Criminal Justice Voluntary Sector Forum

Strengthening Engagement Transition Project: Ayrshire Report

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Introduction

The Criminal Justice Voluntary Sector Forum (CJVSF) is leading the Strengthening Engagement Transition Project in Glasgow and Ayrshire. Funded by the Scottish Government, the project aims to strengthen engagement with third sector providers during the transition to the new model for community justice. Key stakeholders in the project are Community Justice Authorities, Community Planning Partners, Third Sector Providers and Community Justice Division partners at the Scottish Government.

Project aims –

- Increase Community Planning Partnership's awareness and understanding of current engagement with third sector community justice providers
- Strengthen engagement between third sector organisations and statutory partners around community justice
- Support partner engagement during the transition to the new model for community justice
- Share learning from pilot areas with other Community Planning Partnerships

Project Activities

The project consists of a self-evaluation activity facilitated by CJVSF in two selected CPP areas. The project is based around two stages -

Stage 1: Information Gathering Stage	Partners are invited to complete an online survey issued via SurveyMonkey. The survey is sent out to third sector organisations, community planning partners and statutory community justice partners.
Stage 2: Collaborative Workshop	Partners take part in a workshop designed around the survey feedback. The focus is on facilitating group discussions around themes that have emerged from the information gathered in stage 1.

In addition, a National Scoping Survey was sent to third sector organisations asking for examples of engagement with statutory partners, both successful and unsuccessful. The aim of the Scoping Survey was to identify factors that contributed to effective partnership working with the third sector.

Methodology

The surveys used in the project were developed with input from a range of partners including Scottish Government, third sector organisations and Community Planning Managers. The tools were designed to allow CPPs and third sector organisations to explore different aspects of engagement and drew on learning from similar evaluation projects such as the Community Planning Improvement Programme and the National GIRFEC Project.

Participants were asked 9 questions, both multiple choice and open comment. As well as being asked about current levels of engagement, the surveys allowed participants to suggest ideas for strengthening engagement as part of the new model.

Copies of both surveys can be found in Appendix 1 and 2 at the end of the report. The tools are also available to download on the Criminal Justice Voluntary Sector Forum website - **www.ccpscotland.org/cjvsf**

Summary

Before listing the detailed responses from the Ayrshire survey, it is useful to highlight some overall themes that emerged from the self-evaluation project. Analysing the survey responses and the workshop feedback, it is clear there are some common themes around third sector engagement -

- **The role of the Third Sector Interface (TSI)**
Many of the comments mentioned the role of TSIs and their role in information sharing. Acting as a conduit for the sector, the TSI has the potential to play an important part in the new model.

- **Networking**
The surveys highlighted the importance of knowing what services are being delivered and where. This was explored at the workshop sessions where groups discussed how this could be achieved through events or existing engagement networks.

- **Information Sharing**
The surveys highlighted the need for sharing clear objectives and highlighting areas of common interest. Both third sector organisations and statutory partners suggested improvements in information sharing to facilitate stronger third sector engagement.

- **Communication**
A common theme raised throughout the project was the importance of communication. This could apply to general partnership working or be more specific to information sharing around community justice issues.

- **Maintaining Good Practice**
This has been highlighted as a key priority for many partners involved in the transition process. The emphasis should be on how the new community justice arrangements can support existing successes in partnership working.
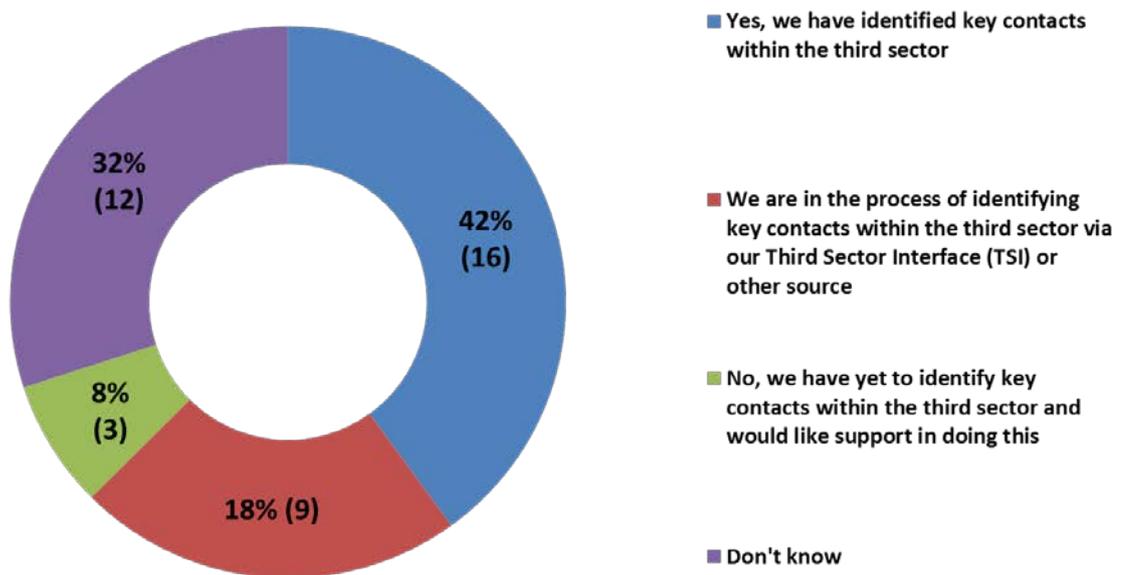
- **Service User Involvement**
A positive feature of South West CJA was the involvement and input of service users at some meetings. Both statutory and third sector respondents to the survey mentioned the involvement of service users as an important feature they would like to see continued in the new community justice arrangements.

# Ayrshire Statutory Partners Survey Results

The statutory partner survey was issued online via SurveyMonkey at the end of December 2015. The contact list included statutory partners from across North, South and East Ayrshire. It was sent to Community Planning Partners as well as community justice statutory partners via the Community Justice Authority. The invitation email was sent to CPP managers in each area which was then forwarded to relevant partners which means an exact number for those who received the survey link is not available. Overall, the statutory

partner survey received **41 responses** from participants. The following information has all been taken directly from the survey responses. All answers have been provided anonymously.

Has the CPP identified key third sector contacts?

32%
(12)

42%
(16)

8%
(3)

18% (9)

- Yes, we have identified key contacts within the third sector

- We are in the process of identifying key contacts within the third sector via our Third Sector Interface (TSI) or other source

- No, we have yet to identify key contacts within the third sector and would like support in doing this

- Don't know

Do you feel involved in the community justice redesign process?

