

Engagement Strategy



A Strategy For Purposeful Engagement in Glasgow

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1.0 Introduction

Within Community Justice Glasgow (CJG) and previously Glasgow Community Justice Authority(CJA), we have a good history of working in partnership, collaborating and engaging with *communities* involved in, and/or impacted by the Community Justice agenda.

We recognise that there is also room for improvement and opportunities to align implementation of [Glasgow's Community Justice Outcome Improvement Plan](#) (CJOIP) with Glasgow Community Planning Partnership's (GCPP) community engagement approach.

This will allow us to capitalise on the [new model for Community Justice](#) and GCPP developments in implementing the [Community Empowerment \(Scotland\) Act 2015](#) which has a specific focus on promoting effective engagement and participation to help communities achieve greater control and influence in the decisions and circumstances that affect their lives.

This strategy will drive our approach to participation and engagement in line with these developments and ensure that the CJOIP supports delivery of the refreshed Local Outcome Improvement Plan (previously Single Outcome Agreement) known as the [Glasgow Community Plan](#).

This paper outlines the principles and approach we will adopt and includes an outline Action Plan (**see Section 7 page 10**) that will drive implementation of the Strategy, to ensure that our engagement activity meets national standards and the needs of everyone who has an interest in the development and delivery of community justice services in Glasgow.

2.0 A Few Definitions

What do we mean by Community Engagement?

There are many ways to define community engagement. The [National Standards for Community Engagement](#) defines this as:

“ ...A purposeful process which develops a working relationship between communities, community organisations and public and private bodies to help them identify and act on community needs and ambitions.Community engagement is a process which provides the foundation for:

- **Shared decision-making** – where communities influence options and the decisions that are taken;
- **Shared action** – where communities contribute to any action taken as a result of the engagement process; and
- **Support for community-led action** – where communities are best placed to deal with the issues and experience and are supported to take the lead in providing a response.”

‘Communities’ – Who will we engage with?

[The Scottish Government defines Community Justice as:](#)

“The collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community. Local communities and the third sector are a vital part of this process, which aims to prevent and reduce further offending and the harm that it causes, to promote desistance, social inclusion, and citizenship.”

Again, there are many ways in which we can define ‘community’. For the purposes of this Strategy, in line with the definition of Community Justice (above) we can define community as any group of people united by at least one common characteristic, including geography, identity or shared interest. The main communities within our spheres of influence that we will engage with will include:

- **People who have committed offence(s)** - (from the point of arrest to re-integration back into their local community).
- **Local communities** impacted by offending (geographical) including Elected Members who represent them.
- **Victims of crime.**
- **3rd Sector organisations** working with people who have committed offence(s).
- **Public Sector organisations** working with people who have committed offence(s).
- **Others communities** of interest impacted such as **families** and/or carers of people who have committed offences, **recovery communities**.

It should be noted that these ‘main’ categories can be subdivided, to target specific engagement where appropriate, for example.

