



**Criminal Justice Voluntary Sector Forum**

**Strengthening  
Engagement  
Transition Project:  
Glasgow 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 draw 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 the 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](http://www.ccpscotland.org/cjvsf)

## Summary

Before listing the detailed responses from the Glasgow 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 -

- **Workshops, events and consultation**

This was highlighted by respondents as a key component of the transition in terms of ensuring strong engagement with the third sector. Holding workshops would allow effective flow of information between partners while ensuring third sector organisations are involved at an early stage in the redesign process.

- **Identifying key third sector partners**

It was recognised by statutory partners that the third sector is an important strategic partner with regards to community justice. Making sure the right people are involved in the transition is therefore a priority for the CJA and the CPP.

- **Co-production and co-location**

This was a theme that emerged in both the statutory and third sector survey responses as well as the collaborative workshop discussions. Co-production of services would ensure the third sector had an active role in shaping community justice delivery in Glasgow. Co-location was also highlighted as a means of ensuring a shared vision and the efficient use of resources.

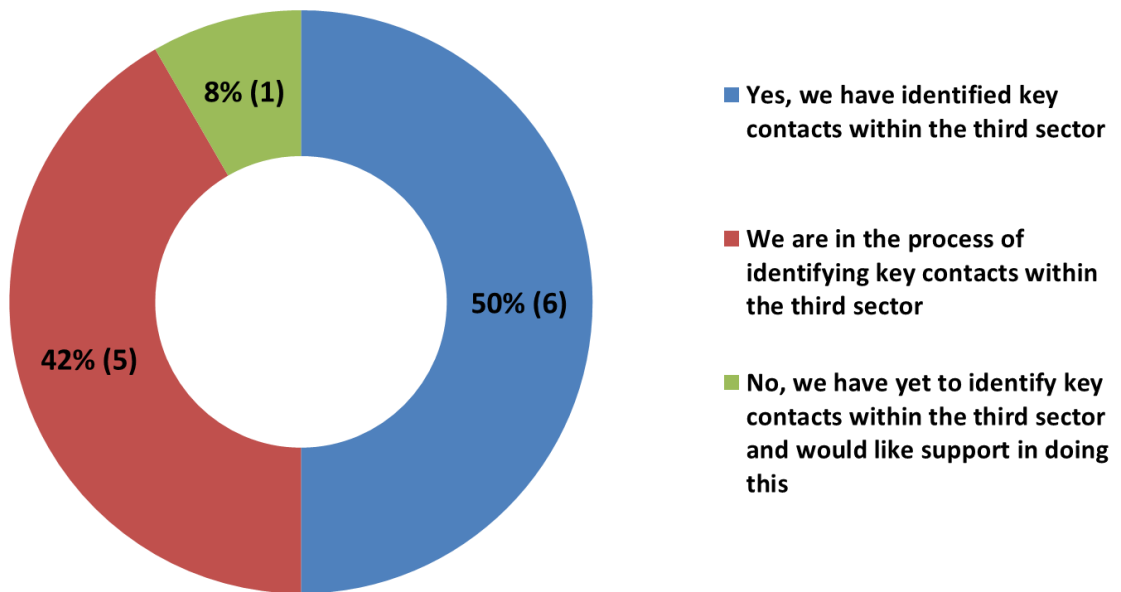
- **Role, remit and resource**

It was clear from the survey responses that a clear understanding of the role and remit of the third sector is crucial in order for effective engagement with statutory partners to take place. Third sector organisations also raised a concern around the resource implications of increased engagement. It was questioned whether smaller third sector organisations could manage this given current financial constraints.