21%
(8)

79% (32)

- Yes, I feel involved in the community justice redesign process
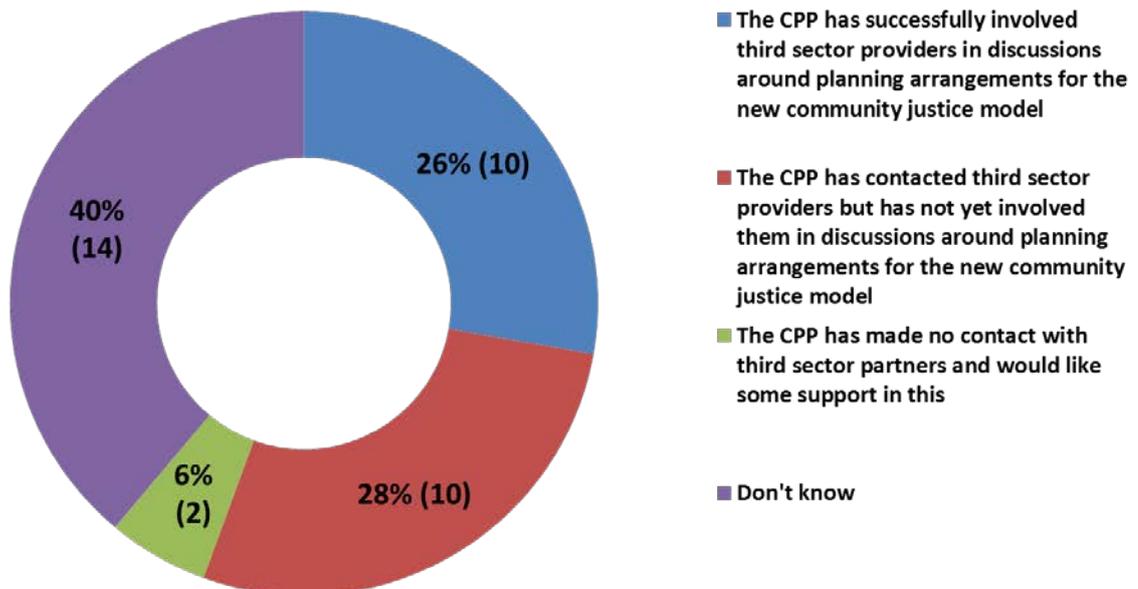- No, I don't feel involved in the community justice redesign process
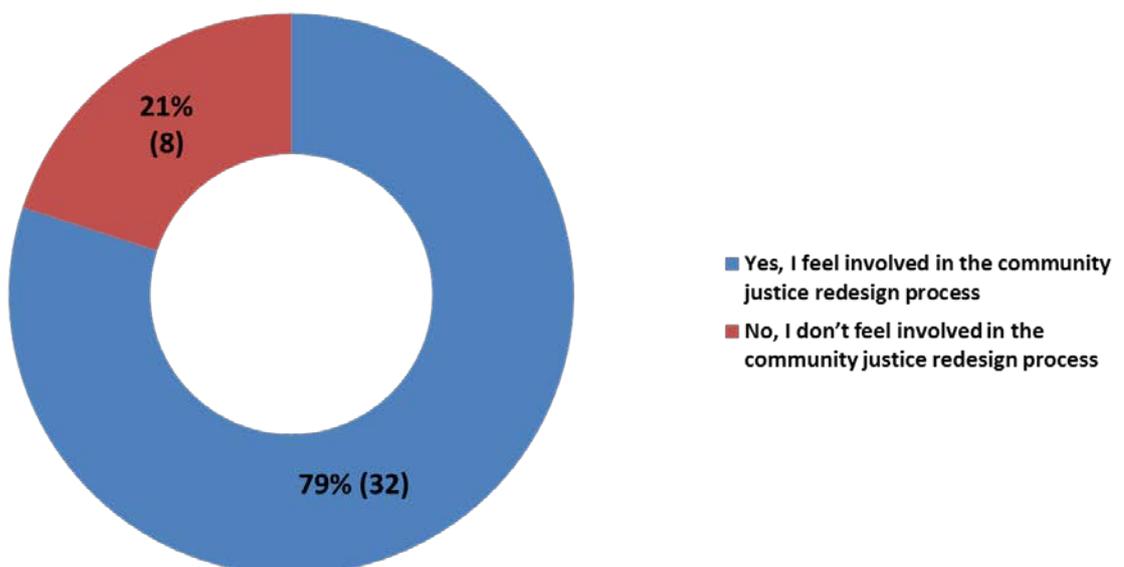
How would you rate awareness within the CPP of community justice services being delivered locally by third sector?

3% (1)   14% (5)   17% (6)

66% (24)

- ■ The CPP has strong awareness of what services are being delivered by third sector providers in the area

- ■ The CPP has some awareness of service provision but there remains a lack of engagement with third providers

- ■ The CPP is unaware of what services are being delivered by third sector providers and would like some support in identifying what is happening locally

- ■ Don't know
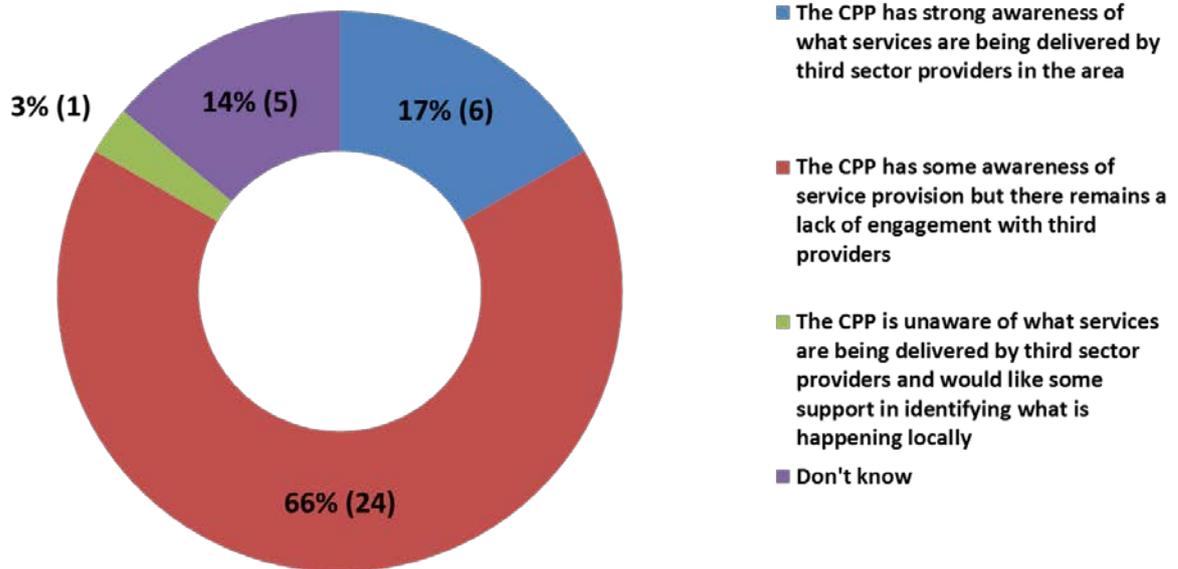
To what extent has the CPP engaged the third sector in planning for the new community justice model?

