



Criminal Justice Voluntary Sector Forum

**Strengthening
Engagement
Transition Project:
Final 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 similar evaluation projects like 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

Glasgow

In Glasgow, the statutory partner survey was issued to partners of the Community Planning Partnership. The third sector survey was issued via the CJA contact list, the Third Sector Interface and the Criminal Justice Voluntary Sector Forum contact list of member organisations delivering services in Glasgow.

Response Rates

Glasgow Statutory Survey **12**

Glasgow Third Sector Survey **19**

The following themes emerged from both surveys in Glasgow -

- **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.

- **Expectations**

Some respondents to the statutory partner survey raised the issue of managing expectations around the transition. This related to both resource implications and where the responsibility lies around third sector engagement.

Ayrshire

In Ayrshire, the statutory partner survey was sent to members of the Community Planning Partnership in North, South and East Ayrshire. The third sector survey was sent via the CJA contact list and included contacts from the Third Sector Interfaces in all three local authority areas. Member organisations of the Criminal Justice Voluntary Sector Forum delivering services across Ayrshire were also invited to complete the survey.

Response Rates

Ayrshire Statutory Partner Survey	41
Ayrshire Third Sector Survey	16

The following themes emerged from both surveys in Ayrshire -

- **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**

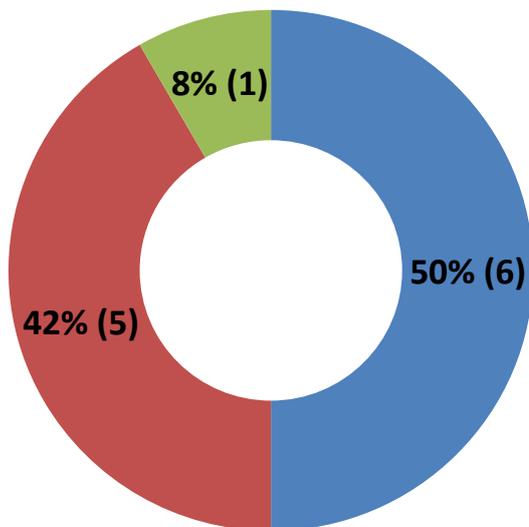
A positive feature of South West CJA was the involvement and input of service users at some meetings. Both statutory and third sector respondents to the survey mentioned the involvement of service users as an important feature they would like to see continued in the new community justice arrangements.

Statutory Survey Feedback

The following graphs show the responses in each area to the statutory partner survey.

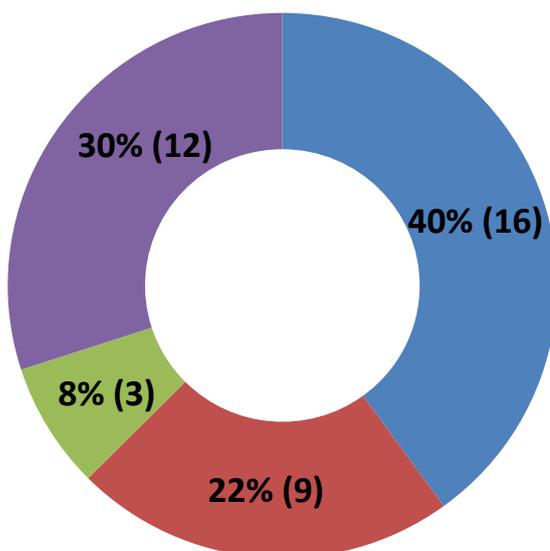
Q1. Has the Community Planning Partnership identified key third sector contacts?

Glasgow



- Yes, we have identified key contacts within the third sector
- We are in the process of identifying key contacts within the third sector
- No, we have yet to identify key contacts within the third sector and would like support in doing this
- Don't know

