People have the opportunity to volunteer with community projects post statutory supervision; reducing feelings of isolation and lack of support.</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>There is a clear housing pathway for people leaving prison.</p> <p>We have an improved awareness of good practice in other areas.</p>	<p>Strong links to the Whole Systems Approach</p> <p>Effective mentoring and "through the gate" models to help people move onto and sustain positive destinations (particularly voluntary throughcare).</p> <p>There is effective and timely information sharing between partners delivering throughcare services.</p> <p>All people in Police custody with identified substance use are offered support from point of arrest.</p> <p>Transitions to post statutory supervision support services are clear, appropriate and seamless.</p> <p>People leaving prison know where they are going to live on release.</p> <p>We are able to recognise and implement good practice from other areas informed by a strong understanding of local needs.</p> <p>We have established methods</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 know of support options available to them post statutory supervision and have capacity to take them up.</p>

			<p>We have established methods of contact between neighbouring partnerships.</p> <p>Links between custodial settings and community partners are strengthened through effective information sharing when delivering throughcare services.</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>of contacting other local authority areas to prepare people transitioning in and out of the Falkirk area.</p>	
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Service mapping and evaluation					
Inputs	Outputs		Outcomes - Impact		
	Activities	Participation	Short (within 1 year)	Medium (within 3 years)	Long (over 3 years)
<p>What we invest</p> <p>Partner strategic needs assessments.</p> <p>Falkirk community justice baseline assessment.</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>What we do</p> <p>Map current service provision across Falkirk including points of access for those in the justice system.</p> <p>Compare service map with needs assessment and feedback gaps and duplication to the Community Justice Partnership.</p> <p>Map current resourcing of community justice services and identify opportunities for joint funding.</p> <p>Continue to identify opportunities for co-located services.</p> <p>Develop an outcome focused commissioning strategy.</p> <p>Make use of the locality model to develop and continuously update a service directory to be utilised by partners and stakeholders.</p> <p>Document current service evaluation programme.</p>	<p>Who we reach</p> <p>Community Justice Partnership.</p> <p>Third sector.</p> <p>Communities.</p> <p>Community justice service users.</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>The third sector have an effective forum through which they can contribute to the development of community justice services.</p> <p>We have a better understanding of the barriers justice clients face when trying to access support.</p> <p>We understand where there are gaps and duplication in community justice service provision.</p> <p>We have a better understanding of how community justice services are resourced.</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>Joint working arrangements such as processes / protocols are in place to ensure access to services to address underlying needs.</p> <p>We 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>We seek to establish multi-agency funding arrangements based on sound cost-benefit analysis.</p> <p>There is an established rolling programme of service evaluation.</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>

11. 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	<i>The responses are to be developed as I talk further to partners. Each project plan under the strategic pathways will also have a risk register.</i>
Resources	High	Medium	
Changes in strategic priorities of partner organisations	Low	Medium	
This plan being seen as the Justice Service plan	Medium	Medium	