40% (14)   26% (10)

6% (2)   28% (10)

- ■ The CPP has successfully involved third sector providers in discussions around planning arrangements for the new community justice model

- ■ The CPP has contacted third sector providers but has not yet involved them in discussions around planning arrangements for the new community justice model

- ■ The CPP has made no contact with third sector partners and would like some support in this

- ■ Don't know

In your view, what can third sector providers do to facilitate effective engagement with the CPP around community justice service planning?

- "Ensure they are liaising with our local TSI and attending any future pan Ayrshire partnership events to take this agenda forward."

- "There are so many Third Sector organisations involved, or wishing to become involved in the CPP, that it is essential that relevant organisations communicate and receive communication through one central point - TSI - and must have access to up to date discussions around CPP matters."

- "The CPP has strong 3rd sector representation. Half of the CPP has detailed knowledge of the activity undertaken by the SWSCJA as they are part of it. The others know bits. The third sector reps are active on both."

- "Have a clear 'product' that CPP partners can understand"

- "The creation of a new third sector Criminal Justice Forum will provide a strong conduit to engage and plan service design."

- "As far as I am aware effective engagement does exist."

- "I think our third sector partners are excellent and offer a wide range of support systems and opportunities in East Ayrshire. Maintain and develop these dialogues."

- "Make contact with the CPP to ensure that they are aware of the third sectors high interest and skills to ensure you are now engaging with the formulating plans."

- "Provide information of services aligned to activities supporting community justice."

- "The third sector providers should establish who the lead names are within the local authority and contact them direct."

- "There are a range of relevant third sector services - specialist and generic."

- Consequently, assistance with a clear communication and engagement process would be valuable."

- "Providers must raise awareness of their services with CPP."

- "Local knowledge, they are connectors."

- "Engage in discussion regarding identify gaps."

- "Demonstrate positive outcomes, support awareness-raising and bring additional resources to the task."

- "Third sector partners continue to be committed to working with our local CPP to ensure effective transition arrangements."

- "Help inform strategy, promote preventative models and also rehabilitation. Advocate for excluded groups."

- "Third sector agencies can provide information on evidence based practice."

- "Engage with senior local politicians and officers across Ayrshire."

- "Ensure a cohesive approach which has capacity to meaningfully engage, assess risk associated with change and identify barriers for change as well as possible mitigation as well as representing respective agencies."

- "As the TSI we can identify third sector organisations if they are registered on MILO database and facilitate a meeting in order to be consulted with and engaged on the new arrangements. I am also involved in our community engagement network which would be ideal opportunity to engage with the third sector."

- "The providers must engage with the CPP, through the TSI in the first instance. The TSI must promote effective communication within the sector."

- "Ensure that there is a clear line of communication and clearly articulate the potential areas for involvement/delivery."

- "Use the Third Sector Interface arrangements in each partnership area to influence community justice service planning and ensure that third sector organisations involved in community justice are strongly networked into the Third Sector Interface."

- "Probably better describe the services and functions they provide that are relevant."

- "The first step would be to present a paper to the CPP Board and seek their support to communicate to the planning groups."

- "Work together in partnership."

- "Mirror what is already in place with our very successful CJA."

- "TACT (TSI) can act as a conduit for information to and from third sector organisations."

In your view, what can the CPP do to effectively engage with third sector providers around community justice service planning?

- "Ensure that the relevant local 3rd sector organisations are involved in the transitional arrangements and planning at local level."

- "The CPP must ensure details of key personnel within each relevant organisation are informed and remain in touch with discussions. For the plan to work, this is essential."

- "Ensure they are on the reps on the CPP have excellent contacts in wider Third Sector and are able to see which can contribute to action plans."

- "Actively seek out opportunities for engagement."

- "I think the CPP already work well with third sector partners, however further partnership working and better understanding across sectors can only be good. Sharing good practice and being creative in the ways we look for solutions via the good relations we build."

- "Provide an opportunity to come together with the third sector at an initial event."

- "The CPP should be inviting the third sector providers to meet and present on their own provision in this arena."

- "Regular and open conversations which build understanding - relationship based approaches."

- "Arrange formal and informal information gathering sessions to examine type of service which can be provided."

- "Provide guidance and support to reduce paperwork."

- "Take time to become familiar with what is effective. Demonstrate commitment to doing things differently work through the challenges."

- "Provide opportunities for discussion."

- "Third sector engagement is fundamental to ensuring the successful integration of community justice to community planning arrangements and by involving key partners at the very earliest stages of the process will ensure effective transition."

- "Treat people as equal partners and recognise particular strengths."

- "CPPs can through their local CVOs engage with services and ensure that their contribution is inclusive and valued."

- "Existing mechanisms in CPP's for engagement with the third sector already exist and should be utilised."

- "Key will be the provision of sufficient time to meaningfully engage as well as ensuring a range of engagement methods are used."

- "The CPP can also use the TSI to become aware of which providers are in the area, they could call lunch time briefings or put information out to the sector through the mechanisms set up by the TSI."

- "Engage with the TSI and more widely as required - ensure effective communication."

- "Ensure there is a clear line of communication, clarify what the potential for delivery is of the third sector and be clear about what the priorities are for community justice in the area."

- "Make strong use of the Third Sector Interface arrangements to ensure that networked organisations involved in community justice have their voice represented in the CPP. Use a range of innovative methods, including virtual/digital means, to ensure participation. Involve third sector partners in planning and service design."

- "I think the issue is how the CPP engages per se with third sector in general. At present I would say it is fairly poor not through the fault of the 3rd sector."

- "Listen, suggest how to implement, support and communicate the key messages."

- "Mirror what is already in place with our very successful CJA."

- "Use TACT (TSI) as a conduit for information."

How does the CPP intend to involve service users and wider communities in the planning and design of community justice services?

- "Via a pan Ayrshire User Engagement project."

- "Through feedback received from stakeholders and Community Councils."

- "At each stage of service changes and development plus feedback from users at programme exits. The wider community has always been the most difficult."

- "Through transition funding we hope to assess what user engagement mechanisms work effectively. North Ayrshire's locality approach structures will help us to link in better with local communities and their priorities. North Ayrshire's Peoples Panel focus groups can also consider community justice services."

- "The inclusion of third sector representation at strategic level will contribute significantly to this agenda."

- "I would imagine there will be planned service user engagement."

- "Engagement across all areas and partners, primarily focusing on the service users but also with an eye to educating and informing the wider community is essential. The closeness of working practice is also key"

- "Not developed as yet."

- "I am not aware that this has been discussed yet at the CPP."

- "It is included in our draft transition plan as a key priority. A long standing partnership with Positive Prisons Positive Futures will help."

- "By asking individuals and communities what is important."

- "This is at early stages of discussion and not refined yet support in this would be good."

- "We have had a number of events where service users/wider communities have been involved in the transition phase. This work will continue."

- "The CPP needs to build on the strong foundations laid by the CJA. The transition coincides with many local developments which are intended to improve community engagement and participation: the planning and design of CJ services will be an integral part of that process."