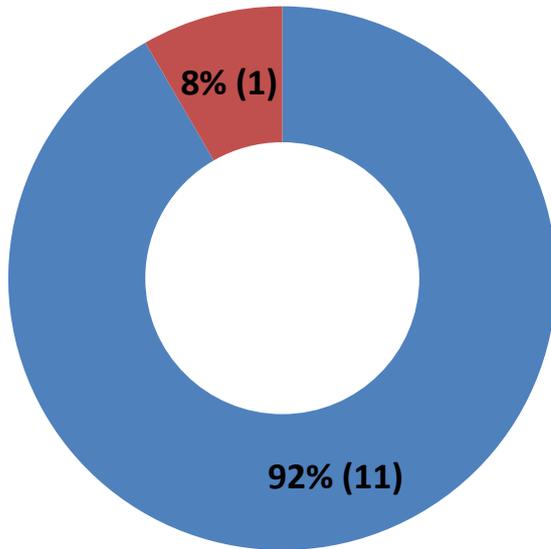
Ayrshire



- Yes, we have identified key contacts within the third sector
- We are in the process of identifying key contacts within the third sector
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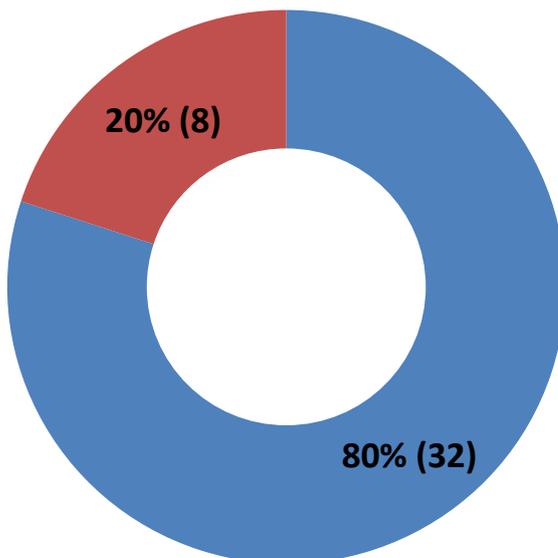
Q2. Do you feel involved in the community justice redesign process?

Glasgow



- Yes, I feel involved in the community justice redesign process
- No, I don't feel involved in the community justice redesign process

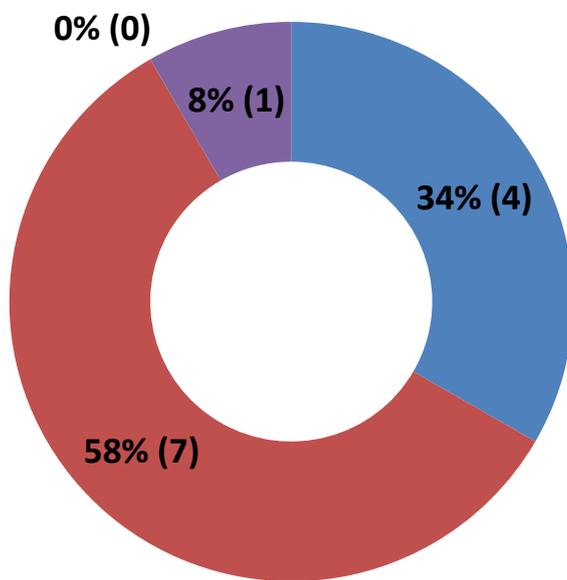
Ayrshire



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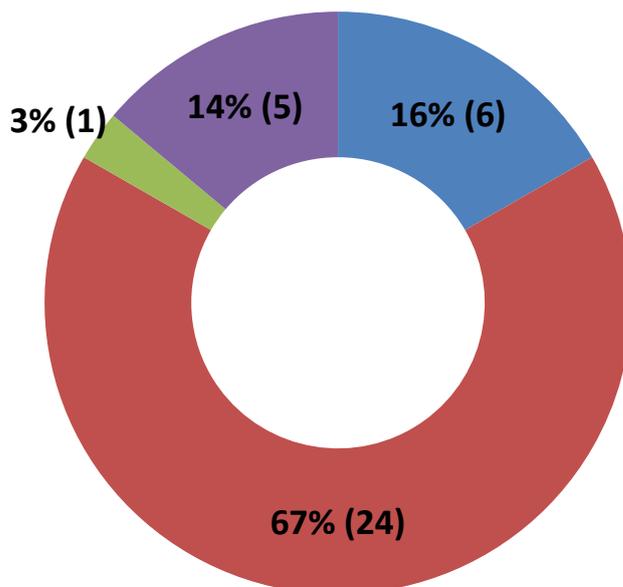
Q3. How would you rate awareness within the CPP of community justice services being delivered locally by third sector organisations?

