



Make the Change

Cross-sectoral leadership in community justice

Programme Report April 2020

The Making the Change programme was hosted in partnership by the Criminal Justice Voluntary Sector Forum (CJVSF) and Community Justice Scotland (CJS). It was managed by Martha O'Carroll of CJVSF and Simon Ashpool of CJS.



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Contents

4	Introduction and background
5	The Making the Change journey
6	Our learning
6	about the community justice sector
7	about change
8	first steps to making a change in the sector
10	Our areas of enquiry: what we learned and what you told us
10	about collaborative leadership
12	about evidence and data
14	about involving people and communities
16	Your first step commitments
17	Our next steps and useful resources
18	Making the Change: feedback from programme members

Introduction and background

Making the Change was a year-long cross-sectoral action learning programme.

It was designed to build capacity for local collaborative leadership and learning throughout community justice.

Led by the [Criminal Justice Voluntary Sector Forum](#) in collaboration with [Community Justice Scotland](#), the programme built on the work of the [Strengthening Engagement Transition Project](#) to develop leadership in achieving community justice outcomes. Some of the key questions posed by programme participants included:

- *How do we get beyond analysing issues and problems in community justice and onto leading the change we want to see?*
- *How can I lead change?*
- *How can I lead change without having positional authority?*
- *How can I exert ownership and exercise leadership within and across organisational boundaries?*

The programme began with an introductory ‘Kickabout Event’ in March 2019. Following this, almost 30 applications were received to take part. A group of twelve cross-sectoral leaders were selected to be involved in the programme which consisted of a series of five action learning sessions from May 2019 to February 2020.

An open event was held in early March 2020 to share learning from the programme and ideas for potential first steps to make a change. This event was designed to get input and feedback from others involved in community justice about their experiences of leading change in this recently redeveloped sector.

This report presents learning from our journey to explore key challenges and opportunities for change in the community justice sector in Scotland.



Exceptional circumstances for noting:

At the time of writing this report, the sector, and the wider world, is experiencing unprecedented disruption and change due to the coronavirus pandemic. The social distancing measures came into being a few days after our Open Event in early March 2020. Some of the themes in this report, about adapting and responding to change and collaborative working, seem to be even more relevant at this time, and could provide valuable learning for the future.

The Making the Change Journey...

Session One: Shaping the programme

- Turning our challenges into areas for exploration and learning
- Agreeing our shared aims and process for working together

We were honest and agreed how we'd support each other to learn along the way.



Session Two: Identifying our aims...

- Exploring what helps us to make a change
- Agreeing our overall aims and priorities for our areas of enquiry

We took time to identify our shared values and goals and created a plan with our next steps.



Session Three: Exploring our findings...

- Exploring the elements of the community justice sector
- Sharing our findings from investigations in our areas of enquiry

The path wasn't always clear, but we gathered evidence and looked at things from different angles to find our way.



Session Four: Sharing our learning...

- Reviewing key areas of learning in each area of enquiry
- Identifying some first steps to make a change

We honed our findings and identified ways to take a leap of faith.



Session Five: Open Event planning...

- Identifying changemakers
- Exploring the best way to share our learning and first steps

We identified collaborative leaders and planned time and space to have honest conversations.



OPEN EVENT

- Sharing learning
- Starting conversations
- Identifying first steps

We took the plunge and involved people – we couldn't make the change alone.

Our learning...

During our sessions we explored and identified learning in five key areas:

- About the community justice sector
- About making a change
- And about our three areas of enquiry:
 - Collaborative leadership
 - Evidence and data
 - Involving people and communities

The principles from our learning underpinned our work throughout the Making the Change programme. They informed how we ourselves **worked together collaboratively to lead the change** we wanted the programme to make. We **took time to explore and gather our evidence and data**.

Finally, **we involved people** in our own organisations and communities and through our open event in March. We knew we didn't have all the answers and recognised we couldn't do it alone. We wanted to start conversations, provoke reflection and build a movement of changemakers who would be brave and take some first steps to make the change.

Our hope is that this learning will help you make the change you want to see in your area, organisation or partnership.

What we learned about the community justice sector...