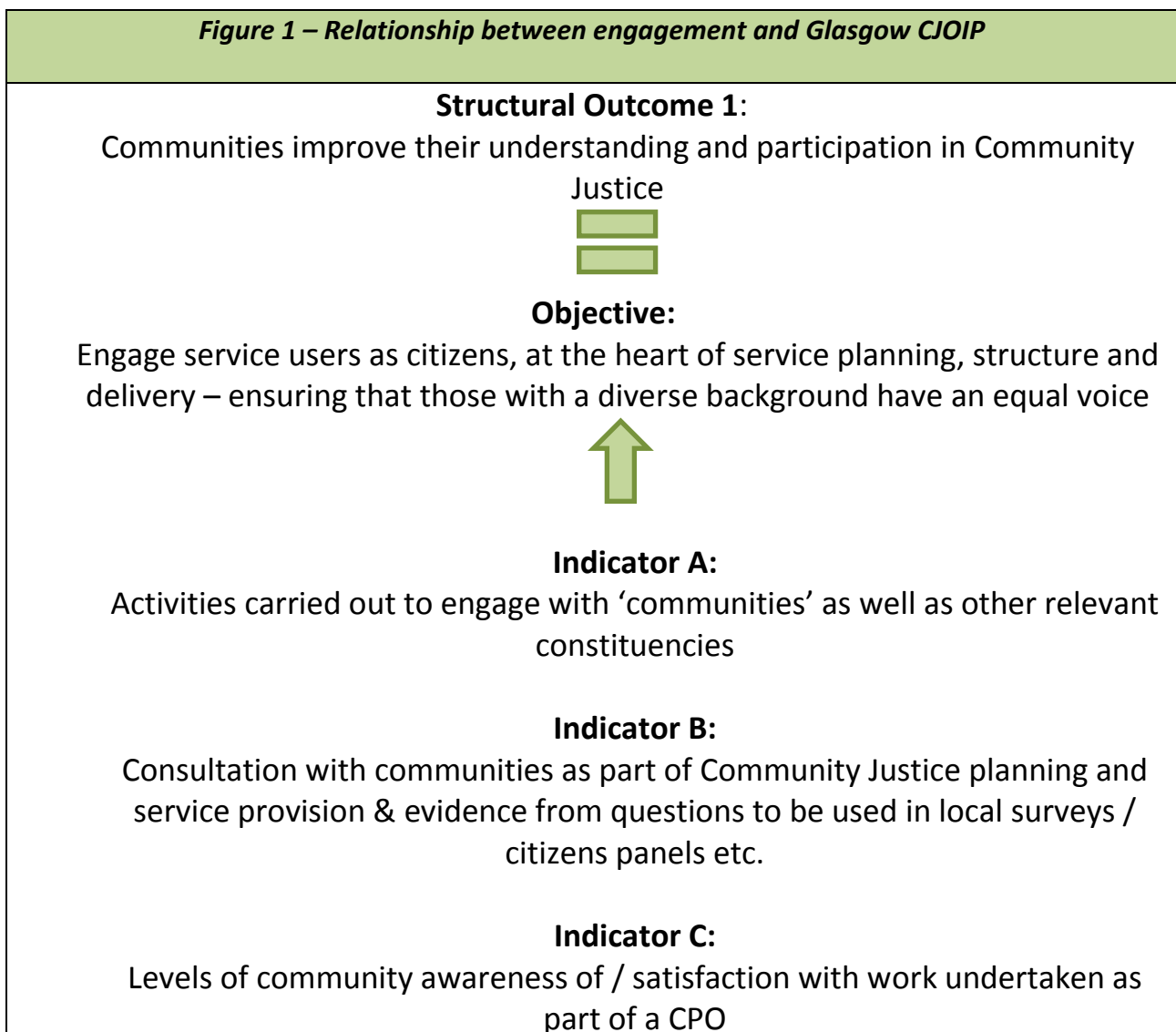
- [Protected characteristics](#) set out in the [Equality Act 2010](#)
- The protective factors, evidenced to influence re-offending including employability, education, health and well-being and housing – set out in [‘What Works to Reduce Re-offending – A Summary of the Evidence’](#)

3.0 Policy Context - Community Justice Glasgow (CJG) & the Community Justice Outcome Improvement Plan (CJOIP) – What we aim to achieve through engagement

The CJOIP is Glasgow’s local strategy and plan for delivering against the Scottish Governments’ vision for Community Justice set out in the [National Strategy for Community Justice \(2016\)](#) and associated [Outcomes and Performance Improvement Framework](#) (OPI). Our Engagement Strategy is underpinned by a focus on quality measures set out in the national OPI framework including:

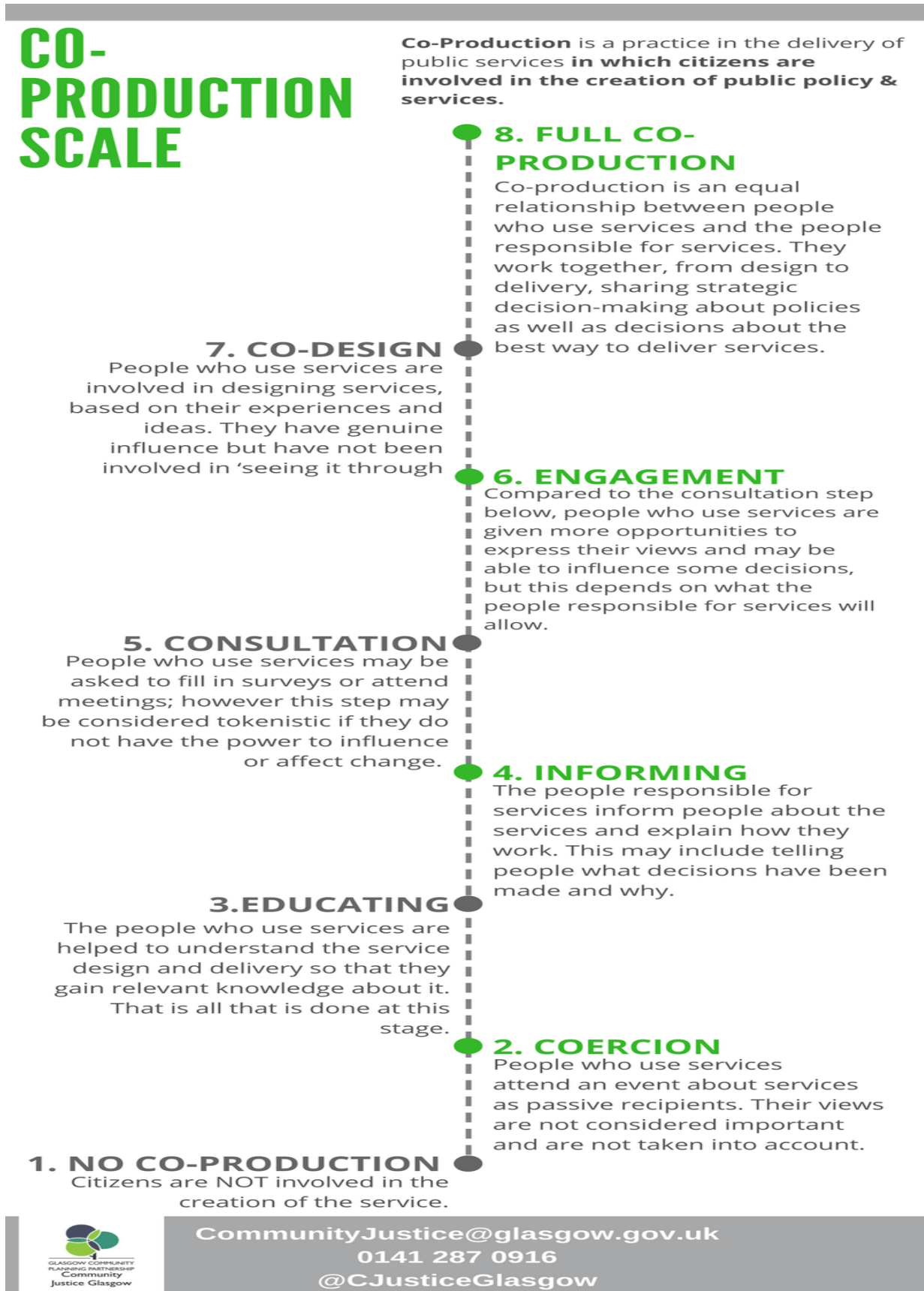
- user experience;
- workforce experience;
- user reported outcomes;
- level of co-production with people using services;
- implementation of a person-centred approach;
- community feedback on their involvement; and

Our local outcomes for community engagement will be driven by and measured against Structural Outcome 1 of our CJOIP (see figure 1 below):



Progress against achieving improved participation (**figure 1 above**), will be measured against an agreed scale (**figure 2**) and stretch targets to move services delivering under the Community Justice Glasgow umbrella towards co-production (**stage 8**).