Glasgow



- 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 sector providers**
- The CPP is unaware of what services are being delivered by third sector providers**
- Don't know**

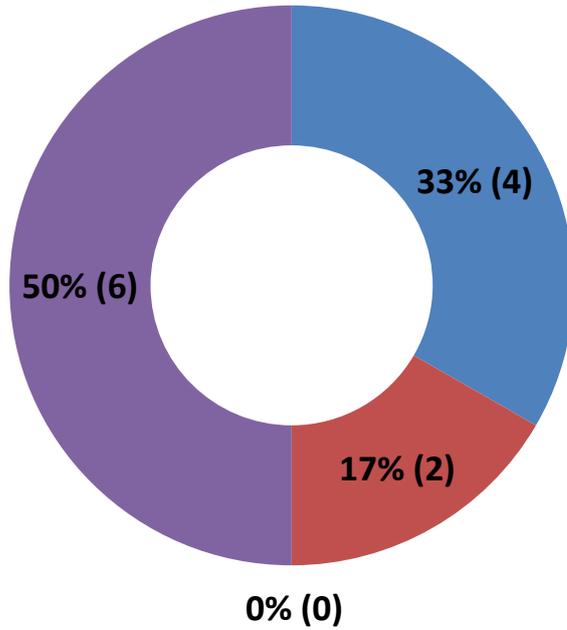
Ayrshire



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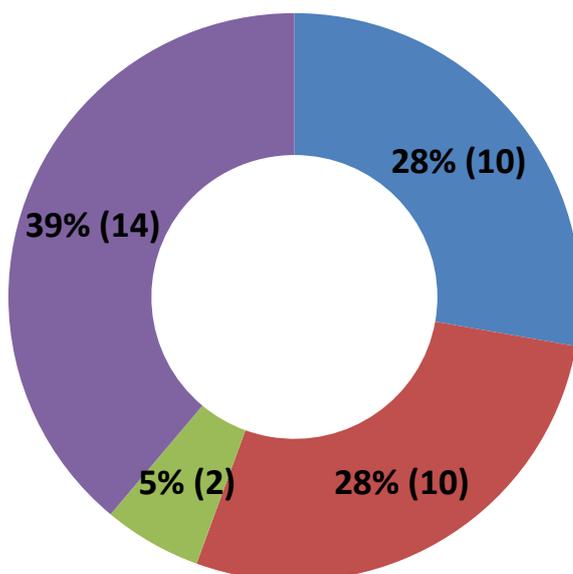
Q4. To what extent has the CPP engaged third sector providers in planning for the new community justice model?

Glasgow



- 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 doing this
- Don't know

Ayrshire



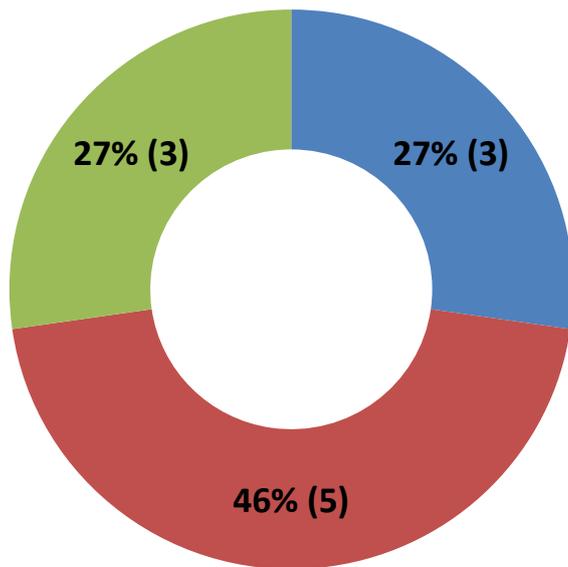
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- Don't know

Third Sector Survey Feedback

The following graphs show the responses in each area to the third sector survey.