- The sector is diverse and huge. Sometimes making a change can seem overwhelming and difficult.
- It's a 'young' sector, having been fairly recently redeveloped, and relationships, partnerships, systems and processes are still evolving.
- We need to shift the focus upstream and act before crisis happens, but this requires a significant shift in focus, funding and action.
- There is real passion, engagement and enthusiasm in so many parts of the sector. We need to tap into this and share our learning, experiences and practice.
- Silos are still an issue. We need to communicate, collaborate and coalesce around our shared aims.
- The sector - strategic partnerships, commissioners and organisations - needs to become more trauma aware, informed and responsive.

What we learned about making a change...

Accept Support

You **can't do it alone.**

Sometimes the path ahead isn't clear, and that's ok. Be brave and trust that you can make it work.

Be Brave

Take a leap of faith

Change requires **a leap of faith.** But it's often better to take a risk, rather than things remaining the same.

Take the plunge - it's so much better to try, than to not. Think about what the future would look like if this change didn't happen.

Take the plunge

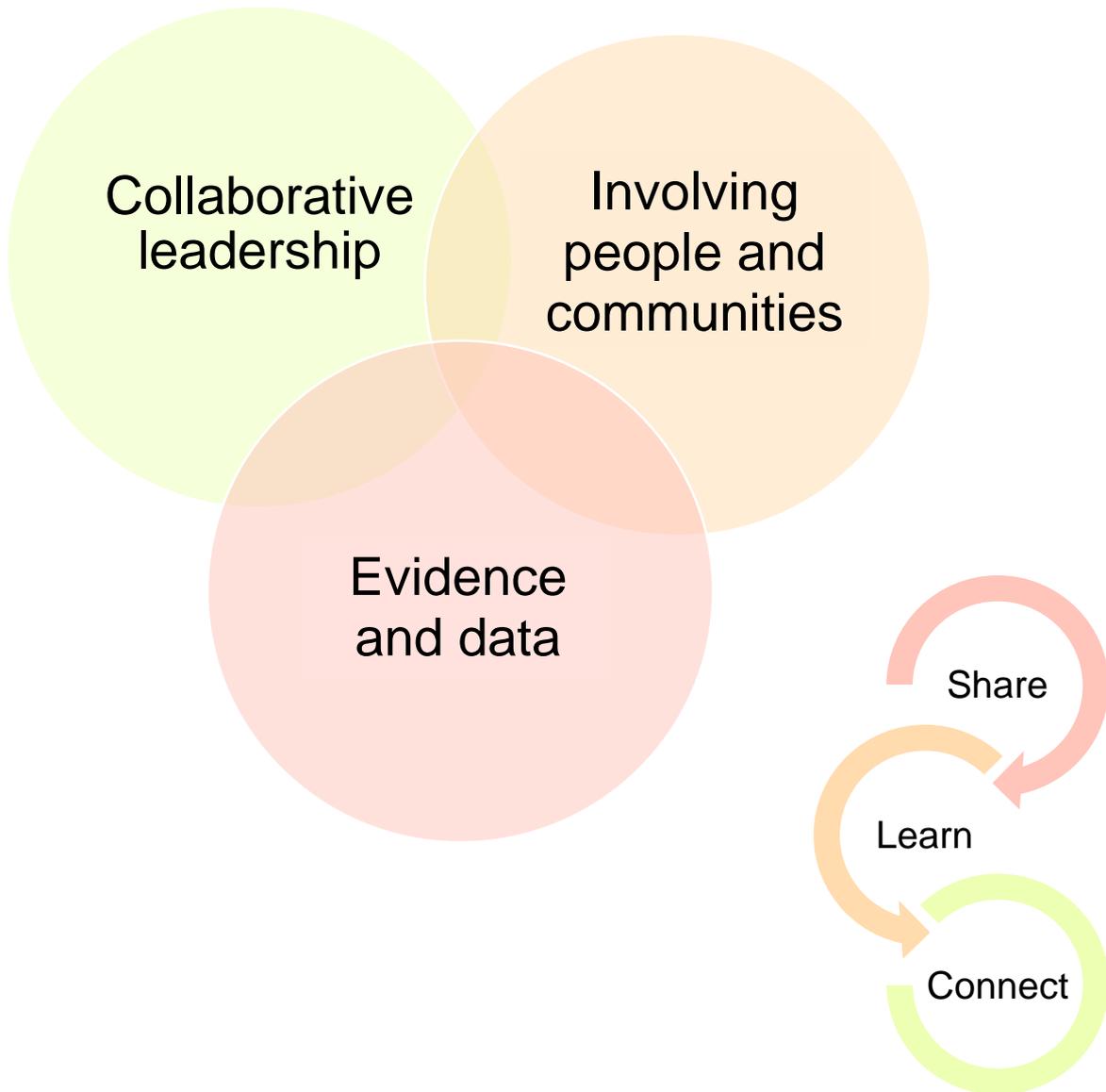
Remember...