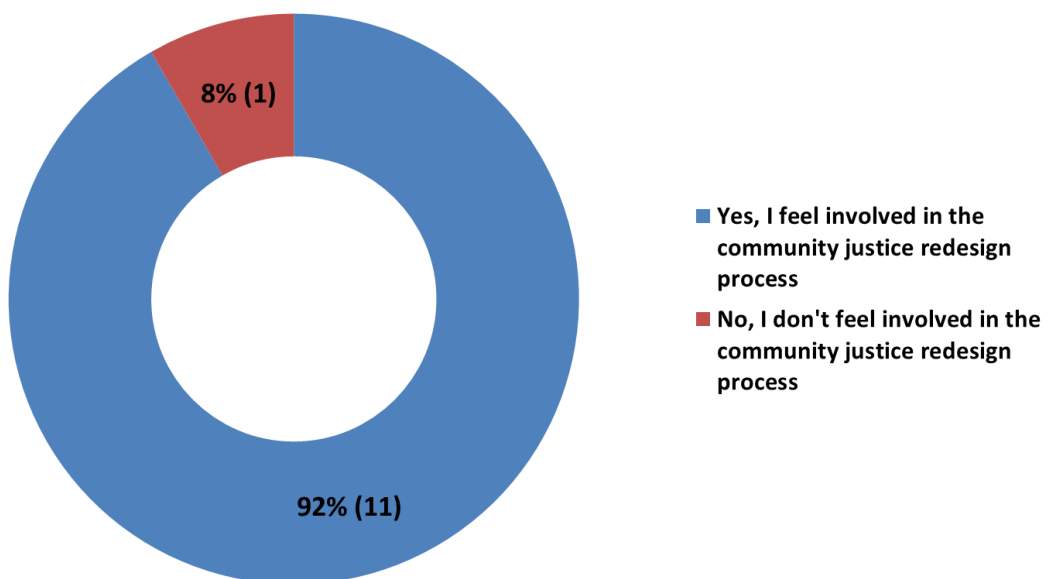
## Glasgow Statutory Partners Survey Results

The statutory partner survey was issued online via SurveyMonkey at the end of December 2015. The contact list included statutory partners from across Glasgow. It was sent to Community Planning Partners as well as community justice statutory partners via the Community Justice Authority. Overall, the statutory partner survey received **12 responses** from participants. The following information has all been taken directly from the survey responses. All answers have been provided anonymously.

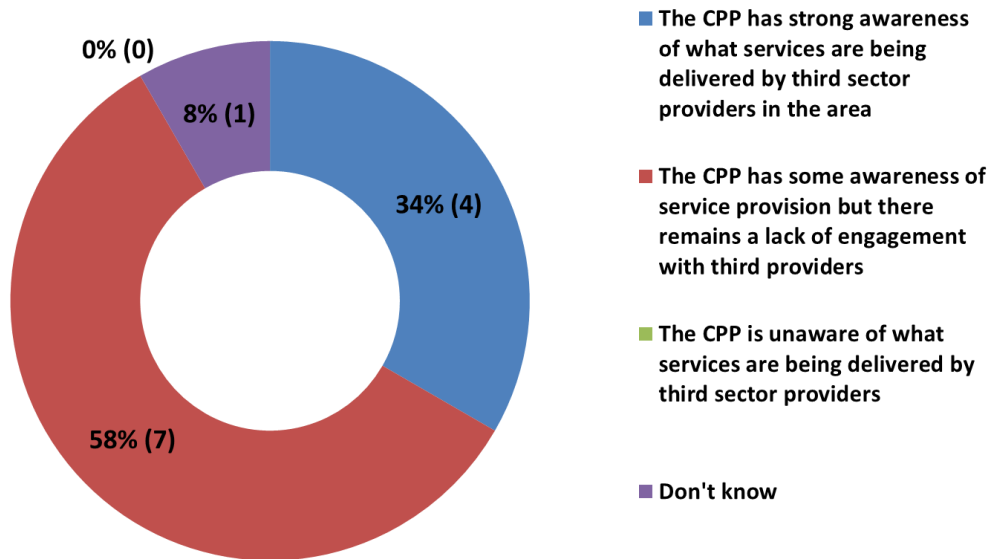
### Has the CPP identified key third sector contacts?