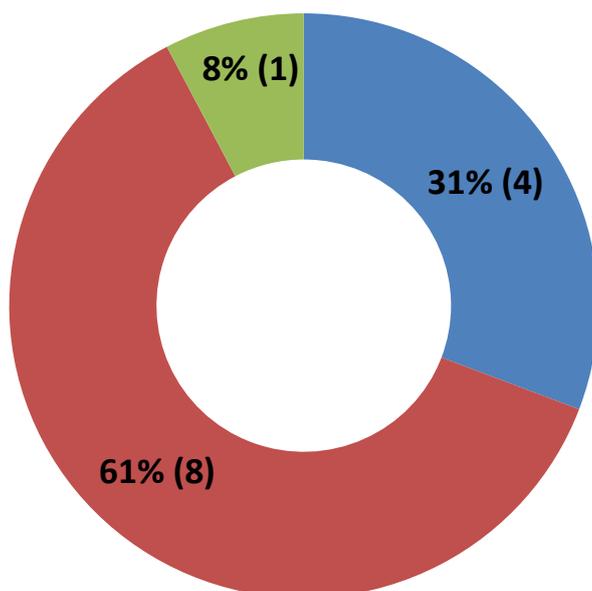
Q1. How are you currently involved with other community justice partners?

Glasgow



- 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

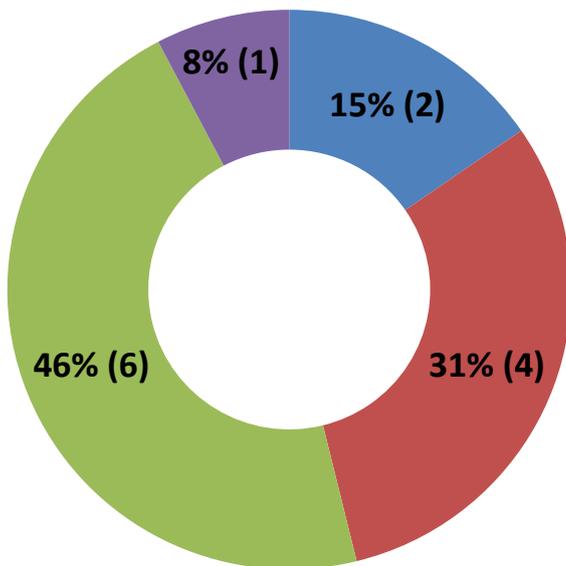
Ayrshire



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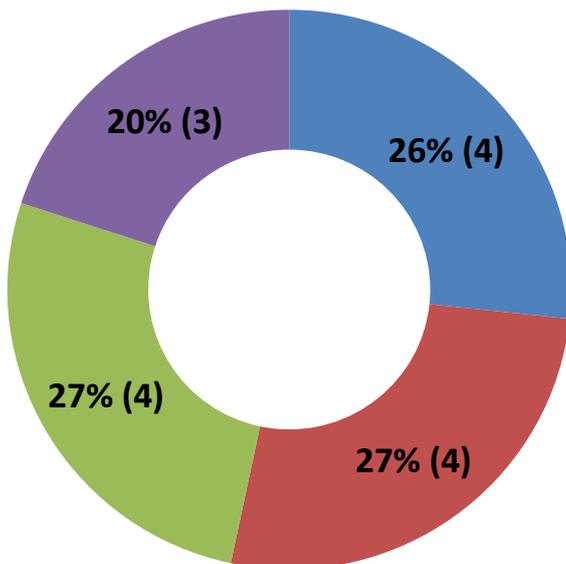
Q2. To what extent has the CPP involved your organisation in discussions around the new community justice arrangements?

Glasgow



- 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

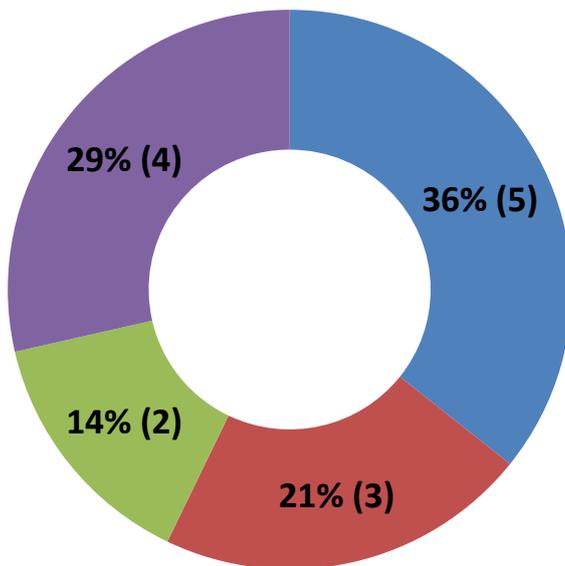
Ayrshire



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- 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