- **Change can be uncomfortable.**
- When a big change is needed, stay motivated by **setting goals and creating a structure of steps to help you get there.**
- **Be honest.** Acknowledge your own barriers and assumptions and try to see or do things differently.
- **Research and gather evidence.** Look at things from lots of different angles to work out what might be the best approach.
- Acknowledge and appreciate that there will be **lots of learning along the way.**
- The need for change can be **triggered by positives and negatives.**

First steps for making the change in the community justice sector...

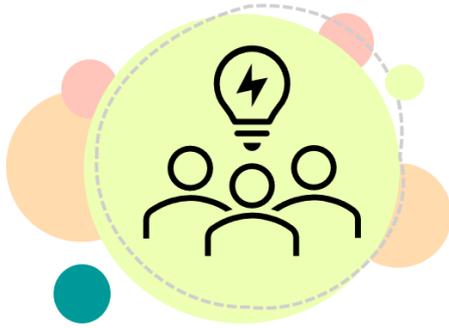
- Host a **national event or local conversation** to develop your understanding of a whole-systems approach to community justice.
- **Share good practice**, possibly through events, to understand what other areas/agencies/organisations are doing to shift the focus upstream and reduce silos.
- **Build awareness and links** with other national conversations and forums who are seeking to develop sector capacity and knowledge (e.g. The Scottish Government's National Community Justice Leadership Group).

We shared our learning at an Open Event in March 2020. There were three themed table discussions:



The learning that emerged is presented in the following pages with feedback from the event.

Our areas of enquiry...



What we learned and what you told us...

1. Collaborative leadership

Our learning...	What you told us...
<p>For collaborative leadership to flourish we need an eco-system not an ‘ego-system’¹.</p> <p>It’s about working together with trust, respect, honesty, patience, persistence and diplomacy to make a lasting difference to the lives of people and communities.</p>	<p><i>It needs people to take ownership – it’s much more than ‘leading by lanyard’.</i></p> <p><i>It’s about building relationships. CJPs can have ‘passive’ attendance. This culture of leadership can be a barrier to progression.</i></p>
<p>It requires space, time, resources and capacity building – it won’t happen by magic!</p>	<p><i>The new model of community justice doesn’t always allow space and time for capacity building.</i></p>
<p>We can do more together than we can alone. We need to share our successes <i>and</i> our challenges.</p>	<p><i>Collaborative working involves learning more about your own work and approach. It helps you to challenge your own practice.</i></p>
<p>Values-based leadership can make a huge difference to collaboration and engagement. We need to identify and understand our common goals and aims.</p>	<p><i>We need to explore and define our common purpose, so we are leading in the same direction.</i></p>
<p>There are leaders in every corner of organisations and the sector.</p> <p>It’s not just about positional leadership. We need to give people permission to take the lead and to take sensible risks.</p>	<p><i>We need to challenge hierarchies and share power to enable leaders at all levels.</i></p> <p><i>We need to lead from front to give power and voice to “on the ground leaders”.</i></p>
<p>We are collaborating and leading within a complex system with resource and demand challenges.</p> <p>We need to recognise the challenges this brings, but not let it get in the way of collaborative leadership.</p>	<p><i>We need to challenge the current system and our own practice.</i></p> <p><i>How do we empower the CJ workforce despite the system?</i></p>

¹ Otto Sharmer <https://www.ottoscharmer.com/>

First steps to develop collaborative leadership:



Identify common goals and aims

- Create time and space within your organisation, and with your partners, to explore what collaborative leadership means.
- Finding a common strategy and common ground will slowly lead to a more shared culture.
- Start partnership meetings with a summary of your joint values, aims and goals to clarify your collaborative purpose and guide decision-making.
- Be more concise about what you need to get from meetings.

