



# The Strengthening Engagement Transition Project – Glasgow Collaborative Community Justice Event

*The Lighthouse, Glasgow, January 13th*

## Introduction

The Strengthening Engagement Transition Project hosted the first event of its 2017 work at The Lighthouse, Glasgow, on Friday 13<sup>th</sup> January. This event was developed by the [Criminal Justice Voluntary Sector Forum](#) with the participation and collaboration of [Community Justice Glasgow](#) (CJG) and the Transition Working Group (TWG), the group established to assist and plan the transition to the new model of community justice in Glasgow. This event built upon the relationship already established by the project with Glasgow in the first stage of its work, which saw community justice stakeholders in Glasgow participate in a workshop session in spring 2016.

This most recent event saw 39 people from across the third and statutory sector come together to discuss the transition to the new model of community justice, how it would affect the Glasgow area, and to examine some of the potential challenges posed by the new arrangements for collaborative working between the statutory and third sector. This report is intended as a summary of the day's activities, drawing out and placing in context some of those topics of discussion and recommendations made by attendees.

## Presentations

The day began with an introduction and welcome from Chris McCully of CJVSF, which provided a brief overview of the changes to community justice introduced by the Community Justice (Scotland) Act 2016 and [the previous activities of the Strengthening Engagement Transition Project](#). The changes introduced by the Act were further elaborated upon by Tom Jackson, Chief Officer of Glasgow Community Justice Authority (GCJA), who presented on behalf of CJG on the transition away from the CJA model for community justice towards a Local Authority area approach. Highlighting the successes of GCJA's work whilst recognising the considerable work still to be done, Tom stressed the importance of continuing the collaborative approach adopted under GCJA's tenure towards working with the third sector.

Tom was also joined by Louise Gallagher, of NHS Greater Glasgow and Clyde, who spoke on their experience of the transition as a community justice partner, and by Sarah Crombie of Victim Support Scotland who spoke of VSS's experience of the transition of one of the third sector organisations involved in the TWG's work.

### **Collaborative work**

As an introduction to the morning's activities, attendees were asked to consider the professional relationships that they had experienced statutory and third sector organisations working in justice. They were then asked to think of the best and worst relationships that they had experienced and to discuss what had characterised those relationships.



As the above image shows, participants identified a wide range of activities which, in their experience, contributed to good professional relationships. Many of these suggestions were to be drawn out again and again throughout the course of the day as key concepts in ensuring effective collaborative working; in particular, the issues of communication, flexibility, and trust between partners were identified as especially important in discussions.

Following a break for refreshments and an opportunity for informal discussion and networking, attendees were invited to examine the relationships that currently exist in Glasgow that involve both the third sector and the statutory partners and to

assess how those relationships are characterised, in particular whether they are a strategic or operational relationship and whether they are formal or informal.

As well as providing an opportunity for partners to discuss the work they did with one another, the activity uncovered the broad spectrum of work involving third and public sector cooperation in Glasgow under the remit of community justice. The activity uncovered the multiplicity of relationships across Glasgow and showed participants engaging with one another across a variety of sectors and services. These included service provision, participation in development groups, national working groups, and various other formal, informal, operational and strategic relationships.

Although the relationships recorded are encouraging and show what looks to be a high level of engagement between statutory and third sector partners in Glasgow at all levels, it should also be noted that there is a range of engagement across third sector organisations; while some organisations are able to work across of a number of different levels, others' involvement will be much more limited and may lack the opportunity or the capacity to be involved strategically. Related to this is the concern expressed throughout that the day that potentially smaller organisations, who often provide valuable and unique services to populations in real risk, may be left out of the community justice planning processes. As such, while third sector involvement in justice planning and delivery is widespread, it remains necessary to build on those positive relationships identified in the exercise to include a broader and more representative approach to working with the third sector.

### **Workshop Activity**

The final part of the day focused on the work conducted during the first phase of the Strengthening Engagement Project, which identified 5 potential barriers to successful working between the statutory and third sector partners: sustainability, awareness, communication, the role of intermediary organisations, and the management of change in the move to the new model.<sup>1</sup> Attendees were split into groups and asked to focus on one of the potential barriers with a view to generating solutions that could be implemented both in the short and longer term. The table below includes an edited version of the suggestions made by attendees. Suggestions in bold below represent the key suggestions identified by participants following a prioritisation exercise on the day.