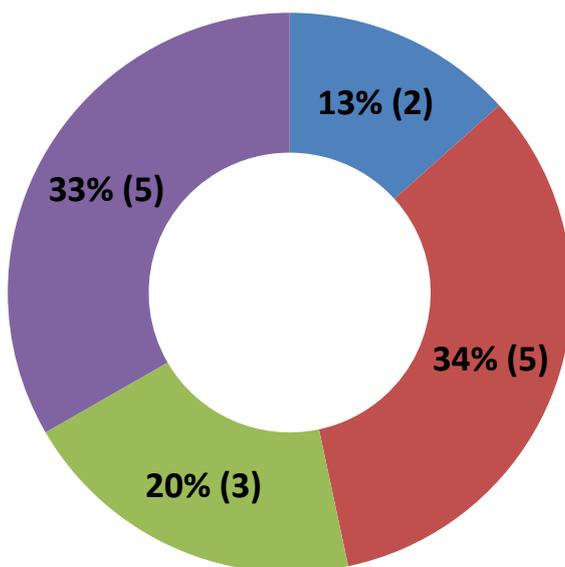
Q3. In your view, what level of awareness is there within the CPP of community justice services being delivered locally?

Glasgow



- 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

Ayrshire



- 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

Collaborative Workshops

Stage 2 of the project involved running collaborative workshops in each area to facilitate group discussions around the survey results. Workshop activities were designed around themes that emerged from the self-evaluation and encouraged active participation from those who attended.

The aim of the workshops was to capture further information on how partners planned on bringing forward some of the ideas suggested in the surveys. By bringing third sector and statutory organisations together, partners were able to contribute to a wider discussion around engagement during the transition to the new community justice model.

Templates for the workshop activities can be found at the end of the report if you would like to use them in your own area.

Glasgow Collaborative Workshop

Held in Glasgow City Chambers on Tuesday 19th April, the workshop also featured presentations from Glasgow CJA and Glasgow City Council and was an event where participant's views and opinions on the published transition plan could be recorded. The workshop was well attended with **50 participants** coming along from a range of statutory and third sector organisations. 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

Partners were presented with feedback from the survey and asked to take part in the following workshop activities. 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"

Ayrshire Collaborative Workshop

Held in Ayr on Tuesday 23rd February, the workshop 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 partners should **utilise the knowledge of the Third Sector Interface** to involve and engage the third sector.

Statutory Partner Feedback

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?"

National Scoping Survey

As well as the local self-evaluation projects, the Criminal Justice Voluntary Sector Forum supported a national scoping survey issued to third sector organisations. The aim of this survey was to unpick factors that contributed to successful engagement with the third sector. The survey was issued via the Criminal Justice Voluntary Sector Forum newsletter, e-bulletins and Twitter. There were **21 responses** from a range of community/criminal justice organisations across the third sector. The survey consisted of the following questions -

Q.1 Can you provide an example where a Community Justice Authority or a statutory partner was successful in engaging your organisation? (i.e. There was effective partnership working in all aspects of the decision making process. Your organisation was included in the development of alternatives and the identification of the preferred solution.)

Q.2 Please identify any factors that enabled this successful engagement (positive relationships, structures, processes etc.)

Q.3 Are there any lessons from the example of successful engagement given above that could be transferred to the new community justice model?

Q.4 Can you provide an example where a Community Justice Authority or statutory partner was unsuccessful in engaging your organisation?

Q.5 Please identify any factors that contributed to this unsuccessful engagement (negative relationships, structures, processes etc.)

Q.6 Are there any lessons from this unsuccessful engagement that could be brought into the new model for community justice?

The following information has been collected from the survey results and offers a summary of the response to each question.

Q.1 Can you provide an example where a Community Justice Authority or a statutory partner was successful in engaging your organisation?

- "South West Scotland CJA was very successful at engagement and involvement at a range of levels from service recipient to strategic management"
- "We were the main partners in multi-agency partnership which included the SPS, CJA Housing and Health services etc. It worked very well"
- "South West Scotland CJA is very supportive and invites us to all meetings and includes us in decision making at meetings"

- "Local authorities contacting us to find out if tenant in prison which would avoid the abandonment process starting, which in turn would prevent homelessness and as such reduce reoffending"
- "The Criminal Justice Social work department refer to my agency regularly when they have a person who has been charged with an incident of harm. We often work in partnership for instance when a person is on Probation on a community payback order etc. They and the local Anti-social behaviour coordinator will have a discussion with me about a possible way forward for clients in a range of difficult and vulnerable situations"
- "We invited a Police Scotland speaker to our AGM to talk about the Scottish implementation of Clare's Law and have further contact on this issue since then"

Q.2 Please identify any factors that enabled this successful engagement (positive relationships, structures, processes etc.)