- "There is a working group set up to look at those areas but I am not aware of any third sector representative. The TSI has not been invited to be part of this group."

- "I am not sufficiently close to this agenda to be able to answer this, but I am confident that there will be plans in place."

- "Utilising a range of methods for direct and indirect involvement; this could include direct representation, reference groups, and individual involvement in co-design of services. It would also be expected that traditional and non-traditional methods of engagement would be used, as appropriate, e.g., public meetings, on-line consultation, co-production."

- "Wide consultation/restructure process."

- "Invitations to planning events."

How does the CPP currently involve third sector organisations in other policy areas? What lessons, or examples of best practice, can be brought into the new model for community justice?
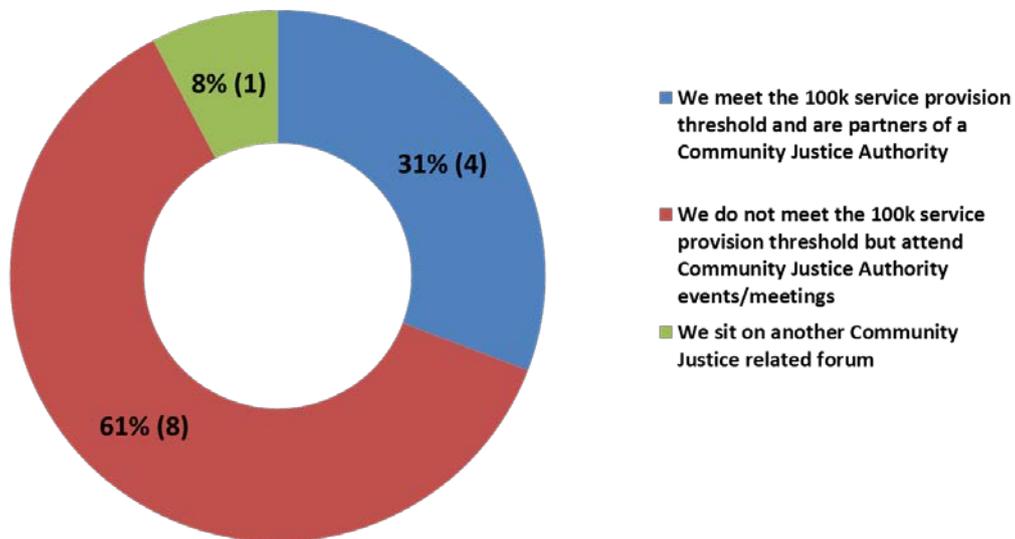
- "A range of voluntary and community organisations sit on our 6 new Locality Planning Groups and there will be 24 neighbourhood level planning groups in the new CPP structure - initially for health and social care services, the locality groups will gradually liaise with other CPP services where appropriate."

- "Regular meetings are held with key personnel from relevant organisations. That said it can be frustrating when there is a lack of action, so accountability and proper updates are key."

- "The Third sector is key to our HSCP, have been key in the preparation of the Strategic Plan, and led on use of the ICF for innovation."

- "Strong TSI/third sector role in HSCP from planning to delivery."

- "Similar to H & SC it is important that representation is made that can be shared with the wider agenda and a single point of contact and accountability is established."

- "They are involved in the partnership."

- "Our relationships across Ayrshire, particularly in my experience in East Ayrshire are very good. If you look at the work of Centrestage and Catalyst both support and nurture creative talent, building confidence and resilience. Equally the CVOEA via their social enterprise model, WG13 are delivering real benefit and change to people's life's, often life changing, similarly their GRAFT Project is doing the same via furniture up cycling and garden maintenance, to name a couple of elements. All of this is intrinsic and built into CCP and the substantial experience within Ayrshire in managing transition arrangement associated with the recent integration of health and social care. All partners, Police and Fire Scotland, NHS etc. are closely linked too and aware of the importance of the each other's roles and strengths. Strong and open communications are vital."

- "CPP has previously contacted a single large contracted provider at the exclusion of all others."

- "The CPP has third sector representation at all meetings. There is one representative who acts as a conduit to other third sector parties."

- "Many examples of effective partnership approach and model of delivery - a long history of this which predates H&SCPs. Strong community assets approach in place - a strong foundation for further work."

- "It must be user focused."

- "Joint events as progress towards new H&SC."

- "Representation on the executive group Representation through officers."

- "Third sector organisations are involved at a rage of levels in the CPP infrastructure."

- "We have an active Third Sector Interface in the local area which acts as an umbrella for the voluntary sector in community planning and the third sector interface continues to be active members of our local integrated health and social care arrangements."

- "Full members of all statutory groups, lead for IJB at CPP Board is from third sector."

- "Within my local area there are various third sector agencies who attend the various sub structures of CPP's. They provide comprehensive over view of emerging issues and service delivery."

- "Third sector are key partners in the North Ayrshire Health & Social Care Partnership."

- "The TSI is a valued member of the CPP. For example, it played and continues to play a leading role in the creation and operation of the Health and Social Care Partnership."

- "The third sector is heavily involved in all other areas at a strategic and operational level and this works very effectively and strengthens the relationship with all partners."

- "The third sector is part of strategic planning groups, of policy development groups and of operational delivery groups within the health and social care partnerships. That way, there are increased opportunities for joint activity."

- "Third sector organisations are directly involved across policy areas with involvement in Integration Joint Board, in strategic planning fora, and in community development."

- "Individual components within Community Planning (such as HSCP) have engaged 3rd sector well within planning, service delivery and locality planning. I'm not sure the CPP as a whole has any engagement."

- "Third Sector is represented at Board level and on some of the relevant working / planning groups."

- "Currently work in partnership with the third sector organisations."
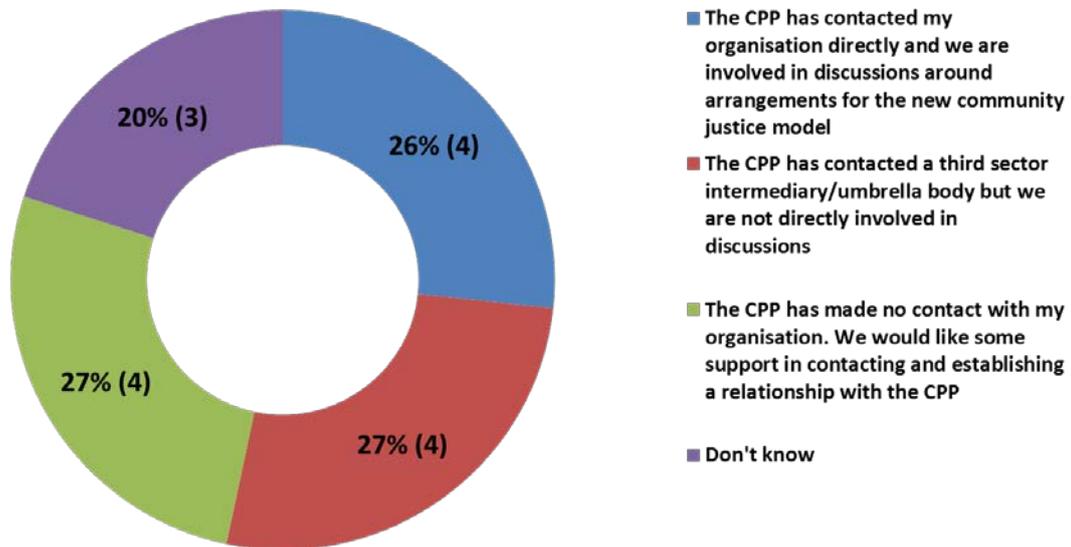
- "Talking Points approach."