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<sup>1</sup> For more information please see the Phase 1: Final Report Summary & Thematic Analysis at <http://www.ccpscotland.org/cjvsf/hot-topics/strengthening-engagement-transition-project/>

Barriers	Suggestions to Overcome Barriers	
	Short Term	Long Term
Sustainability	<ul style="list-style-type: none"> <li>• Co-locating staff and resource sharing</li> <li>• <b>Make information accessible as regards available services (including effective mapping)</b></li> <li>• Networking events</li> <li>• Reassess the focus of cost vs. quality</li> <li>• Ensure flexible arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Establish PSPs and use joint or <b>creative commissioning</b></li> <li>• Move towards longer funding terms (i.e. move away from 1 year funding cycles)</li> </ul>
Awareness/knowledge	<ul style="list-style-type: none"> <li>• Use social media</li> <li>• <b>Create opportunities to share knowledge (e.g. open days, Speed Dating)</b></li> <li>• Adopt a proactive attitude towards working with others</li> <li>• Provide updates as and when changes occurs</li> <li>• Job shadowing</li> <li>• <b>Form larger networks to allow people to come together (forums and events)</b></li> <li>• Dedicated awareness raising work (perhaps suitable for interns)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Create a directory of services</b></li> <li>• Improve relationships (including improving reputation of respective partners)</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Demonstrate what you do with the help of service users</li> <li>• <b>Mapping/Scoping of services and what they provide</b></li> <li>• Better use of social media</li> <li>• Third sector Speed Dating</li> </ul>	<ul style="list-style-type: none"> <li>• Business development forum</li> <li>• <b>Improve internal working practices</b></li> <li>• Increase use of social media, recognising commitment and importance involved (also of relevance for mapping of services)</li> </ul>
Intermediary Organisations	<ul style="list-style-type: none"> <li>• Share basic principles</li> <li>• <b>Look at problem solving, not just information sharing</b></li> <li>• <b>Support within sector collaboration, as well as discourse, conversation, and actions.</b></li> <li>• <b>Raise awareness of sector's activity (e.g. share case studies and work)</b></li> <li>• Raise profile of TSIs</li> <li>• Improve access to TSIs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Move to a sector-wide model of engagement and collaboration – not just cherry-picking organisations to work with</b></li> <li>• <b>Accessible TOR and protocol</b></li> <li>• Acknowledge that 3<sup>rd</sup> sector intermediaries REFLECT the sector but do not REPRESENT it</li> <li>• Develop inclusive practices – do not assume knowledge or understanding</li> </ul>

Management of Change	<ul style="list-style-type: none"> <li>• Ensure clear handover (both for change within organisations and broader sector changes where appropriate)</li> <li>• <b>Raise awareness of changes to partners</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increase funding and project running times, moving from 2-3 years to 5-7 years for reviews</li> </ul>
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As can be seen from the above table, the discussions held during the workshop activity were both far-ranging and productive, resulting in a number of recommendations for both the statutory and third sectors. While some of the above are discrete activities which may be able to help stakeholders in Glasgow engage with one another, a number of themes emerged from the activity, namely: how to make the most of existing third sector networks in Glasgow, how the third sector can best ensure it has the capacity to engage with community justice, how to ensure that smaller third sector organisations are included in future third sector engagement, and how to best share information and opportunities amongst relevant stakeholders.

**The Glasgow Criminal and Community Justice Forum** – One theme that recurred throughout the day was how the Third Sector Forum’s local Criminal and Community Justice Forum in Glasgow offered an opportunity for the Community Justice Partnership in Glasgow to engage with the third sector more effectively. The Forum, which currently exists electronically in the form of an email network and focuses on information sharing, is facilitated by the Glasgow Third Sector Forum, which is part of Glasgow Third Sector Interface (for more information please contact [Kathleen Caskie](#)).

While concerns were expressed about how representative a forum or network can be of an entire sector and how best to ensure the participation of smaller organisations in any forum, attendees identified the opportunities provided by the Criminal and Community Justice Forum as key to successfully engaging the third sector in community justice in Glasgow. In light of the suggestions made in the course of the workshop activities, particular opportunities presented by the Forum include its utility as a conduit for information between the Community Justice Glasgow and the third sector and its ability to provide the partnership with a wider range of views that are more representative of the third sector. Both of these opportunities would go a considerable distance towards addressing the fears voiced by participants that a piecemeal engagement with the third sector through a few chosen organisations would fail to be effective, efficient, or representative.

### **Recommendation (i)**

**As such, this report would recommend that Glasgow Community Justice Partnership explore and develop where appropriate effective and meaningful links with the Criminal and Community Justice Forum.**

More than the opportunities outlined above however, the workshop activities suggested a considerable eagerness to strengthen and expand the remit of the

justice forum to encourage a more proactive and action focused forum with the ability to both represent the sector at a strategic level but also to build capacity within the third sector for future collaborative working. Participants suggested that an active and organised forum would be an effective body to engage with and represent the third sector to CJG. Attendees also expressed the view throughout the day that partnership working and effective information sharing amongst third sector organisations was central to effective service provision. This is especially important in light of the expectation placed on third organisations by key stakeholders to produce services in partnership with others; encouraging collaborative practices, sharing information, and providing a forum for discussion and sharing of best practice will be key to ensuring that the third sector is able to contribute to justice services effectively in future. One potential means of achieving this would be the formal incorporation of the Forum through a Terms of Reference or other instrument, combined with regular meetings.

