



Communication Strategy 2018-23

August 2021 Update

Introduction

The [Community Justice Glasgow Communication Strategy 2018-23](#) continues to be implemented, with the action plan agreed by partners and monitored via the Community Justice Glasgow Partnership meetings. This is a mid-plan update to refresh the action plan, with a more detailed plan for 2021-22, and also to reflect on the changes in communications as a result of COVID-19.

Learning from experiences during COVID-19 and Lockdown

Communication activity has been different while there have been restrictions on meeting in person, with less traditional face-to-face activity and more reliance on digital communication methods. In Appendix 1 specific types of communication have been explored, to outline the positive and negative aspects of these methods. This is in the context of the changes that have been introduced during lockdown as well as looking to the future where more face to face activity will be possible.

COVID-19 has also highlighted or exacerbated some equality and inclusion issues. As we have been relying more on electronic forms of communication, it is apparent that many of the people we would want to communicate with experience digital exclusion. While work was very quickly carried out to mitigate some of these inequalities, and many digital devices and data provided to people across the city this will still be an issue with many people we would want to communicate with. We will continue to be mindful of this in our communications activity. Appendix 2 provides a case study of how Emergency Early Release was managed in Glasgow, and provides an example of ways in which these inequalities can be mitigated.

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How we will work with Key Groups

Our Communications strategy included information on how we will work with the key groups we would want to communicate effectively with. It recognised the stakeholders we wanted to communicate with as:

- Community justice service users
- The public
- Defence agents
- Sheriffs and other sentencers
- Glasgow's Third Sector
- Our partnership (Police Scotland, Scottish Fire and Rescue, Skills Development Scotland, NHS, IJB, SCTS, GCC, NHSGGC, SPS)
- Homelessness Services

In addition to the partners identified in this strategy, our local Alcohol and Drug Partnership and the Department of Work and Pensions have also become key stakeholders in our partnership working.

Communications activity 2020/21

The Communications strategy acknowledged that there were potential barriers to sharing our communication messages to some of the groups we would want to communicate with. The learning from experiences during lockdown has also highlighted some further barriers. Below, we will look at each of our stakeholder groups, identifying potential issues, and outlining our communications plans for 2021-22.

1. General public, Victims, Communities and Community Justice Service Users

These groups will be looked at together. Given our communities are all affected by community justice, and around 1 in 3 men and one in 10 women have convictions in Scotland, if we communicate well with communities then we will also be communicating well with our service users. Our communities will also include those that are victims of crime. While victimisation rates are reducing across Scotland, with the latest Scottish Crime and Justice survey results showing a decrease from one person in five to one in eight over the last 10 years, it is still an issue for our communities. As those from areas with higher levels of deprivation more likely to experience the negative impact of crime, some of our communities in Glasgow will be disproportionately experience victimisation. Our Communications Strategy stated that we would communicate with these groups via social media, linking with the Glasgow Community Planning Partnership communications strategy, and by the inclusion of lived experience in our working groups. Learning from lockdown has shown us that digital exclusion can be an issue for our citizens, and while action has been taken to equip many of those who are digital excluded with devices to enable their support to continue, this does not address any training or learning needs.

The inclusion of lived experience on our working groups has also not progressed as planned due to the cessation of face to face meetings over the last 18 months. While there had been identified people via the Homelessness Network Scotland, to initially attend the Barlinnie Throughcare Housing Subgroup, operational urgency changed the way in Throughcare groups operated and met during this period.

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What we will do:

While digital exclusion has been identified as an issue with some of our citizens, we will continue to develop our communications via Twitter, and link with GCPP and Glasgow City Council twitter accounts where relevant to reach a wide section of the public and share our messages. This will include sharing our digital annual report, and the various films and resources that have been developed by our partnership.

In order to link with people who we would not reach through these methods, we will link with the planned engagement activity including roadshows which are planned for communities, and links with activities planned by our partners.

2. Defence agents

Links have been made with the Glasgow Bar to communicate relevant information to defence agents, which should increase the promotion of community rather than custodial options in court. Links have also been made through the Clean State initiative, also raising awareness of CJG and our partners.

What we will do:

We will continue this work, with awareness raising progressed at every opportunity with the Glasgow Bar. We will share our annual report, which will also include links to the various films and other resources relevant to increasing awareness of community justice options, and promote better options for people going through justice processes.

3. Sheriffs/ Sentencers/ Crown Office and Procurator Fiscal Service (COPFS)

There was previously a direct route to Glasgow Sheriffs via the Liaison Sheriff who met with the HSCP Head of Criminal Justice, who is a member of our partnership. However, the structure has changed and so now communication is via the Sheriff Principal. Events have also been arranged in Glasgow Sheriff Court to demonstrate the impact of community alternatives to Sheriffs. While attendance is not always been high from Sheriffs at events, current restrictions would also impact upon our ability to communicate with sheriffs in this way.