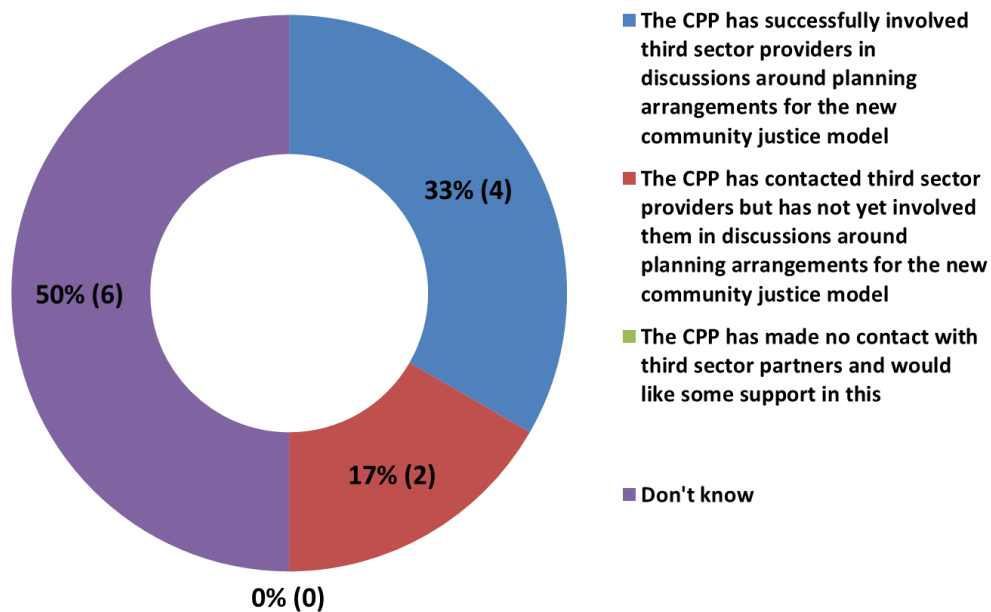
### Do you feel involved in the community justice redesign process?



**How would you rate awareness within the CPP of community justice services being delivered locally by third sector organisations?**



**To what extent has the CPP engaged third sector providers in planning for the new community justice model?**



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

- "Remain involved and active in the processes. This is difficult in light of the financial constraints they find themselves in"
- "The third sector are a significant provider to the redesign process and can provide essential insight and input at any service planning meetings / workshops"
- "Third sector representatives sitting at could be far more proactive in sharing the redesign throughout the TSI's working within local areas. Many third sector agencies are doing great work with regards to community justice but are delivering in isolation and should be integral to the planning and delivery of community justice"
- "More awareness about how CPP will work and how third sector providers fit into the engagement process"
- "Ensure visibility at events/meetings. Continued buy in at all levels"
- "Third sector should be a member at the early planning stages, be privy to discussions on how the CPP plan to arrange the new process on the way forward"
- "Maintain effective and accurate directories of services and key people/post holders. Commence risk register for 'at threat' services"

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

- "Better communication and events to share information"
- "We plan to have workshops to make sure they are involved and can contribute to the process"
- "CPP's have new duties within the redesign and must involve the range of partners in planning and delivery towards improving better outcomes. Monitor and review the progress on outcomes as part of a service delivery plan developed by all partners. Share best practice and information on formulated plans as above"
- "Ensure an inclusive model of consultation to provide an opportunity for all to be involved and not focus just on the ones with who we currently have a link with"
- "Actively engage with third sector"
- "Maintain information flow and contact with key partners"
- "Identify key members from the third sector who can offer real skill and experience to assist partners within CPP to take the new criminal justice process forward"
- "As above and provide facilities/events in the coming months to allow for efficient and least disruptive transition to the new model"

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

- “Workshops, events and consultation”
- “Through consultation on the draft plan and workshops”
- “Consult and engage with third sector partners to ensure involvement and participation on planning and design ideas. Annual reports to all partners on the progress being made towards the agreed outcomes for community justice. Review the progress of the partnerships formed in local areas to address community justice issues”
- “I would suggest that they will develop a communications strategy to deliver their long term plan”
- “CPP has commissioned work by the extant CJA to plan for transition and this includes representation from the third sector and other partner agencies”

