



Communication Strategy 2018-23

1. Statement of purpose

This communications strategy intends to use effective communications to:

- help us achieve the actions from our Community Justice Outcomes Improvement Plan (CJOIP);
- engage effectively within our partnership and with wider stakeholders;
- demonstrate the success of our work;
- ensure people understand Community Justice;
- support change in behaviour and perceptions where necessary.

2. Current Position

Our vision for Community Justice in Glasgow is:

Glasgow is a safer place where reoffending is reduced, the impact of crime is mitigated and all citizens have equal opportunity to thrive.

We will achieve our vision through continued partnership working and taking effective action on our key themes.

The Community Justice (Scotland) Act 2016 established new delivery and oversight arrangements for the provision of Community Justice. Integral to the approach is local planning and delivery of Community Justice services on a partnership basis by Local Authority area. Our partners include:

Glasgow City Council
NHS Greater Glasgow and Clyde
Police Scotland
Scottish Fire and Rescue Service
Skills Development Scotland
The Glasgow Integration Joint Board
Scottish Courts and Tribunals Service

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Scottish Ministers (represented by the Scottish Prison Service and Crown Office and Procurator Fiscal)
Third Sector Organisations and interface

The focus of Community Justice is on “reoffending”, ensuring as people come in contact with the justice system through their own offending, the system is effective at reducing the likelihood that they will offend again.

Community Justice Glasgow (CJG) - the new delivery arrangements for Community Justice – is enhanced by third sector, throughout the transition process and in developing the new model. We will establish direct engagement with communities, families and individuals using justice services, through direct linkages with Glasgow Community Planning Partnership (GCPP).

A CJG team has been established and will adopt a co-ordinated approach with shared responsibility which underpins the new model in Glasgow. We will ensure that the positive direction of travel, outcomes and good practice achieved by Glasgow CJA are integrated. The CJG team will have responsibility for liaising with all partners to ensure smooth transition and adherence to legislative requirements. These arrangements will be implemented for an initial period 1st April 2017 – 31st March 2018 and will be reviewed within this year. This communication strategy will therefore cover the same period, and will also be reviewed when drafting the longer term CJOIP later in this initial year.

Essential to ensuring this integrated approach with GCPP, longer term planning will be co-ordinated to will fit with the GCPP Local Outcomes Improvement Plan, and its subsequent communication strategy. In the meantime, CJG pages have been added to the GCPP website, and our news and key documents can be [accessed there](#). We also have our own twitter account [@CJusticeGlasgow](#).

An initial SWOT analysis has been carried out and can be seen in Appendix 1. This illustrates our current position in terms of identified *strengths*, *weaknesses*, *opportunities* and *threats*. This will be considered when progressing the longer term communications strategy.

Learning from Partner Approaches

In implementing our communication strategy, we will also look at what our partners are doing, such as Community Justice Scotland and local partners, and link with their strategies where possible, ensuring a partnership approach to communications. This will allow us to use existing good practice to ensure effective management of issues such as accessibility and inclusion.

3. Communication Objectives

Communication is one of the themes of our CJOIP and it is recognised that communication between partners is fundamental for Community Justice to be

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effective in reducing reoffending and supporting everyone who is involved in or impacted by crime throughout Glasgow. Communication is also important in involving communities and stakeholders in the development of new plans, stimulating dialogue, enhancing knowledge and building confidence in the justice system and processes. Robust approaches to communication can help us to:-

- Consult and discuss plans with other partners, community and service users, share information and develop joint working practices.
- Involve and co-produce action and activities to improve outcomes for those involved in the justice system.
- Develop information sharing protocols that enhance partnership working, reduce barriers to access and mitigate against the impacts of involvement in the justice system.
- Maintain honest discussion and collaboration within the partnership and with wider partners, service users, families and communities to make service improvements and develop responses appropriate and relevant to the experiences of people involved in the justice system and their families.
- Develop a new conversation across Glasgow and contribute to the changing national conversation about the role of justice services in society, breaking down discrimination, challenging stigma and reducing exclusion of those impacted or involved in the justice system.

Communication with communities can spread awareness of the role which Community Justice Glasgow plays in the justice system, in their communities and the various partners and services involved. Many of the individuals who use community justice services have significant and complex needs such as substance misuse, homelessness, health, and unemployment. Stakeholders and partners can also use communication systems to supply one another with information and support, facilitating joint working, service improvement, and co-production approaches and optimising service user support.