Figure 2 – Distance travelled scale for measuring progress towards improved participation



4.0 National Standards for Community Engagement – Approach

Our approach to community engagement is informed by the [Revised National Standard for Community Engagement \(2016\)](#). The Standards set out clear principles for effective community engagement and act as a central benchmark and reference point for best practice. Through this strategy we are committed to using the most appropriate level of involvement and participation for each of the activities that we undertake. We will ensure, wherever possible, that our engagement activity meets the needs and expectations of the community involved, maximising opportunities to empower our communities to inform, influence, shape and participate in the delivery services aimed towards reducing re-offending in our City.

Figure 3- 7 National Standards for Community Engagement



5.0 Levels of Engagement

Our strategy recognises that 'engagement' will be at different levels, for different communities, at different times and for different purposes. We will always aim to use the most appropriate level and method of engagement for each of our activities including:

Levels

1. **Inform:** - Telling people what we plan to do
2. **Consult:** - Offering people restricted options to choose between
3. **Engage:** - opportunities for communities to influence options and choices of action, share in any action taken and lead on agreed action.

6.0 Methods

- Face to Face (focus groups, meetings, workshops)
- Public meetings (using Glasgow Community Planning Partnership established mechanisms)
- Engagement Events
- Questionnaires (including service entry and exit)
- Online surveys (including Citizens' Panels)
- Social media campaigns
- Criminal & Community Justice 3rd Sector Forum (agreed engagement mechanism between CJG and 3rd Sector organisations in Glasgow)

This strategy is closely linked to the Glasgow Outcomes & Performance Improvement Framework and Collaborative Commissioning Strategy (both in development at time of writing). Community Justice Glasgow has a [Communication Strategy](#) in place that will guide clear & regular communication with people, organisations and communities impacted by our engagement activity

7.0 Planning and Measuring the Impact of Our Engagement Activity (VOiCE)

We will use [Visioning Outcomes in Community Engagement \(VOiCE\)](#), Scottish Government's free online system, to help plan, monitor and evaluate our engagement activity in practice. We will use a 'Train the Trainer' approach to ensure that our people resources across the Community Justice Glasgow Partnership are able to use VOiCE to:

- reflect on what our engagement activity is trying to achieve;
- develop engagement plans that relate to our purpose;
- monitor progress and implementation;
- evaluate the process and outcomes; and
- learn lessons for future activity.

Outline Action Plan

CJOIP – Structural Outcome 1 – Communities Improve Their Understanding and Participation in Community Justice

What is the Engagement Activity (Brief Description)	What Level of Engagement will be Used? – Inform / Consult / Engage (see below for descriptions)	Focus of Engagement - which community (see below for description)	Status of Plan (VOiCE) 1.Not started 2.In Progress 3.Complete	Lead Person	What is expected to be achieved - Purpose? (see below for descriptions)
Levels: 1. Inform: - Telling people what we plan to do 2. Consult: - Offering people restricted options to choose between 3. Engage: - opportunities for communities to influence options and choices of action, share in any action taken and lead on agreed action.		Examples of Communities 1. People who have committed offence(s) - (from the point of arrest to re-integration back into their local community). 2. Local communities impacted by offending (geographical) including Elected Members who represent them. 3. Victims of crime. 4. 3rd Sector organisations working with people who have committed offence(s). 5. Public Sector organisations working with people who have committed offence(s). 6. Others communities of interest impacted such as families and/or carers of people who have committed offences.		Achievements (examples): <ul style="list-style-type: none"> • Increased knowledge and understanding (who?) • Increased participation (who and where?) • Increased decision making (who, where, about what?) • Increased influence (who, where, in what way?) • Service users will be involved in the delivery of service 	