We have direct contact with the COPFS national marking team, with representatives attending some of our groups and via the COPFS community justice Sherifffdom meetings. The Sherifffdom meeting have however paused during COVID restrictions. CJG staff have also provided input to Justice of the Peace induction events. We will continue to off our and HSCP input at relevant events.

What we will do:

We shall continue request a return of the COPFS Sherifffdom meetings as a route to share our communications resources with the COPFS and national marking teams. We will also continue to share our annual report and other resources with all of our partners to highlight the impact of community justice.

4. Third Sector

There is third sector representation on our partnership, and via the Third Sector Interface, we can communicate with many of Glasgow's third sector organisations. We have shared our annual report via this route each year, and also invited contact from anyone wishing to know more or link with us more effectively. We send regular e-mail updates to ensure awareness of community justice is maintained, and to keep

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the opportunity for collaborative working at the forefront. We also have third sector representation in all of our working groups and meeting structures.

What we will do:

We will continue to communicate with the third sector as we have been doing. We will share our annual reports and other resources and continue to provide briefings and updates, with the opportunity for any organisation to link with us to support partnership working. We will continue to raise this at our Partnership meetings, to ensure our communication methods are meeting the needs of third sector partners.

5. Our Partnership

Each partner has agreed to represent their organisation within our partnership and act as a conduit, feeding in any relevant communications messages between their own organisation and the partnership. Over the last year there has been less opportunity for informal communications, and so it is important for each of our partners to be proactive and aware of communications opportunities. It is important that the work of the partnership is in line with the strategic direction of our partners and that we have influence where this is appropriate. While there is a statutory requirement for alignment of the CJOIP and the CPP Local Outcomes Improvement Plan, it is also important that community justice is reflected in local planning across all of our partners. To achieve this influence, we have representation in other partnerships and forums across Glasgow, such as the CPP, Alcohol and Drug Partnership, homelessness and health strategic planning structures.

What we will do:

We will continue to contribute to other partnerships and strategic interface groups across Glasgow, and continue to discuss communications opportunities at our Partnership meetings.

6. Front-line Staff

Our Communications Strategy states that staff across all of our partners should be informed in relation to local community justice priorities and policy drivers, and the range of services available and how to use them. We keep justice social work staff informed via the monthly newsletter that is sent to all staff, ensuring all changes or developments are included. CJG staff also are members of various strategic and operational groups and can keep partners informed through these. It is expected that our partner organisations also feed through information to their staff.

What we will do:

We will continue to keep staff informed through existing routes. We will also promote service briefings and look at developing more ways in which we can keep staff informed, without producing additional work.

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Thematic Approach to Communications

In addition to what we will do to communicate effectively with each of the groups outline above, there will be a planned thematic activity to coincide with relevant local or national events and activity. This will be updated as new resources become available and activity is scheduled, in consultation with our partnership. This activity will include:

Date	Theme	Planned activity
October 2021	Annual Report	A communications plan specific to the dissemination of the electronic annual report will be created. This will include sharing this, with relevant information about our partnership to: Elected members across the city, third sector interface, Glasgow life, sharing on CJG, GCCP and One Glasgow twitter accounts (and look into Glasgow City Council), all relevant newsletters (HSCP, CJSW, The Insider).
October 2021	COP unpaid Work visibility	This will link with the launch of the annual report. Streetcones film will also be launched. Photographs and case studies will be sought from CPO unpaid work providers via the CPO Unpaid Work Providers' Forum. These will be shared via twitter, briefings will be created to share with relevant partners, multimedia resources will be shared and promoted.
November 2021	Prisoners' Week	Link with national Prisoners' Week campaign. Share relevant materials, links to annual report, prepare briefings for partners. Tie in films from Media Education and Streetcones where appropriate.
Ongoing	CJOIP themes	<p>Select a CJOIP theme for each month and promote this theme. Links to relevant articles in annual report, current relevant information and other available resources.</p> <p><i>Suggested activity for discussion with partnership:</i></p> <p>January 2022 - focus on Women and link with Howard League for Scotland information, circulate the animation on Tomorrow's Women Glasgow, link with SPS communications relating to the CCU.</p> <p>February 2022 – focus on victims, link with VSS activity, circulate findings of victims' surveys</p>

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		March 2022 – focus on Families, link with Families Outside, share research on the impact of prison on families, promote family support services
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Ongoing Communications Work

This plan is short-term in focus and will be reviewed as we return to more face to face work. It will be informed by the Appendix 1, which outlines the advantages and benefits of communications methods and what we are physically able to do while restrictions ease.