Ayrshire Third Sector Survey Results

The third sector survey was issued at the end of December 2015. The contact list was sourced via the Community Justice Authority with invitations also sent to the Third Sector Interfaces (TSIs) in North, South and East Ayrshire. Member organisations of the Criminal Justice Voluntary Sector Forum who deliver services in Ayrshire were also invited to take part. Overall, there were **17 responses** to the third sector survey. The following information has been taken directly from the survey responses. All answers have been provided anonymously.
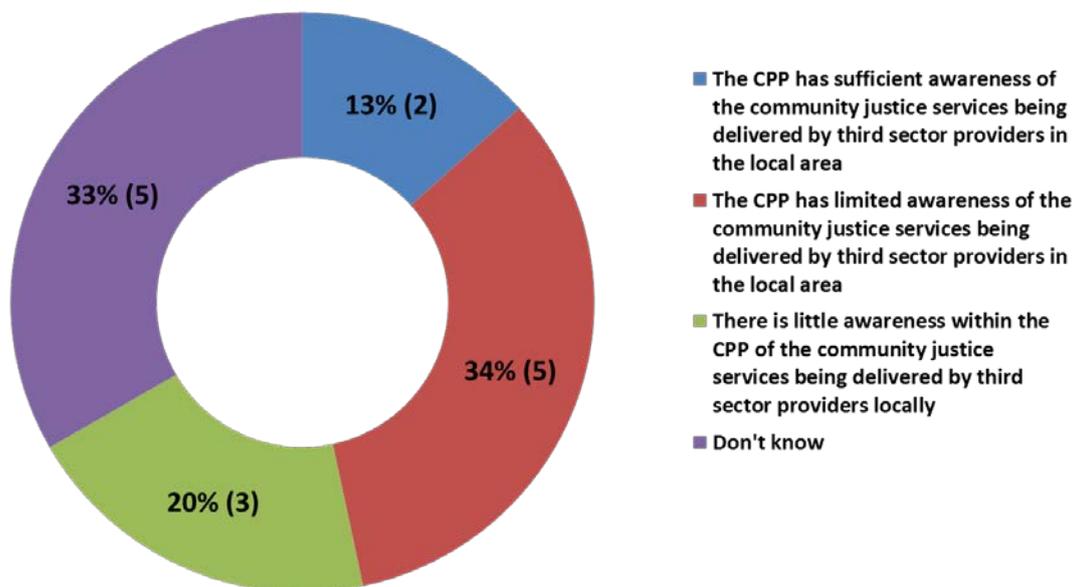
How are you currently involved with other community justice partners?

- 31% (4)
- 61% (8)
- 8% (1)

- We meet the 100k service provision threshold and are partners of a Community Justice Authority
- We do not meet the 100k service provision threshold but attend Community Justice Authority events/meetings
- We sit on another Community Justice related forum

To what extent has the Community Planning Partnership (CPP) involved your organisation in discussions around the new community justice arrangements?

- The CPP has contacted my organisation directly and we are involved in discussions around arrangements for the new community justice model
- The CPP has contacted a third sector intermediary/umbrella body but we are not directly involved in discussions
- The CPP has made no contact with my organisation. We would like some support in contacting and establishing a relationship with the CPP
- Don't know

Segments: 26% (4), 27% (4), 27% (4), 20% (3)

In your view, what level of awareness is there within the CPP of community justice services being delivered locally?

- The CPP has sufficient awareness of the community justice services being delivered by third sector providers in the local area
- The CPP has limited awareness of the community justice services being delivered by third sector providers in the local area
- There is little awareness within the CPP of the community justice services being delivered by third sector providers locally
- Don't know

Segments: 13% (2), 34% (5), 20% (3), 33% (5)

Which of the 5 headings (Inform, Consult, Involve, Collaborate and None of the Previous) most accurately describes current engagement levels between your organisation and each of the listed community justice partners below?

	Inform — We receive information/materials from this organisation	Consult — We are asked for feedback on decisions by this organisation	Involve — We are included in the co-production, planning and delivery of services	Collaborate — There is effective partnership in all aspects of the decision making	None of the previous — There is a lack of engagement with this organisation
Local Authority	●●●● (4)	●● (2)	●● (2)	●●● (3)	●●● (3)
Police Scotland	●●● (3)	●●● (3)	● (1)	(0)	●●●●●●● (7)
Scottish Fire and Rescue Service	●●●● (4)	(0)	●●●● (4)	(0)	●●●●●● (6)
Scottish Courts and Tribunal Service	●●●● (4)	● (1)	● (1)	(0)	●●●●●●●● (8)
Health and Social Care Integration Joint Board	●●●● (4)	●●● (3)	●● (2)	● (1)	●●● (3)
Skills Development Scotland	●●●●● (5)	●● (2)	● (1)	● (1)	●●●●● (5)
Scottish Prison Service	●●●● (4)	● (1)	● (1)	● (1)	●●●●●●● (7)
NHS Board	●● (2)	●●● (3)	●● (2)	(0)	●●●●●●● (7)
Third Sector Interface (TSI)	● (1)	●●●● (4)	● (1)	●●● (3)	●●● (3)

In your view, what can statutory partners do to facilitate effective engagement with third sector providers around community justice?

- "Newsletters."
- "More direct involvement within a forum."
- "Provide resources to support appropriate levels of local engagement."
- "My organisation is a partner in the TSI. TSIs play a key role in engaging, informing and consulting with the sector. Statutory partners should utilise our knowledge to involve and engage with the sector."
- "Lots - the South West CJA arrangements were a good example/model - ask for views and arrange attendance at effective meetings at all levels."
- "Set up working group to improve the discussions between 3rd sector and statutory partners."
- "Ensure all agencies are invited and encouraged to participate."
- "Engage with those delivering within Ayrshire through individual meetings and then forums this would ensure the CPP completely understands individual service offers and their impact."
- "Include us in meetings."

In your view, what can third sector providers do to facilitate effective engagement with statutory partners around community justice?

- "Attend meetings."
- "Be available to engage openly and to develop and implement local practices to meet the need of the individuals."
- "Seek support to combine knowledge & resources to respond beyond individual cases."
- "As the TSI we can offer information on a range of third sector providers who would be interested in the new model for community justice. In this way information is targeted and relevant."
- "Involve and engage."
- "To participate in the working group."
- "Ensure attendance and active contribution at meetings."
- "Third sector providers want to engage with CPPs but have little or no information on who would be taking the lead from a CPP perspective. This makes engagement challenging."
- "Invite them to meetings."