Investment of time and commitment to learning

- Collaboration needs an ‘orientation & discovery’ stage where there is time and space to listen and reflect².
To support working beyond silos: re-evaluate your priorities; be clear on your own and others’ goals; work together to develop your collective vision for community justice.
- Break the cycle of ‘just doing’ and work proactively not reactively.

Identify and influence key collaborative leadership partners

- Do you have the right people round the table? Collaborative leadership requires more than ‘presenteeism’ at meetings and ‘leading by lanyard’.
- Identify your “key collaborators”. Keep your collective quite small and build influence from there.

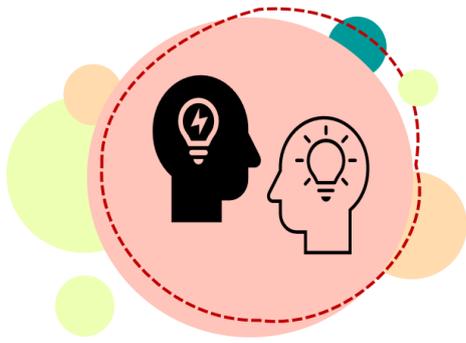
Break down hierarchies / barriers to power

- Very simple logistical changes can alter power balances. Don’t act like a “men in suits” boardroom with associated language and acronyms.
- Recognise that there are leaders everywhere but that you need to give trust and permission to try and do things differently.
- Develop and empower others.
- Don’t ask people to trust you if you don’t trust others.

Value different perspectives

- Ask your collaborative leadership colleagues for ideas of new approaches and ways things could be done differently. Make time to learn together along the way.
- Be brave - trust and connect with others.

² <https://www.gov.scot/publications/the-scottish-approach-to-service-design/pages/what-we-mean-by-design/>

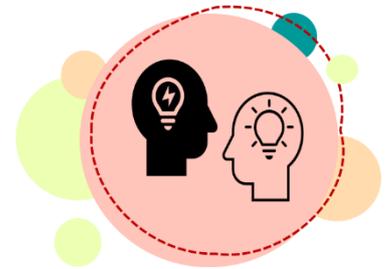


What we learned and what you told us...

2. Evidence and Data

Our learning...	What you told us...
<p>The wealth of data and evidence can seem overwhelming, whether using big national data sets or much smaller data at a local community project level.</p>	<p><i>We have more data than ever, but it's not shared or used effectively.</i></p>
<p>We are not using the evidence-base and available data to their best effect. They are not gathered, aligned, analysed and shared in a way that makes them easy to access and use.</p>	<p><i>Make data and evidence more accessible so it's easier to share and use to drive improvements.</i></p>
<p>Evidence and data need to be used proactively to ensure services are designed and delivered in a way that puts people and their journey at the centre, reducing silos and single-issue service design and delivery.</p>	<p><i>Use qualitative and quantitative data. Both are important and are fundamental to triangulating data.</i></p> <p><i>Rich qualitative data is essential to give depth and meaning to quantitative findings.</i></p>
<p>There are some gaps in the data that hinder the effective planning and delivery of services.</p>	<p><i>Identify barriers and gaps to collecting, sharing and using data.</i></p> <p><i>There needs to be a learning culture. This is missing, as is space for reflective practice. We need to replace the blame culture where people measure or show success to prove worth.</i></p>
<p>There is often a difference between the way we use data (e.g. for funding) and the way we want to use data (e.g. to improve service delivery).</p>	<p><i>Target driven data tends to look inwards towards performance and staff. It's rarely used to drive service improvement.</i></p>
<p>We need to consider multiple sets of data to support evidence-based decision making that will really make a difference to people's lives (e.g. Hard Edges Scotland used twelve sets of data to form a rounded picture).</p>	<p><i>Collaboration can improve data sharing and use.</i></p> <p><i>Extra depth and utility are given to datasets by combining several datasets from partners.</i></p>

First steps to improve the gathering and use of evidence and data:



Develop collective approaches to data collection and sharing

- Invite people, who are already using data and evidence to improve design and delivery of services, to your partnership meetings to share good practice and generate ideas for improvement.
- Build awareness and links to national conversations and existing work to improve data collection and use (e.g. using Hard Edges Scotland Report or the Making the Change event) as a catalyst for change in your local area.
- Develop a collective sectoral approach to evaluation and demonstrating impact (including the third sector who are skilled in doing this).