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Appendix 1 – Advantages and Disadvantages of Communication Methods

Traditional Communication methods		
	Advantages	Disadvantages
Events	<ul style="list-style-type: none"> • These are engaging and people feel that they are a part of the event. • It is easy to assess who has attended and gauge responses 	<ul style="list-style-type: none"> • It can be difficult to encourage attendance across all of who we would want to engage with at a stand-alone event. • There is the risk that it is the people we already work and engage with who attend, rather than reaching new audiences. • It can be expensive. • A lot of co-ordination required. • Not everyone feels comfortable speaking up at large events (although there are methods for submitting electronic questions for those who are able to use this technology).
Stalls and Pop-ups	<ul style="list-style-type: none"> • They can spark interest for people not involved in the subject area, reaching new audiences. • Good way of using free space. • Informal, it allows conversation and can lead to new connections and partnership working. 	<ul style="list-style-type: none"> • Difficult to predict footfall and interest. • Limited time for interaction. • Difficult to assess impact.
Posters/ banner/ notice boards	<ul style="list-style-type: none"> • Inexpensive. • Can be put in high footfall areas. 	<ul style="list-style-type: none"> • Not effective at engaging people with literacy issues. • Must be maintained and kept up to date. • Limited evidence that it leads to better communications.
Partner newsletters	<ul style="list-style-type: none"> • Reaches and is read by a lot of staff 	<ul style="list-style-type: none"> • Only targets staff group or those who have subscribed
Individual meetings	<ul style="list-style-type: none"> • Engaging and can ask direct questions • Can link to existing meetings 	<ul style="list-style-type: none"> • Time consuming and difficult to get dedicated time with people • Needs to be around specific issues

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Newer Communication Methods		
Website	<ul style="list-style-type: none"> • Useful as a repository which allows access to all of our documents. • Links to all documents can then be shared (e-mail and twitter). 	<ul style="list-style-type: none"> • Limitations on who has access to publish, and to style and format. • Digital exclusion issues
Digital events	<ul style="list-style-type: none"> • Limitless attendees • Can be less expensive than hiring venues and providing refreshments • Event can be recorded and shared with those who cannot attend, widening communication messages • People may be more likely to ask questions than face to face events, and different methods for questions and comments can encourage this (chat) 	<ul style="list-style-type: none"> • Skills are still developing in this area. • Digital exclusion and computer literacy issues. • Does not flow like face to face interaction. • Less opportunities to network and make connections.
Social media	<ul style="list-style-type: none"> • Can engage with a lot of people easily. • Can use several outlets (CJG, One Glasgow and through the wider team GCC) 	<ul style="list-style-type: none"> • Time investment needed to keep content interesting and relevant • Not necessarily reaching new audiences – followers include many key partners, but limited interaction with the community and specific communities of interest. • Digital exclusion issues
Surveys	<ul style="list-style-type: none"> • Easy to use and analyse results 	<ul style="list-style-type: none"> • Response rate is not usually high and therefore does not give an accurate picture • Excludes those who are digitally excluded or have literacy issues

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Appendix 2

Communications Example - Emergency Early Release

One example of digital exclusion that has been highlighted further during physical distancing restrictions is with the prison population. COVID-19 led to the Emergency Early Release (EER) policy whereby people were released early from prisons if they met specific criteria. However, while face to face meetings were unable to go ahead, people leaving prison could not be supported in the same way as before, where mentors could meet directly with them and support them to establish all of the things they needed to be in place for leaving prison. To overcome this issue, Shine and Routes Out were able to arrange for liberation packs to be given to those leaving prison, which included contact details of all of the relevant agencies, a pre-charged telephone, or vouchers to buy one, and details of the current restrictions when leaving. Other agencies such as DWP, were able to accept applications for benefits over the phone, rather than electronically, and enhanced data sharing arrangements enabled Homelessness services to arrange accommodation for everyone leaving prison during lockdown, and often at short notice. To ensure those in prison were prepared for the changes put in place during lockdown, CJG commissioned an audio clip to go out on prison radio outlining what to expect when released. 'Email a Prisoner' was also used so that everyone who was due to be released had the information needed sent to them in advance of their liberation date.

All partners involved also met regularly, initially by conference call and then via MS Teams as this software became available to all partners, to ensure better transition for people moving from prison to the community. Existing partnership arrangements, such as the Barlinnie Throughcare groups and Glasgow Working Group on Women and Offending, were helpful in progressing this work. The data sharing agreement that had been progressing was also agreed by partners prior to the implementation of EER, which allowed partners to share the relevant information to support transition from prison to community.