Communication thereby has an important role to play in improving outcomes, reducing reoffending and in the reintegration of individuals back into the community. Through all partners prioritising communication, a more preventative approach can be taken which will include early interventions. Communication will also help integrate local and national partners.

There are also specific objectives in our CJOIP which relate directly with communication:

Objective	Activity
Effective information sharing	Develop a Communication Strategy
Embed Victim's Voice	Communicate with victims of crime about prosecution processes, scale and structures of justice system.

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In addition to these, all of our activities link to overall themes of the CJOIP, and it can be seen in the work plan that Communication underpins many of our activities in section 7. Appendix 2 shows the CJOIP Action Plan are that are relevant to this communication strategy.

4. Our Stakeholders

There are many relevant stakeholders for CJG. Presently, the Transition Working Group (TWG) is the forum where all of our partners regularly meet, and it has been agreed that each partner is responsible for communicating wider within their own organisations, and ensuring the work of the TWG is understood and embedded within their organisation and its ongoing planning. Other audiences for this communication strategy include:

- Transition Working Group subgroups
- GCPP – partners should have membership on relevant groups and boards and opportunity to update GCPP regularly through these groups
- Wider partnership forums – Safe Glasgow, GVAWP, Hate Crime Working Group
- Local Policy Makers – regular updates to policy making forums e.g. IJB, Council decision making groups, and other partner's board meetings
- Community Justice Scotland – relationship work ongoing, details on communications will be firmed up over the coming year.
- Scottish Government and national policy makers – the role of CJS will influence this
- Community Groups – will fit with CPP communication strategy
- Service users and their families
- Victims
- The public
- Defence agents

5. Messages and communication methods

Appendix 2 shows how we will be working with each of the groups we need to communicate with, identifying what messages we need to share, how we will do this. Potential barriers are also identified.

6. Evaluation

To evaluate progress with our communication strategy, the partnership will refer to the workplan and action log which will show progress made towards achieving these objectives. The action log will be shared at regular intervals with the CJG Partnership. This will link to the overall performance reporting framework that will be used to monitor the partnership's achievements, and used to report to wider partners and Community Justice Scotland.

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This strategy will also link with our Engagement Strategy, and we will also ensure that we are meeting the communications standards in the National Standards of Community Engagement:

“We will communicate clearly and regularly with the people, organisations and communities affected by the engagement.”

National Standards for Community Engagement

This Standard sets out the following communication requirements:

- Information on the community engagement process, and what has happened as a result, is clear and easy to access and understand.
- Information is made available in appropriate formats.
- Without breaking confidentiality, participants have access to all information that is relevant to the engagement.
- Systems are in place to make sure the views of the wider community continuously help to shape the engagement process.
- Feedback is a true representation of the range of views expressed during the engagement process.
- Feedback includes information on: the engagement process; the options which have been considered; and the decisions and actions that have been agreed and the reasons why.

Progress towards achieving the actions outlined in the Action Plan will be collated and reported to the CJG Partnership regularly, and reports will also be taken to the GCPP governance forum when these arrangements have been confirmed. The Action Plan will continue to be added to and longer term actions will also be added as the partnership evolves. In addition to this, a log of activity contributing to meeting these goals, and communicating well with our wider partners, will be completed on an ongoing basis.

7. Supplementary Strategies

In line with the review of the current Community Justice Arrangements which concluded in February 2018, the partnership concluded that supplementary strategies (such as a digital strategy or social media) are not required to enhance this strategy at this time. The Communications Strategy will however continue to align with the Engagement Strategy, and these will be reviewed on an ongoing basis to ensure they complement each other and continue to focus on partnership objectives.

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Appendix 1

SWOT Analysis

<p>Strengths</p> <p>Twitter and webpages are set up and already communicating widely, including all of Glasgow CJA's contacts.</p> <p>CJG Partnership Group meetings provide a means to communicate with each of our partners routinely.</p> <p>Working groups established and well attended. Each member can communicate within their own organisation to ensure on-going two-way exchange.</p>	<p>Weaknesses</p> <p>Reaching all of the audiences we want to (e.g. communities, general public, those with convictions).</p> <p>Effectively influencing audiences using evidence based approaches.</p> <p>Attracting those we want to communicate with via social media.</p> <p>Legislation requires the CJOIP to link with the LOIP, but not vice versa.</p>
<p>Opportunities</p> <p>Wide range of partners with their own strengths and expertise.</p> <p>Dedicated graduate post for 2017/18.</p> <p>GCPP communication strategy has still to be written – opportunity to influence this.</p> <p>GCPP governance arrangements are being reviewed – opportunity to include greater joint communications activities and reporting lines.</p>	<p>Threats</p> <p>Potential loss of staff resources due to insecure funding.</p> <p>Partners have other (potentially competing) local priorities.</p>