How does the CPP involve third sector organisations in other policy areas? What lessons or examples of good practice can be brought into the new community justice model?

- "Regular updates."
- "Ad hoc periodic multiagency meeting to share issues and policies in a collaborative manner."
- "Thematic Information and Invitation relevant to the people and areas of work we are involved in."
- "The TSI is heavily involved in CP and is seen as a partner with representation on various strategic committees and the CPP Board. CP Partners know who to contact within the TSI in order to engage with the sector depending on the specific are i.e. Economic development. It makes it much easier to have a single point of contact. The TSI needs to make sure all organisations operating within their geographical area are registered on their MILO database so they have the knowledge of who operates where."

- "The South West CJA was a good model; there are others such as ADP and East Ayrshire's violence against women partnership."
- "In the area of Employability and Life Long learning in South Ayrshire, 3rd sector sit on the delivery groups. This assists with the development of provision."
- "There are representatives from the third sector at the CPP however dissemination of information is sporadic or non-existent. Perhaps re visiting membership is required?"
- "Not aware that CPP does involve third sector in other policy areas."

Collaborative Workshop Feedback

Having gathered and analysed the information from the surveys, the Criminal Justice Voluntary Sector Forum organised a collaborative workshop to present back the findings. The workshop offered partners the opportunity to review the survey results and have group discussions on what would happen next. Held in Ayr on Tuesday 23rd February, the event also featured presentations from South West CJA and South Ayrshire Council updating partners on the transition process.

The workshop was well attended with **41 participants** coming along from a range of statutory and third sector organisations. In groups, partners were presented with feedback from the survey and asked to take part in the following workshop activities.

Workshop 1

This session allowed participants to review feedback statements from the third sector and statutory partner survey. In groups, partners discussed how the feedback could be used to support the transition to the new model for community justice.

Four sets of feedback statements were presented to the groups. They were asked to review the comments and answer the following prompt questions.

Q. What do you think about the statements? Do you agree/disagree?

Q. What are the benefits?

Q. What are the barriers?

Third Sector Feedback

The third sector should seek to combine knowledge and resources with statutory partners to **identify common ground**.

Statutory Partner Feedback

The third sector should **clearly describe the services and functions** they provide that align to community justice priorities.

Q. What do you think about the statements? Do you agree/disagree?

- "Broadly agree with the statements but would like to note potential difficulties in aligning 3 Single Outcome Agreements and in continuity of engagement with third sector due to funding cycles"
- "There is a gap between the third sector and statutory responses. The third sector comment is a more effective productive way of working"
- "There is a need for clear communication process/channel"
- "Similar themes are relevant for statutory sector as well"
- "We need to recognise local third sector assets and have more community based discussions about the justice agenda"
- "Need to identify overlaps and see how large national and small local groups can work together"

Q. What are the benefits?

- "Shared resources – to avoid duplication, enhance outcomes and address gaps"
- "Large third sector organisations can benefit small organisations by sharing resources/guidance"
- "There is a need for a collaborative approach and to identify common ground"
- "Shared resources"
- "Shared understanding"
- "Shared outcomes"
- "Use the employability pipeline model as a model to help map services directory"
- "Using visual methods"
- "Awareness raising of community justice priorities"
- "Opportunity to develop community justice priorities together locally"
- "Partnership working"

Q. What are the barriers?

- "Security of funding improves service continuity and staff morale"
- "Staffing terms and conditions are not on a level playing field"
- "Distortion of local services by large national organisations"
- "We need to get away from 'them and us' approach"
- "Third Sector ability to change or act quickly"
- "Ability to be flexible"
- "Need for confidence building in relationships with the community/voluntary sector"
- "Do third sector smaller third sector organisations know how to get involved? Do they have the capacity? Do they have understanding of CPP/Council structures?"
- "Lack of willingness to share"
- "Lack of knowledge"
- "Knowing how to do it, what is the best mechanism?"
- "Challenge of lack of awareness of third sector services (even within the third sector)"
- "Difficult to capture a changing picture accurately"
- "National media bias and lack of awareness of justice agenda"
- "Communication issues with the Third Sector Interface"

Third Sector Feedback　　　　　**Statutory Partner Feedback**

> Statutory partners should **utilise the knowledge of the Third Sector Interface** to involve and engage the third sector.

> Statutory partners should **establish a clear line of communication with the Third Sector Interface** to ensure third sector involvement.

Q. What do you think about the statements? Do you agree/disagree?

- "The Third Sector Interface could become a competitor if delivering services itself"
- "Recognise the value of the TSI as one point of contact for the third sector and statutory partners"
- "The Third Sector Interface has a role to give updates on changes, acts and bills accordingly"
- "It may be more appropriate for a specialist third sector organisation to take a lead role on some issues instead of the Third Sector Interface as long as they report and link back"
- "Beneficial to use the locality based structures/approaches for community justice"
- "Groups and organisations need support"
- "We need to maximise employability opportunities"
- "Use a range of methods and approaches (third sector and statutory)"
- "Use basic communication networks – mailchimp, facebook, web"

Q. What are the benefits?

- "Community justice should be in the prevention/early intervention agenda and viewed as long term transformation"
- "Community justice/community safety could be better received as a "social" topic rather than a 'physical' topic"
- "Should improve communication and consistency"
- "Should engage with a wide range of partners"

Q. What are the barriers?

- "Community justice is not always the first choice of cause"
- "It can be difficult for small organisations to follow changes, acts, bills"
- "Inconsistent Third Sector Interface approach/resources across areas"
- "Inconsistent relationships across the CPP areas"
- "Challenge of the Third Sector Interface reflecting the third sector specialisms fully and being representative"
- "The Third Sector Interface relationship with some public sector partners is better than others"
- "It is a challenge for third sector organisations to effectively link with the TSI and other third sector organisations"
- "It is a challenge for the TSI to represent differing views within third sector changes and to keep up with changing resources"
- "Limitations of the Third Sector Interfaces – some organisations do not see them as fully

representative"
- "Resources in current climate"
- "Awareness of what community justice is – CPP"
- "Unrealistic that Third Sector Interfaces can do everything – might be better for small organisations to lead"
- "Some third sector groups are hard to reach"
- "How does the Ayrshire growth deal trickle down to community justice"

Third Sector Feedback

It is easier to have **a single point of contact** between the third sector and the CPP. This means partners know who to get in touch with.

Statutory Partner Feedback

It is important that organisations communicate and receive information through **one central point**.