### **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?**

- “Workshops, events and consultation”
- “The third sector is represented at all levels of community planning (with exception of the Safe Glasgow Group) and contributes to all discussions / policy decisions”
- “Third sector forums are utilised to involve the voluntary sector for consultation in the planning and design of other policy areas relating to community planning”
- “Involvement at a strategic level and through partnership engagement, best practice should be continued co-production and where possible co-location of services”
- “Wide and continuous engagement at all levels, however, this is a complex process and often, stakeholders will 'complain' about lack of effective communication - this is more to do with the myriad of 'messages' and information that needs to be shared across all networks rather than an inability to communicate as people desire”
- “Glasgow CPP works with the Third Sector Forum, which exists to link third sector and CP together. The Forum has a representative on the IJB for H&SC and there are a wide range of other structures with third sector involvement such as the Poverty Leadership Panel, the various One Glasgow threads, Youth Employment Board, etc.”

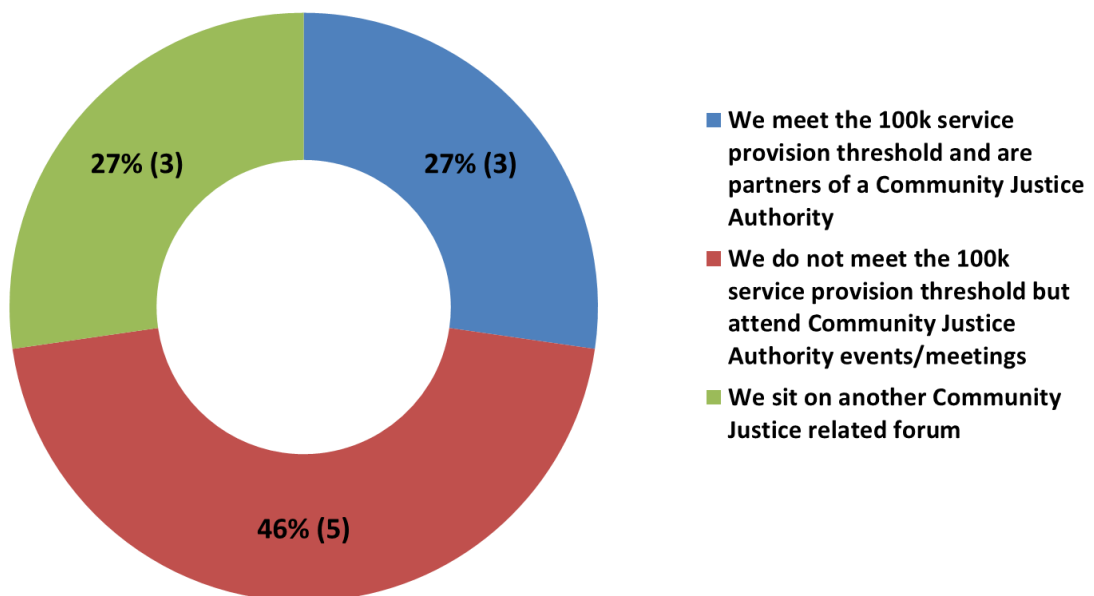


## Glasgow Third Sector Survey Results

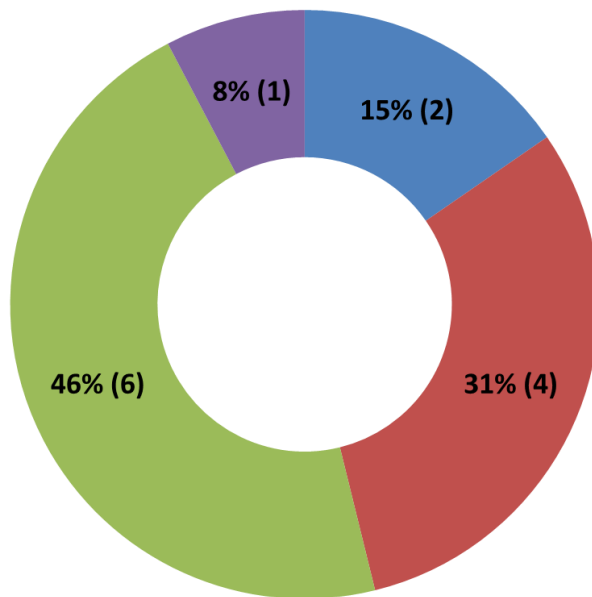
The third sector survey was issued at the end of December 2015. The contact list was sourced via the Community Justice Authority with invitations also sent to the Third Sector Interface in Glasgow. Member organisations of the Criminal Justice Voluntary Sector Forum who deliver services in Glasgow were also invited to take part.