Ensure data is of a high quality and informs decision making

- Increase sorting of datasets to improve quality of information. Challenge vested interests and highlight incentives for partners to provide good data (e.g. risk losing funding if it looks like they aren't effective).
- Data needs to inform the quality of decision making not the quantity of decision making.

Start by considering what you want to know and therefore measure

- Make time for thought and reflection, rather than being reactive and rushing towards using the data you have.
- If you have identified a gap in the data, can you resolve it to enable better planning of services and resources? (e.g. the breakdown of age in available national data only goes to 40+).

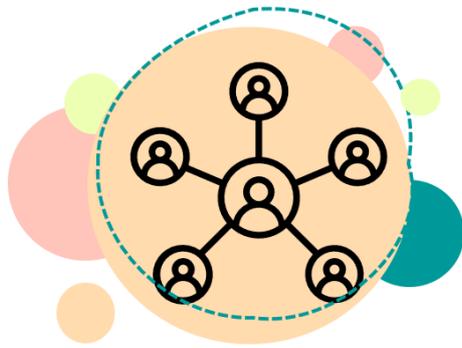
Build capacity for gathering evidence and data

- Use new resources from Community Justice Scotland to improve assessment of local needs (CJS's Strategic Needs and Strengths Assessment Guidance³).
- Provide concrete tools for people to use when they are collecting the data – tools that measure the change made.

Share your findings

- Present your existing data and evidence in a new and creative ways.
- Create a feedback loop when using evidence by sharing with those involved how the data has been used.

³ https://communityjustice.scot/reports_and_stats/strategic-needs-and-strengths-assessment-guidance/



What we learned and what you told us...

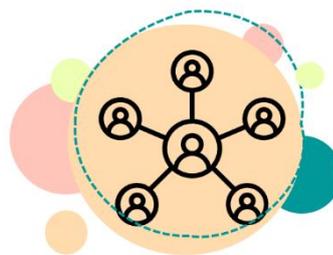
3. Involving People and Communities

Our learning...	What you told us...
<p>A snapshot of engagement across CJPs showed there is limited, or no, representation of people with lived experience, people who have been victims of crime or local communities.</p>	<p><i>Recognise the benefits of involving people with lived experience as equal and expert partners.</i></p>
<p>We need to bridge the gap between what is happening on the ground and the wealth of information already available about effective and meaningful involvement e.g. <i>the Inclusive Justice</i>⁴ report makes a series of recommendations about involvement in community justice.</p>	<p><i>We need to share good practice and build understanding of how to involve people.</i></p> <p><i>How do we upskill our teams to work with groups? Could we use trauma training?</i></p>
<p>We can learn from others who are doing this already e.g. the alcohol and drug sector / local CJPs who have taken proactive steps to engage and empower people.</p>	<p><i>A fairer balance in workforces of people who have lived experience and those who don't has been proven to be successful (e.g. people with care experience working in care as adults).</i></p>
<p>People with lived experience have a wealth of invaluable experience and insight. We need to recognise and value this.</p>	<p><i>Make involvement meaningful. It's more than sharing stories.</i></p>
<p>We need more leadership opportunities for people with lived experience.</p>	<p><i>Move on from "story telling" of experiences, to people becoming regular attendees and being integral.</i></p>
<p>We need to explore why there is a fear of involving people. Are we making assumptions that involvement will re-traumatise people without asking them?</p>	<p><i>Break down barriers, preconceptions and stigma.</i></p> <p><i>Stigma is a barrier and needs intervention</i></p>
<p>We must clear what the parameters of involvement are, and we need to give people feedback on the difference their views have made.</p>	<p><i>Take a person-centred and ethical approach to involvement.</i></p> <p><i>Meetings involving people should have structure but also space to be organic.</i></p>

4

https://strathprints.strath.ac.uk/68901/1/Lightowler_Weaver_CYCJ_2019_Inclusive_justice_co_producing_change_a_practical_guide.pdf

First steps to improve involvement of people and communities:



Ensure involvement is meaningful

- Involve people with lived experience and local communities in planning and everything you do.
- Read the *Inclusive Justice*⁵ report and discuss at your partnership meetings to identify ways you could involve people meaningfully.
- Support people with lived experience to be involved in more enhanced roles and reward their involvement.
- Set up a lived experience focus group or a local community forum and ask people what would work best and how they would like to be involved.