Q. What do you think about the statements? Do you agree/disagree?

- "The nature of the third sector is so diverse – small, local groups to large organisations"
- "Could use practice forums across the Third Sector Interface networks"
- "There needs to be further definition around the role of the single point of contact"
- "Need to think about three levels – national, CPP and local"

Q. What are the benefits?

- "Having a gatekeeper, consistency, one person sharing information"
- "Consistency – having one person to go to"
- "Ensuring that one person has all the information and understands what's going on"
- "A good starting point because of the positive relations in South West CJA"
- "Consistency of approach across authority areas"
- "Everyone knows who to contact"

Q. What are the barriers?

- "Dependent on resources"
- "Dependent on one person to add capacity on top of their normal job"
- "Time consuming, frustration arises"
- "Difficulties engaging"
- "Issues around consistency, people moving on in posts e.g. Police Scotland"
- "Levels of engagement need to be appropriate"
- "Identifying who the main contact is"
- "Simple on the surface but once you look into it more complicated"
- "Avoid duplication"
- "Complex landscape"

Third Sector Feedback

Statutory partners should engage with third sector providers **either individually or through forums**.

Statutory Partner Feedback

The **creation of a forum** for criminal justice third sector organisations will provide a conduit to plan and design services.

Q. What do you think about the statements? Do you agree/disagree?

- "Agree with the statements"
- "Needs to be well run and relevant"
- "Each local area to engage with their third sector services"
- "Have to be done in a pan-Ayrshire forum"

Q. What are the benefits?

- "Creative methods for engagement to allow participation on a wider scale"

Q. What are the barriers?

- "Attention paid to engagement so that new organisations are included not just the 'easy hits'"
- "Capacity of smaller organisations to engage"
- "Having the right people there to action decisions"
- "Planning and designing services would need a wider forum"
- "Lack of harmonisation"
- "Could increase inequalities"

Workshop 2

This session focused on ideas suggested in the survey towards strengthening third sector engagement. Each group selected an 'idea card' and discussed how the idea might be implemented in practice by exploring potential impact, who they thought should be involved and potential next steps.

Groups were presented with the following 10 idea cards –

Idea: Set up a working group to strengthen discussions between statutory and third sector partners

Idea: Use the CJA as a model/template for the new model for community justice

Idea: Organise formal/informal information sharing sessions bringing together statutory and third sector partners

Idea: Use the Third Sector Interfaces to influence community justice planning and ensure third sector involvement

Idea: Assess the risk associated with the change to the new model for community justice

Idea: Third Sector organisations could provide information to the CPP on evidence based practice

Idea: Use a range of innovative engagement methods (including virtual/digital means) to ensure third sector participation

Idea: Develop a communication and engagement process for community justice issues

Idea: Organise joint events as the CPP progresses towards Health and Social Care Integration model

Idea: Plan service user engagement as part of the transition to the new model

Idea: Set up a working group to strengthen discussions between statutory and third sector partners and service users (2 groups answered)

What difference would this idea make in practice? What would the impact be?

- "Key stakeholders are involved in planning and delivery"
- "Better outcomes/services for service users and community"
- "Strengthen relationships"
- "Improve communications"
- "Share knowledge and best practice"
- "Improve services for service users"
- "Empowerment"
- "Reducing re-offending"

Who would need to be involved? Who are the key partners?

- "Identify processes (and engage with them) in relation to community consultation"
- "Service users are key to consultation process"
- "Community justice partners"
- "Other statutory partners as appropriate"

What resources might be involved? (Time, Cost, Staff etc.)

- "Resources are dependent on the ownership"
- "Initial short term focused working group with a view to planning a follow commitment"

What would be the first steps needed to implement this idea?

- "Identify the purpose (terms of reference)"
- "Reporting structure"
- "Timescales"
- "Responsibilities (perhaps later on)"
- "Scoping out the commitment and views/consultant"
- "Identify a name"
- "Identify ownership"
- "Who is going to chair it?"
- "CPP"
- "Pan-Ayrshire"
- "Third Sector Interface"
- "How long? Where would it be? Transition year"
- "What are the joint outcomes"

Idea: Assess the risk to the service user associated with the change to the new model for community justice (2 answered)

What difference would this idea make in practice? What would the impact be?

- "Avoid Community Justice being 'lost' within CPP agendas"
- "Let us identify strengths and challenges from the existing CJA model"

- "Mitigation actions will be in place for worst case scenario"

Who would need to be involved? Who are the key partners?

- "Link to strengthening engagement working group"
- "Service user"
- "All current stakeholders"

What would be the first steps needed to implement this idea?

- "Accept the learning curve within CPPs in relation to taking Community Justice on board"
- "Clear identification of where Community Justice fits within CPP themed groups"
- "Develop a risk matrix for National, Pan-Ayrshire, CPP"

Idea: Plan service user engagement as part of the transition to the new model (2 groups answered)

What difference would this idea make in practice? What would the impact be?

- "Meaningful/needs led engagement with people who have 'been there' at earliest stage in planning process"
- "Grass roots approach"
- "More effective/informed approach would get results"
- "Stronger safer community"
- "Tolerant community"

Who would need to be involved? Who are the key partners?

- "The community"
- "Families or service users"
- "Service users"
- "CJA Stakeholders"
- "An identified lead"
- "Services/partners identified by service users themselves"

What resources might be involved? (Time, Cost, Staff etc.)

- "Training"
- "Identified lead (the right person)"
- "Time – as long as it takes to suit service users"
- "Information (sharing)"
- "Service buy-in"
- "Resources – venue, travel logistics, out of pocket expenses, multi-media, people"
- "Resources – peer mentors, community services made meaningful"
- "Cash back for communities decided by communities"
- "Cash back for communities – should this be re-invested in prevention?"

What would be the first steps needed to implemented this idea?

- "Be clear on what we are asking/what we want out of engagement process"
- "Identify and agree approach"
- "Use services and people already engaged with to reach people"
- "Learn from previous consultation exercises – what works"
- "What works for service users – involve peers"
- "Identify past, present and future service users"
- "Identify social workers and other key workers"
- "Identify service providers"
- "Identify victims and family"

Idea: Use the CJA as a model/template for the new model for community justice (1 group answered)

What difference would this idea make in practice? What would the impact be?

- "Consistency"
- "Use of best practice"
- "Locally based"
- "Better outcomes"
- "More efficient"
- "Familiarity"

Who would need to be involved? Who are the key partners?

- "Current CJA partners"
- "New Community Justice partners"

What resources might be involved? (Time, Cost, Staff etc.)

- "Analysis cost"
- "Staff time – communication and consultation"

What would be the first steps needed to implement this idea?

- "Map out the model"
- "Analysis of what works"
- "Communicate – Community Justice partners, communities, service users and consult"
- "Use as basis for new model"

Idea: Organise formal/information sharing sessions bringing together statutory and third sector partners (1 answered)

What difference would this idea make in practice? What would the impact be?

- "Awareness raising"
- "More referrals"
- "Joint support"
- "Improved working relationships"
- "Better client outcomes"

- "Better communication and understanding"
- "Efficiency – avoid duplication"

Who would need to be involved? Who are the key partners?

- "Depends on topic and purpose and target audience"
- "Wide range of organisations and staff and service users"

What resources might be involved? (Time, Cost, Staff etc.)