Overall, there were **19 responses** to the third sector survey. The following information has all been taken directly from the survey responses. All answers have been provided anonymously.

### How are you currently involved with other community justice partners?

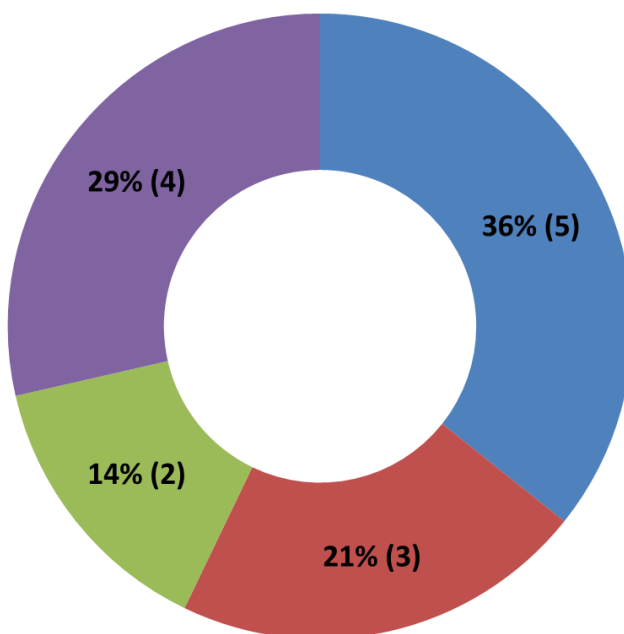


**To what extent has the CPP involved your organisation in discussions around the new community justice arrangements?**



- The CPP has contacted my organisation directly and we are involved in discussions
- 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.
- Don't know

**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

**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?**

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

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

- "Facilitate discussions about new and existing community justice provision and seek co-production solutions with all relevant third sector orgs, not just traditional community justice related organisations"
- "Specific consultation with the third sector would be useful, via the Third sector Forum and its Executive Committee to ensure as wide a reach into the third sector as possible, including the poverty and disability networks"
- "Effective lines of communication to ensure understanding of work undertaken and developments within the services provided"
- "Recognise their remit and resource and involve relevant third sector agencies in all aspects around community justice planning"
- "Be open to working more closely with us where this would help meet unmet needs of individual clients and communities"
- "Ensure all third sector parties are included in discussions"
- "I think forums are really helpful and also partnership events. To date we are only involved in these activities with Glasgow CJA although we are sent information and links from NSCJA to their website and invitations to specific events. We have as yet no link with Tayside CJA"
- "Engage directly through the interfaces or the Voluntary Sector Criminal Justice Forum"
- "Network with us and be open to engaging with us when we can offer potentially useful or innovative approaches"

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

- "Provide information on what they can offer"
- "We tend to be reactive at present: The Third Sector Forum was established to be the vehicle for communication between the CPP and the third sector, but engagement is largely driven by the CPP. The Forum has discussed the need for a shared vision, purpose and agenda around common areas of concern and priorities that we should proactively take to the CPP"
- "Initiate and maintain regular contact where necessary and provide information re. Available services to encourage / facilitate access to same from statutory partners"
- "Higher engagement with statutory partners so that there is an independent aspect to all support around community justice"
- "Make time for liaison and information sharing with statutory partners"
- "Try and attend relevant meetings and provide input from their perspective"

- "Third sector partners can prioritise attending forums and events - and ensure statutory partners have clarity about the role and remit of the service"
- "Make sure they attend relevant forums and meetings including CJA meetings"
- "Promote ourselves more effectively. Divert more volunteer time into active engagement with statutory partners"