Value what people can bring. It's about more than their lived experience.

- There are many ways of learning from people with lived experience e.g. use their experience and expertise as a basis for training and organisational development.
- Look at the potential of people's futures, not their past.
- Value people's professional experience as well as their lived experience.

Learn from others

- Identify who you can speak to in your area about ways to involve people affected by community justice. Remember these people might be in other sectors e.g. alcohol and drugs / mental health / community development.
- Invite people, who are already involving people in the design and delivery of services, in community justice or other sectors, to share good practice at your partnership meetings.

Be willing to make changes to reduce barriers to involvement

- Reevaluate your structures – is it the professionals that get in the way?
- Challenge attitudes, stigma and perceptions.
- Don't be tokenistic, the person involved needs to make decisions on what their support looks like. Get rid of structures and personalise as much as possible.
- Be flexible and use creative approaches.

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https://strathprints.strath.ac.uk/68901/1/Lightowler_Weaver_CYCJ_2019_Inclusive_justice_co_producing_change_a_practical_guide.pdf

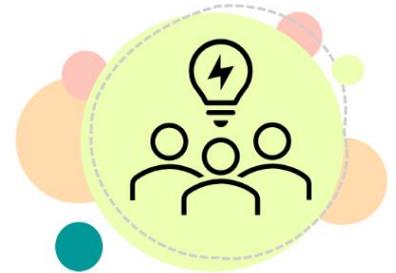
Your first step commitments...

The title of our open event was *Small Changes, Big Impact*. We chose this title as we hoped that everyone who came along would make a commitment to taking a first step towards making a change.

Participants were asked to make three commitments on the first steps they could take in their organisation or partnership under each of the three areas of learning and enquiry. Almost all participants filled in their commitment cards resulting in over 100 commitments to take a first step towards making a change. The following themes emerged from these commitments:

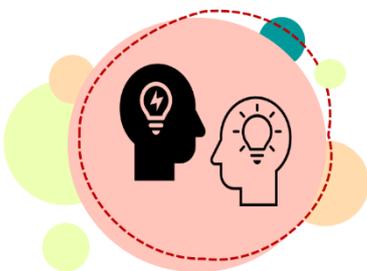
Collaborative leadership

- Have **open conversations** with partners about collaborative leadership.
- Identify **collaborative leadership partners**.
- **Talk to your team** about collaborative leadership.
- **Create time and space to reflect** on what collaborative leadership means (to you, to your organisation, to your partnership).
- **Identify our common goals**, aims and values.
- **Challenge power imbalances** and **barriers to empowerment**.



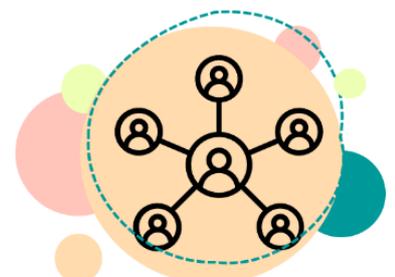
Evidence and data

- Start using both **qualitative and quantitative data** to show impact.
- **Review and refine** what data you need and the best ways to gather this.
- **Share your data** more effectively and creatively.
- **Champion the use of data and evidence** to drive change.
- Gather meaningful data more effectively. **Measure what you value, rather than valuing what you measure.**



Involving people and communities

- **Develop involvement processes** in your own organisation.
- **Work with partners to develop involvement** in your area / partnership.
- **Advocate for increased involvement** – locally and nationally.
- **Share good practice** and learn from organisations who are already involving people in meaningful ways.
- **Reach out and listen to people.** Value different perspectives and experiences of community justice.



Next steps and useful resources...

We would love to hear how people got on with their first step commitments and had planned to run another event to capture this learning later in 2020. We are now considering the best ways to do this due to current social distancing restrictions.

As we identified at the very beginning of the Making the Change programme, taking the first steps towards making a change can be challenging. It can feel uncomfortable at first and the path ahead may not always be clear. You might need to push back against the status quo. You often can't make changes alone, you need to reach out and accept support. And of course, there will be lots of learning along the way.

Change can only happen if you are willing to take a leap of faith and try something different. We hope this report has given you new ideas and inspiration to making the change in your area, partnership or organisation.