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Appendix 2

CJOIP How we will work with key groups

Audience	What they need to know	Key communication messages	Objective	How we will communicate	Potential barriers
Service users	Services available, where to access Rights Where to get information and advice Policy direction	We provide useful, practical information and support We put services users first and value their opinions	Increased public awareness of community justice	Social media Inclusion in working groups and subgroups	Gaining service user confidence
Public	Services and supports available Policy direction Local priorities	There are a wide range of services in place to help support alternatives to custody Communities have a crucial role in supporting those affected by crime, including victims, families and those with convictions.	Increased understanding of community justice Increased confidence in justice services, community based sentences and community safety.	Social media Link with GCPP communications strategy.	Attracting twitter followers from the general public.
Defence Agents (via Glasgow Bar)	Options available Additional supports (e.g. CPO Support, Supported Bail Service, TWG, 218)	Defence agents are a partner in community justice and have a crucial role in influencing sentencing decisions.	Increased knowledge and confidence in alternatives to custody. Awareness of the influential role that defence agents play in community justice.	Short briefing on CJG Briefings on specific services	Accessing the all defence agents.
Sheriffs/ Judiciary	The range of services to support non-custodial sentences	Sheriffs are a key partner for CJG. There are a wide range of	Increased confidence in alternatives to custody	Short briefings on CJG and on specific services	Will Sheriffs find time to read briefings

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Audience	What they need to know	Key communication messages	Objective	How we will communicate	Potential barriers
		supports available to support alternatives to custody.	Increased communication between judiciary and other CJ partners	Regular meetings with the Liaison Sheriff	
Third sector	The range of services available and how to refer and use these services. CJOIP, its workplan and how to contribute to achieving objectives.	Third sector organisations are equal partners in community justice in Glasgow. Shared learning from the third sector will inform practice.	Increase the sharing of information, learning and good practice. Develop a regular and meaningful two way communication process.	Ongoing work with Third Sector Forum and Strengthening and Engagement Project will inform this. Regular briefings and updates. Third sector representatives on the Transition Working Group. Agree local communication routes with Third Sector Forum.	The scale of third sector organisations within the city could potentially make it difficult to reach all relevant organisations. Some organisations are not specifically related to justice, but work with people with convictions, providing services which work towards meeting CJOIP priorities. The Third Sector Forum does not include all of the organisations we would hope to reach.

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Audience	What they need to know	Key communication messages	Objective	How we will communicate	Potential barriers
Police Scotland Scottish Fire and Rescue NHS IJB SCTS GCC NHSGGC SPS		Each partner has a responsibility to contribute to Community Justice Glasgow, and inform their own organisation of developments and support and promote partnership working.	effective partnership working. Wider communication in relation to Community Justice within each partner organisation. Integration of area plans.	Regular Transition Working Groups, thematic subgroups and events, all of which will be minuted and shared.	Time commitment from each partner to attend and contribute fully in Community Justice
COPFS	CJOIP and its work plan, and how COPFS can contribute as a partner. Local activity and services which will impact upon their decision making.		Increased confidence in alternatives to custody Increased communication between judiciary and other CJ partners	Quarterly meetings at Sheriffdom level. Briefing on CJG Briefings on services	COPF cannot attend Transition Working Group meetings, and will instead host Sheriffdom meetings quarterly – potential for communication to be less focussed on local issues
Front Line community Justice staff (SWCJ and others who provide	The role they play in building protective factors Reporting standards How their work fits with other agencies/ services.	Local community justice priorities and policy drivers Range of services available and how to use them.	Community justice services available are fully utilised. Full understanding of local community justice plans and priorities and	Updates at staff team meetings. Briefings on CJG and on specific services	Competing priorities.