- "Positive relationships between all the partner agencies and a steering group to oversee the work"
- "Positive local relationships, trust built up over a long period of working together. New initiative co-designed from the start"
- "Twin track support that links job seeking services with the on-going support that clients are receiving from their Support Worker which enables the early intervention and access to job seeking services as well providing a holistic approach to support provided to the beneficiary"
- "Shared understanding of outcomes to be achieved, clear boundaries / roles in decision making and effective reporting"
- "Positive relationships clear goals availability of funding buy in by associated agencies forward thinking prison management connections with local employers"
- "Having regular meetings to discuss difficulties we had found working together. Being able to take constructive criticism as well as give it"
- "We created structures and processes to engage partners at operational and strategic levels. These worked very well"
- "Scottish Prison Service (SPS) work closely with the PSP at Low Moss prison"
- "Positive relationships and a proactive local authority"
- "Over the years of various statutory agencies inviting my agency to work together with them, we have grown to understand and respect each other's roles, processes, remit and limits within each organisation. As a small geographical area we tend to know our colleagues personally which also helps"

- "Willingness of the Police Scotland speaker to talk about wider issues, in particular concern by fathers about breach of the peace arrests at contact handover on basis of allegations"

Q.3 Are there any lessons from the example of successful engagement given above that could be transferred to the new community justice model?

- "Establish partnership ground rules from the start and ensure consistency in steering group. Engage client group in design, review and monitoring of effectiveness"
- "I am not optimistic about the new models ability to incorporate community justice planning but, yes, the CPP's could learn a lot from how the CJA worked"
- "The importance of working in partnership"
- "Effective systems, shared accountability and joint decision making"
- "Engagement with employers"
- "Understanding that partnership working needs working at and it is quite fragile at times. Needs systems in place to be very honest when partnerships are not going well"
- "My first thoughts are the need to ensure that the open communication between all agencies, big and small, statutory and voluntary is replicated as this is the key to engagement and successful joint work."
- "Great communication, partners dedication, ensuring participants engagement in the design of the programme and flexible approach, overall assessment of the individuals situation in order to tailor the approach, established relationship with work placement providers and opportunity for the suitable participants to take one up after the course has finished."
- "The relationships, the acceptance that 3rd sector re professional and experts in their fields and can add value to offer or support by the statutory bodies"
- "All of this can be done by any local authority if there is a willingness to do so"
- "I think knowing people in agencies and acknowledging when another (third sector) agency is in a better position or has the better skills to deal with any particular client, joined up working and joint (respectful) conversations. Inclusiveness - not keeping the third sector at bay"
- "Police and other organisations involved with domestic violence need to engage with organisations that work with and support men"

Q.4 Can you provide an example where a Community Justice Authority or statutory partner was unsuccessful in engaging your organisation?

- "It is quite difficult when there are frequent changes of Governor in SPS, e.g. HMP Corntonvale"
- "Most attempts at establishing partnerships with local authorities end up simply being contracted service arrangements because the design and the funding comes through the authority and contracts are set rather than negotiated. This stifles innovation and creates wasteful competitiveness across the sector"
- "We had some difficulty engaging effectively with Police Scotland due to the transition from a local to the national force. This meant that the potential for implementing a local framework could not be developed as it would then have to become a national model instead and logistics were not in place for this"
- "I have tried to get through to Housing Options/Homelessness Team on several occasions over the past week and have still not managed to be put through. Asked if this would be the same phone number I was trying as homeless applicants would use and was told that it was"
- "There are plenty of examples where I feel a referral should have been made and wasn't"

Q.5 Please identify any factors that contributed to this unsuccessful engagement (negative relationships, structures, processes etc.)