For now, we like to share some resources that we found useful and inspiring during the Making the Change programme. We hope you find them useful too.

Community Justice

[National Strategy for Community Justice](#) (2016), Scottish Government.

[Community Justice Outcomes and Performance Framework](#) (2016), Scottish Government.

[Community Justice Scotland Annual Report 2018/19: Community Justice Outcome Activity Across Scotland \(Consultation Draft\)](#) (2020), Community Justice Scotland.

[The Scottish Psychological Trauma Training Plan](#) (2019), NHS Education for Scotland.

[Transforming Psychological Trauma: A Knowledge and Skills Framework for the Scottish Workforce](#) (2017), NHS Education for Scotland.

Collaborative leadership

[Collaborative leadership](#) (2019), Community toolbox: Chapter 13 Orienting ideas in leadership, Centre for Community Health and Development, University of Kansas.

[Collaborative leadership](#) (2016), Oxford Leadership, Amsterdam.

[Lasting leadership: a guide to sustainable leadership for non-profit organisations](#) (2020), Wren & Greyhound.

Data and evidence

[Hard Edges Scotland](#) (2019), Fitzpatrick, S., Bramley, G., Heriot-Watt University, Edinburgh.

Involving people and communities

[Inclusive Justice](#) (2019), Weaver, B., Lightowler, C., Moodie K. (2019), University of Strathclyde, Glasgow.

[Beyond Consultation](#) (2018), Strengthening Engagement Transition Project, Criminal Justice Voluntary Sector Forum, Coalition of Care Providers Scotland.

Making the Change: feedback from programme members...

“The programme felt like a micro-version of the community justice sector...we experienced some of the same issues and fell into some of the problematic ways of working which we identified as a barrier to progress. The **protected time and space** we were allowed was the key factor for progress beyond these barriers.”

“The Making the Change group very quickly felt like a team with a **common purpose**. Whilst there were different opinions and approaches to things, this **shared vision** and **open, honest and respectful environment** one allowed us to get to the real issues at the centre of what we wanted to achieve.”

“The **connections made** with the others in the programme was – and will continue to be – really useful. The wide range of organisations represented (and the range of roles/positions) has made for a really interesting dynamic. The facilitation of the programme gave **structure to keep things on track, but allowed a large amount of freedom in terms of how things were developed** and how we worked together, which is something I will be taking forward.”

“The programme has helped to **build my confidence in collaborative leadership as an approach that is pivotal in partnership working**. I have applied learning locally, for example, being proactive with regards to the Hard Edges Scotland report, building local awareness resulting in positive action being taken.”

“I made **real connections** on this programme. Just the chance to work with some really **excellent people** – and there are many!! It has also made me think even more carefully about how I share info and learning and also to be more **sensitive to the needs of others** – a little humility is good for the soul ☺.”

“This programme has helped **clarify and organise my thinking** in terms of the success or otherwise of **partnership working**. It has **given me insight into what I can control to address challenges in local partnership working**. It made me realise there are things I can do that aren't about making big structural changes, but about **small shifts in working or thinking that will help make outcomes more positive**.”

“The relationships I have established during the programme **have really helped me develop as a leader**. I feel I have a much **better understanding of the role of CJ partnerships** and their function. I feel a much **stronger sense of responsibility** within my own area of work to make CJ a primary focus – it always has been a focus, but perhaps I didn't feel I 'owned it' as such – I really do now.”

“Being less prescriptive about how things are approached will be something that I will take forward, as well as allowing time and space to work things out/not being too focused on 'doing'. We are often so outcomes focused that we don't **allow the freedom to just ask questions**. It made me reflect on how the governance systems we organise ourselves within are restricting progress – **there's a balance to be struck between achieving the outcomes to measure progress but also allowing the freedom to explore different approaches**.”

“Working together is one of the most significant aspects of what I learned on the programme. **We can make the change, but we will rely on each other to do it, and that begins with relationships**.”

Making the Change:
*A programme for
cross-sectoral leadership in community justice*



The CJVSF is hosted by the
Coalition of Care and Support
Providers in Scotland (CCPS).
www.ccpscotland.org/cjvsf



Community Justice Scotland
plays a central role in the
continual improvement of
Scotland's justice system.
<https://communityjustice.scot>