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Audience	What they need to know	Key communication messages	Objective	How we will communicate	Potential barriers
services to those with convictions)			how these fit with front line service delivery.		
Homelessness services	Homelessness is often an issue for those with convictions. There are opportunities to work more collaboratively and alleviate homelessness issues	Homelessness services are a key partner in Community Justice	Increase partnership working with homelessness services. Improve housing outcomes for those involved in community justice.	Presentation to senior management meeting. Short briefings on specific services. Seek a Community Justice champion within the homelessness management team.	Competing priorities

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Appendix 3

CJOIP Action Plan – actions relating to Communication

Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)	Additional Communications Strategy Actions
1. Developing the Partnership	Establish Community Justice Glasgow partnership within new Community Planning Partnership (CPP) arrangements	Communication Service and Resource Alignment	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Short-term	GCC	
	Develop Community Justice Glasgow Action Plan and Performance Framework in alignment with new CPP arrangements	Communication Service and Resource Alignment	Partners plan and deliver services in a more strategic and collaborative way	April 2017	Short-term	All	2017/18 Communication strategy drafted Q1 2018/23 Strategy Drafted

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Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)	Additional Communications Strategy Actions
	CJG will integrate GCPP community engagement approaches.	Communication	Communities improve their understanding and participation in Community Justice	Ongoing	Medium-term	All	Communication and engagement strategies to be embedded in GCPP strategies. Work has been undertaken to achieve this and will be ongoing.
2. Embed Victim's Voice	Communicate with victims of crime about prosecution processes, scale and structures of justice system.	Victims Communication	People have better access to the services they require	Ongoing	Medium-term	VSS COPFS Police	Summary of Community Options and Community Payback Requirements widely disseminated Q3 2017/18 and will be reviewed regularly
3. Instigate and develop Early and Effective Interventions in Justice Systems	Collate evidence and learning from the Reducing Reoffending Change Fund Public Social Partnerships and integrate into commissioning planning and service planning	Service and Resource Alignment Prevention Building protective factors Communication Throughcare	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Long-term	All	Joint Commissioning Group re-established Q2 2017/18. Long term Commissioning Strategy drafted in conjunction with partners, with work ongoing with partners in this area

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Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)	Additional Communications Strategy Actions
	Continue to develop Clean Slate project on rolling up charges/warrants during sentences	Throughcare Communication Service and Resource Alignment	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Medium-term	One Glasgow	Further promotion of Clean Slate undertaken in Q3 2017/18. Expansion of this initiative ongoing
	Identify and promote robust alternatives to remand	Communication Prevention	Effective interventions are delivered to prevent and reduce the risk of further offending	Ongoing	Medium-term	GWGWO Partners	Initial paper on remand taken to TWG, and on agenda for COPFS partnership meeting for further discussion. Women's supported bail services communicating widely with partners and integrated with CJSW and courts.
3. Instigate and develop Early and Effective Interventions in Justice Systems	Develop strategic plan to enhance community sentencing options	Service and Resource Alignment Building protective factors Communication	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Long-term	All	Joint Commissioning Strategy drafted. Visibility event for CPO planned in Glasgow Sheriff Court early 2019

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Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)	Additional Communications Strategy Actions
	Develop new models for use of Electronic Monitoring	Service and Resource Alignment Prevention Building protective factors Communication Throughcare	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Long-term	All	<i>Further work required linking actions of research report.</i>
4. Improve Health & Wellbeing – Knowledge and Learning	Develop new approaches built on existing models with Greater Glasgow and Clyde NHS and NHS Health Scotland	Communication Service and Resource Alignment Building Protective Factors	People have access to the services they require, including welfare, health and wellbeing, housing and employability	Ongoing	Long-term	NHS (Community Justice & Health Improvement Strategic Group) Skills Development Scotland	Ongoing links with Community Justice and Health Improvement Group

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Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)	Additional Communications Strategy Actions
5. Address Addiction Issues for Criminal Justice Service Users	Directly engage with Alcohol and Drug Partnership	Building Protective Factors Resource and Service Alignment Communication	People have access to the services they require, including welfare, health and wellbeing, housing and employability	April 2017	Medium-term	All	Links made with ADP subgroups, strengthening partnerships.
6. Champion Learning and Implement Pathways to Learning	Directly engage with Community Learning and Development Plan	Building Protective Factors Resource and Service Alignment Communication	People have access to the services they require, including welfare, health and wellbeing, housing and employability	Ongoing	Medium-term	Glasgow Life Skills Development Scotland	LSE group re-established. Barlinnie Throughcare Subgroup taking forward employability in throughcare.

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Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)	Additional Communications Strategy Actions
7. Engage service users as citizens, at the heart of service planning, structure and delivery	Develop a service user engagement strategy for the Community Justice partners – ensuring that those with a diverse background have an equal voice – directly linked to CPP Community Engagement Standards	Service User Voice Communication	Communities improve their understanding and participation in Community Justice	Ongoing	Medium-term	All	Link with GCPP engagement strategy. Opportunities to link with community councils.

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