- "Organiser"
- "Administrator"
- "Facilitator"
- "Venue, catering, printing etc."
- "Time to participate and prepare"
- "Evaluation and post event support"
- "Speakers"

What would be the first steps needed to implement this idea?

- "Who to involve"
- "Timing"
- "Decide on method"
- "Who organises"
- "Who pays"
- "Purpose/selling point"
- "Practical impact"
- "Decide on best format to support information sharing e.g. speed dating/open day"

Idea: Organise pan-Ayrshire joint events as the CPP progresses during the transition (1 group answered)

What difference would this idea make in practice? What would the impact be?

- "Sharing good practice"
- "Deeper level of understanding"

Who would need to be involved? Who are the key partners?

- "Named people from NHS, Social Work, Third Sector Interface, Police, Scottish Prison Service, Sheriffs"
- "Invitations – service providers, court staff, wider third sector"

What resources might be involved? (Time, Cost, Staff etc.)

- "Venue – consider timings for maximum engagement"
- "Sheriff ambassador (education remit)"
- "Active participation in some hands of experience of work going on"

What would be the first steps needed to implement this idea?

- "Identify key people"
- "Key messages agreed"
- "Identify audience for each"

Idea: Use the Third Sector Interfaces to influence community justice planning and ensure third sector involvement (1 group answered)

What difference would this idea make in practice? What would the impact be?

- "Expect this to have influence/contribution to local plans"

Who would need to be involved? Who are the key partners?

- "Emotional support not just physical supports"
- "Sacro"
- "Families Outside"
- "Victim Support Scotland"
- "The Third Sector Interface"
- "It is representative of voluntary organisations"
- "Potential of thematic groups e.g. employability, mental health, addictions, housing, finance/poverty, factors that affect/influence offending (culture, family relationships, environment)"

What resources might be involved? (Time, Cost, Staff etc.)

- "More money than we will be given"
- "Employing a person in this role and administrative support"
- "To act as a gatekeeper"
- "Resources to establish links to 3 CPPs"
- "Have a pan-Ayrshire Third Sector Forum"
- "Understanding of local issues/local planning"

What would be the first steps needed to implement this idea?

- "Consent and commitment"
- "Communication"
- "Fair representation (impartial)"
- "Have purpose?"

Appendix 1
Statutory Partner Survey

Q1. Under the new model for community justice, the Community Planning Partnership will need to involve and engage third sector providers delivering community justice services locally. Has the CPP identified key third sector contacts?

- Yes, we have identified key contacts within the third sector

- We are in the process of identifying key contacts within the third sector via our Third Sector
     Interface (TSI)

- No, we have yet to identify key contacts within the third sector and would like support in doing this

- Don't know

Q2. Do you feel involved in the community redesign process? If not, what are the main barriers to your involvement as a Community Justice Partner?

- Yes, I feel involved in the community redesign process

- No, I don't feel involved in the community redesign process (Please identify barriers below)

Q3. How would you rate awareness and understanding within the Community Planning Partnership of community justice services delivered locally by third sector organisations?

- The CPP has a strong understanding of what services are being delivered by third sector providers in the area.

- The CPP has some idea of service provision but there remains a lack of engagement with third sector providers.

- The CPP is unaware of what services are being delivered by third sector providers and would like some support in identifying what is happening locally.

- Don't know.

Q4. To what extent has the Community Planning Partnership engaged third sector providers in planning for the new community justice model?

- The CPP has successfully contacted third sector providers and involved them in discussions over arrangements for the new community justice model

- The CPP has contacted third sector providers but has not yet involved them in discussions over arrangements for the new community justice model

- The CPP has made no contact with key third sector partners and would like some support in this area

- Don't know

Q5. In your view, what do third sector providers need to do to effectively engage with the CPP around community justice service planning? What would be the best mechanism for engagement?

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Q6. In your view, what can the CPP do to effectively engage with third sector providers around community justice service planning?

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Q7. How does the CPP intend to involve service-users and wider communities in the planning and design of community justice services?

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Q8. How does the CPP currently involve third sector organisations in other policy areas? (Health and Social Care Integration) What lessons, or examples of best practice, can be transferred to the new community justice model?

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Q9. Do you have any other comments to add?

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Appendix 2

Third Sector Survey

Q1. Does your organisation provide services within a specific community justice remit?

- Yes, we provide services for those affected by the criminal justice system in a direct way e.g. people with convictions, families, victims and witnesses

- Yes, we provide services to those affected by the criminal justice system but in an indirect way e.g. housing, employment, advocacy

- No (Option to opt out)

Q2. How are you currently involved with other community justice partners?

- We meet the 100k service provision threshold are partners of the Community Justice Authority

- We do not meet the 100k service provision threshold but we attend Community Justice Authority run events and meetings

- We sit on local Community Justice related forums

- Other: Please specify

Q3. In your view, what level of awareness is there within the Community Planning Partnership of community justice services being delivered locally?

- The CPP has sufficient awareness of the community justice services being delivered by third sector providers in the local area.

- The CPP has limited awareness of the community justice services being delivered.

- There is little awareness within the CPP of the community justice services being delivered by third sector providers.

- Don't know.

Q4. To what extent has the Community Planning Partnership involved your organisation in discussions around the new community justice arrangements?

- The CPP has contacted my organisation directly and we are involved in discussions over arrangements for the new community justice model.

- The CPP has contacted a third sector intermediary/umbrella body but we are not directly involved in discussions over arrangements for the new community justice model

- The CPP has made no contact with my organisation. We would like some support in

contacting and establishing a relationship with our CPP.

- Don't know.

Q5. Which of the 5 headings (Inform, Consult, Involve, Collaborate, None of the previous) most accurately describes current engagement levels between your organisation and each of the listed community justice partners in

	Inform *e.g. Receive information from this organisation*	**Consult** *e.g. Asked for feedback on decisions*	**Involve** *e.g. Co-production and planning of services*	**Collaborate** *e.g. Effective partnership in all aspects of the decision making process*	**None of the previous** *e.g. There is a lack of engagement with this organisation*
Local Authority	○	○	○	○	○
Police Scotland	○	○	○	○	○
Scottish Fire and Rescue Service	○	○	○	○	○
Scottish Courts and Tribunal Service	○	○	○	○	○
Health and Social Care Integration Joint Board	○	○	○	○	○
Skills Development Scotland	○	○	○	○	○
Scottish Prison Service	○	○	○	○	○
NHS Board	○	○	○	○	○
Third Sector Interface (TSI)	○	○	○	○	○

Q6. In your view, what can statutory partners do to facilitate third sector engagement around community justice? What would be the most effective mechanism for engagement?

Q7. In relation to community justice services, what can third sector providers do to facilitate engagement with statutory partners?

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Q8. How does the CPP involve third sector organisations in other policy areas? (Health and Social Care Integration) What lessons, or examples of good practice, can be transferred to the new community justice model?

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Q9. Do you have any other comments to add?

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