"The funding mechanism that requires the Local Authority to prioritise against a backdrop of financial pressure in maintaining its own services. This results in procurement of services which are highly regulated and monitored, and which are based primarily on cost. The provider agency rarely has any say in the model used, the outcomes which are most desirable or the levels of service commissioned. This frequently leads to contracts which are unaffordable, ineffective and which place the provider agency at a serious disadvantage and which encourages poor (but cheap) levels of service to the clients."

"Change from local to national structure and non-transference of processes"

"When we were informed that Section 27 money could be used for CPOs instead of addiction the system was changed to accommodate CPOs so funding was withdrawn"

"Quite clearly gatekeeping and making it almost impossible for someone in an emergency situation to get through to them, it is also setting up barriers to the most vulnerable e.g. those who do not have access/skills to use computer or phone systems, those who have literacy problems, people leaving prison"

"People perhaps not fully understanding the range of services I can provide; not understanding the basic principles of the work we do. Some people don't understand or have knowledge of Restorative Practices. Another major reason is lack of money. If Service

Level Agreements are stopped, the community cannot receive our service. Occasionally, due to personal circumstances, clients no longer attend appointments - and joint working with statutory agencies can help to create alternatives, or short breaks etc. The statutory agencies we work with have some people within them who are able to be very sensitive to clients' needs and know when it is better for my project (the carrot) to work with the client than theirs (the stick)"

Q.6 Are there any lessons from this unsuccessful engagement that could be brought into the new model for community justice?

"Expecting anything to change whilst failing to address the fundamental and obvious problem which is the channelling of almost all funding via the local Authority is a recipe for the status quo and simply maintains the public sector hegemony at the expense of more innovative and affordable solutions."

"I am not optimistic about the new model and there are lots of current partnerships which are ineffective and lessons could be drawn from them about how not to do things"

"Relationships are the key and as people are so busy sometimes this is underestimated thus having an impact on positive communication and openness"

"Build in some flexibility to take account of local variances"

"Include the third sector as equal partners. We are flexible and cheaper"

"Some local authorities have shocking practice towards people leaving prison. There needs to be a clear shift in mind-set towards helping people rather than making things difficult for people whether through processes or individual personalities"

"Flexibility, keeping in contact, innovation re ways of working and how to go about work, creative approaches to working"

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

	Inform <i>e.g. Receive information from this organisation</i>	Consult <i>e.g. Asked for feedback on decisions</i>	Involve <i>e.g. Co-production and planning of services</i>	Collaborate <i>e.g. Effective partnership in all aspects of the decision making process</i>	None of the previous <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?

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

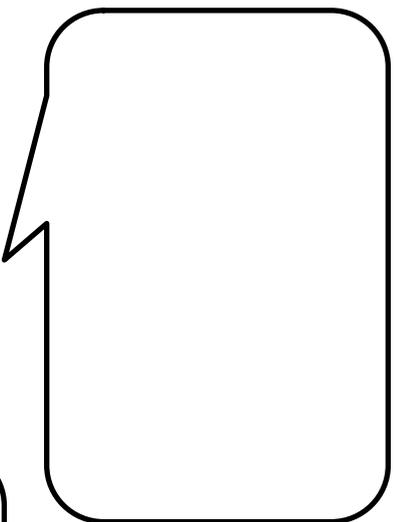
What would be the first steps needed to implement this idea?

Idea Card

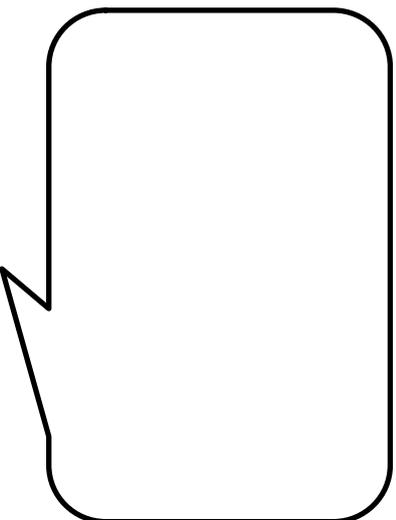
What resources might be involved (time, cost, staff etc.)?

Who are the key partners? Who needs to be involved?

Third Sector Feedback

An empty speech bubble with a rounded rectangular body and a tail pointing towards the top-left.

Statutory Feedback

An empty speech bubble with a rounded rectangular body and a tail pointing towards the top-left.

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

What are the benefits?

What are the barriers?