### **Recommendation (ii)**

**The report therefore recommends that the Glasgow Criminal and Community Justice Forum explores the potential for expanding its remit and activities to encompass a more formal and active role. This should be with a view to strengthening the capacity of the third sector to work together collaboratively and to interact effectively with CJG.**

**Representing the third sector** – A particular issue of concern throughout the event was how future community justice planning in Glasgow could effectively capture and utilise the third sector experience and knowledge possessed by the considerable number of smaller organisations working in areas relating to community justice. Whilst many of the larger organisations able to contribute to community justice planning will be easily identifiable, there are a considerable number of smaller, local organisations in Glasgow that provide key community justice services and support and that may be able to contribute to community justice planning processes.

Not every organisation will have the capacity or the desire to engage with the new community justice arrangements, however it is important that they are provided with the opportunity to do so to ensure that, where possible, their expertise and skills can make a positive contribute to community justice in Glasgow. Indeed, as was highlighted during the course of the event, in some instances smaller organisations may be the only groups working with vulnerable and disadvantaged populations (for example minority populations), meaning that failure to engage with these organisations means a failure to represent and serve those populations effectively.

Making community justice processes accessible to smaller organisations will therefore be an important aspect of ensuring effective community justice planning and that services reflect the needs of vulnerable groups.

### **Recommendation (iii)**

**As such the Community Justice Partnership should explore how best to engage with the myriad small or local organisations across Glasgow.**

**Getting to know one another** – A final theme from the day was the continued importance of ensuring that all stakeholders are aware of the roles and the work carried out by one another in relation to community justice. This awareness of one another's work was identified as being of key importance in ensuring a successful transition in Phase 1 of the Strengthening Engagement Project's work and the discussions throughout the day showed that this was still indeed the case.

Participants drew attention to the large number of organisations active in Glasgow and that this made it difficult to get a comprehensive idea of the services available; this was said to be as much the case for third sector organisations as it was for statutory partners. This lack of awareness of the available community justice services has implications for both sustainability and effective service design, potentially leading to a duplication of effort and missed opportunities for referral to appropriate services.

A potential solution raised by several groups during the workshop session was the creation of a service database for the Glasgow area that would contain a comprehensive list of the services available. While this was viewed by several of the workshop groups as a positive idea, it was also observed that it would, however, have to be balanced against the possibility that such a database would require maintenance and would therefore require sufficient resources to be made available. Previous national and local databases have also proved difficult to keep up to date and have not been user friendly or fit for purpose, often falling out of use.

In the short term, however, continued networking and engagement events, such as "Speed Dating" or informal receptions, were identified as a positive way to bridge the gaps between third and statutory sector. Effective communication between partners was also identified as improving the knowledge of available services and specialisms.

### **Recommendation (iv)**

**In light of the above, Community Justice Glasgow should explore ways to ensure the highest possible awareness of available community justice services provided by both the statutory and third sector. Possible means of achieving this include developing networking opportunities, collaborative events and information sharing; a database of services or mapping of services may be appropriate but would not be without difficulties and would likely require considerable resources.**

### **Conclusion**

Glasgow is in a unique position in relation to community justice in the challenges and opportunities it faces. Amongst the most important of those opportunities is the large and thriving third sector that contributes daily to achieving better outcomes for

those involved in the justice system, their families, victims, and the families of victims. This was a contribution that was recognised consistently throughout the day's activities and was echoed in the high level of third sector inclusion uncovered at every level of community justice planning and delivery in Glasgow. This respect for the role of the third sector in justice services was reinforced in the words of Karen Baxter, of Community Justice Glasgow, who in the final discussion of day expressed her desire to move beyond the labels of "statutory" and "third sector" and to think instead simply of "partners" working together to improve community justice services and ultimately lives in Glasgow. In light of this, it is hoped that this report can help contribute to that process and to assist in strengthening engagement between organisations in Glasgow.

Key recommendations to ensure this include:

- CJG develop a strategy for engaging smaller third sector organisations
- CJG explore how best the partnership can interact with the Glasgow Criminal and Community Justice Forum
- Glasgow Criminal and Community Justice Forum to explore possibility of expanding its scope to include strengthening the position and capacity of the third sector
- Third sector and statutory partners to organise and develop, where possible, information sharing practices, including events and networking opportunities, communications strategies and databases.

For more information or for any questions relating to the event of the Strengthening Engagement Project, please contact Chris McCully at [Chris.McCully@CCPScotland](mailto:Chris.McCully@CCPScotland)