**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?**

- "We are represented on the IJB, but communication to the wider sector on progress and developments could be better. I engage with VHS and find this really useful, so maybe there is a similar role for the CJVSF in relation to community justice? Voluntary action Scotland, which supports the 32 Third Sector Interfaces across the country, has done a lot of work and produced a paper on the role of the third sector in health and social care integration. Is there a national role for the CJVSF in the future, supporting local networks of criminal justice voluntary organisations? It would need to be properly resourced to take this on though"
- "Opportunity to review development of new policies prior to implementation and comment on same"
- "We are not currently linked in to CPP"
- "Mainly lead TS bodies like TSI have a lead role in local events and engagement. Smaller services can be overlooked"
- "Very well in most areas"
- "I can only think of <http://www.chex.org.uk/> Community Health Exchange as a model of good practice; electronic newsletter, events, training and networking opportunities etc. An excellent resource for all engaged in Health Promotion in the voluntary sector. Health Scotland is a partner in this"

## 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 Glasgow City Chambers on Tuesday 19<sup>th</sup> April, the event also featured presentations from Glasgow CJA and Glasgow City Council updating partners on the transition process.

The workshop was well attended with **50 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

The workshop brought together statutory and third sector partners to discuss the findings from the surveys. There was representation from the following organisations -

- Aberlour
- YPeople
- Shelter
- Sacro
- Glasgow Council for the Voluntary Sector
- Venture Trust
- Glasgow College
- Scottish Fire and Rescue Service
- Glasgow City Council
- Glasgow Life
- Access to Industry
- Vox Liminis
- Cornerstone
- Theatre Nemo
- The Wise Group
- Skills Development Scotland
- Volunteer Glasgow
- Scottish Prison Service
- NHS
- Police Scotland
- Jobs and Business Glasgow
- Includem
- Turning Point Scotland

Participants were split into 4 groups, presented with the following 8 idea cards and asked to select one to discuss as a group using prompt questions as a guide –

**Idea:** Third sector organisations should maintain effective and accurate directories of services and key people/post holders

**Idea:** Statutory partners should look to engage third sector organisations via the Third Sector Interface to improve networking

**Idea:** Statutory partners should identify key members from the third sector who can assist with the transition process

**Idea:** Third sector organisations should ensure visibility at events and meetings

**Idea:** Specific consultation with the poverty/disability networks would be useful in strengthening engagement with the third sector

**Idea:** Statutory partners should ensure an inclusive model of consultation i.e. provide opportunity for all relevant third sector organisations to be included

**Idea:** Statutory partners should seek co-production solutions with relevant third sector organisations

**Idea:** Statutory partners should look to engage third sector organisations via the Third Sector Interface to improve networking

### **Group 1**

**Idea: Third Sector organisations should ensure visibility at events and meetings**

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

- "Specialisation is important, third sector organisations working in a specific niche have lots of learning to contribute"
- "Collaboration happens when the third sector is highly visible, people know who to talk to"
- "Face to face contact helps people to know what services are being delivered"
- "Avoid time wasting and duplication"
- "It would provide a clear third sector voice rather than someone speaking on an organisation's behalf"

- "Encourage the 'through loop' of information from those who attend events back to organisations"

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

- "Involve case workers"
- "Build on relationships with Scottish Prison Service (SPS)"
- "Link up with existing forums (Barlinnie Throughcare Forum)"
- "Don't make the involvement tokenistic"

### **What resources might be involved? (Time, cost, staff)**

- "Sustainability is important to think about in terms of funding"
- "Knowledge of networks that are already out there"
- "Resources are a barrier to engagement, small third sector organisations might not be able to afford events"
- "Digital media is a major resource that could be used to facilitate stronger engagement with the third sector"

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

- "Make sure people know that their voice has been heard"
- "Understand what services do and what role people have"
- "Think about different ways of being 'visible' i.e. different ways of people having their voice heard without having to stand up in front of a meeting or being a 'token' service user"
- "The links between community and custodial services needs to be stronger"
- "Get on relevant mailing lists so you receive information that will help you engage with appropriate events/meetings"
- "The biggest barrier people face is labels so there needs to be some work in overcoming the labelling of service users/those with lived experience of the criminal justice system"
- "Statutory partners should go to a third sector organisation and ask who the most relevant person to attend an event is rather than inviting the 'go to' person"

## **Group 2**

**Idea: Statutory partners should seek co-production solutions with relevant third sector organisations.**

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

- "Consistent approach to service delivery and a shift away from the post code lottery"
- "More work would get done"
- "Services would be more cost effective and efficient"
- "People would have more options of which services they could have"
- "Service improvement"
- "Sharing data and information would be easier in co-location/co-production situations"

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

- "Service commissioners"



- "Criminal Justice Voluntary Sector Forum"
- "Third Sector Interface (Glasgow Council for the Voluntary Sector)"
- "The more difficult partners to engage are the courts, procurator fiscal service and defence agents"

### **What resources might be involved? (Time, cost, staff)**

- "Longer term funding"
- "Time spent completing funding applications"
- "Sustainability is an issue, organisations on short term funding"
- "Resourcing of staff exchanges"
- "Co-location offices, shared working space"
- "Time/resource spent on outcomes measurement and adhering to reporting frameworks that are different for different funders"

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

- "Dialogue between organisations about bids"
- "Organisations will need to give up some - power - budget - control"
- "The first step is to get stakeholder buy in"
- "There needs to be a long term vision matched with long term funding"
- "Partners need to understand what they are good at, what they are not good at and who can do what they are not good at"
- "Encourage those who are difficult to engage to take the lead"

### **Group 3**

**Idea: There is a need for partners to develop a communication strategy around community justice, with particular focus on engaging service users.**

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

- "People would know about the community justice plan"
- "It would allow partners to make links between community justice and the work of their own organisation"
- "The communication strategy would provide a starting point"
- "The strategy would help to create a consensus and develop dialogue around community justice issues"
- "The group questioned whether service users would be interested in a communication strategy around the new model and whether their interest would be around impact and outcomes i.e. do service users currently know services are delivered under the CJA model?"
- "Partners would need to be careful to manage expectations around service user engagement i.e. what are we asking people, what messages are we sharing, why are we asking?"
- A joint/shared communication strategy would deliver honed messages and allow communications to be more consistent

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

- "Leadership needed from Community Planning Partnership"
- "Voluntary sector networks/organisations would be involved"
- "Service users"
- "CJA/CPP partners and the Glasgow transition working group"

### **What resources might be involved? (Time, cost, staff)**

- "Social media as a resource"
- "Consultation costs (venue, staff time)"
- "Developing a communication strategy together would not necessarily be resource intensive i.e. the challenge is around how to get buy-in from stakeholders"
- "Partners would need to think about resources and who is paying"

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

- "The first step is to identify who does engagement with service users well"
- "Communications need to be local and nuanced i.e. possibility of a Glasgow specific network for the third sector working in criminal/community justice"
- "Building on existing engagement work with service users"
- "There is a need for leadership and governance around communications"

### **Group 4**

**Idea: There is a need for partners to develop a communication strategy around community justice, with particular focus on engaging service users.**

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

- "This would give people ownership and make them feel a part of the community justice process"
- "It would allow organisations to harness the experience of those who have been through the system"
- "The peer-led mentoring approach is a great approach to engaging service users"
- "Increased confidence in the criminal justice system"
- "It would reassure people that the system is just and right and trying to make a positive difference in people's lives"

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

- "People from local community groups"
- "Service user led organisations"
- "People with lived experience of the justice system"
- "Local politicians"
- "Utilise people already identified by organisations as at risk of re-offending"

### **What resources might be involved? (Time, cost, staff)**

- "Expertise from organisations skilled at communications, particularly social media"
- "Partners would need guidance about the message and what they would be communicating about community justice"
- "Time constraints might be a barrier; it takes time to create a communication strategy"

- "Libraries could be used as points of communication for community justice i.e. using library computers to promote messages"

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

- "Bring local knowledge together"
- "Identify skills within organisations and seek guidance on the message"
- "Look into a Glasgow directory, pull information from local partners"
- "Look into clarifying messages around outstanding warrants"
- "Streamline communications"
- "Identify who the audience is and who partners are targeting"
- "Look at how the impact on victims could be mitigated"

# 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?**

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

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

**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?**

**Q9. Do you have any other comments to add?**

## 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**

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

**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?**

**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?**

**Q9. Do you have any other comments to add?**