

# **COMMUNITY SAFETY - the emerging landscape and future opportunities**

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February 2018**

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## **ACKNOWLEDGEMENTS**

Thank you to all the participants who kindly made time to accommodate visits, phone calls, contribute fully to the discussions and provide supplementary information.

Full details of discussions, local structures and approaches have been developed for each local area and can be shared following agreement of the local area. Discussions have also identified examples of good practice, and a small number of these have been noted throughout this report.

# COMMUNITY SAFETY ENGAGEMENT

## PURPOSE AND BACKGROUND

Current Community Safety policy has its origins in the late 1980s/early 1990s which saw the beginning of a more defined political will to create safer and healthier communities where everybody has the opportunity to thrive. Over the last 20 years the concept of community safety partnership working has gone from strength to strength. Partnerships, at both local and national level, have successfully contributed to creating safer communities including notable reductions in crime rates<sup>1</sup>, accidental and deliberate fires and road casualties<sup>2</sup>.

The 2014/15 Scottish Crime and Justice Survey shows there is a clear trend that since 2008-09, feelings of safety have increased and worry about crime has fallen. 75% of adults thought the local crime rate had stayed the same or reduced (up by 10 percentage points since 2006), whilst 54% thought the national crime rate had stayed the same or reduced (up by 14 percentage points since 2009/10). Further, the proportion of adults who felt safe walking alone in their local area after dark had increased from 66% to 74% between 2008-09 and 2014-15 whilst the 2016 Scottish Household Survey (SHS) found that over nine in ten adults view their neighbourhood as a very or fairly good place to live<sup>3</sup>.

The contributing factors and interdependencies that make a community safe covers a very broad and varying range of policy areas. While the majority of community safety work is carried out at a local level, national government plays a key role in representing local issues and needs by setting the strategic direction and policy context.

A [\*Safer and Stronger Scotland\*](#) is one of the Scottish Government's five key Strategic Objectives to help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life<sup>4</sup>.

Over recent years there has been significant reform, legislative and policy changes that have impacted on the way community safety services are delivered. Whilst partnerships continue to deliver positive outcomes for communities, in light of these notable changes and interdependencies, Scottish Government, COSLA and the Scottish Community Safety Network (SCSN) jointly agreed to carry out a piece of work to **identify key areas of activity, capture learning, identify shared interest; and explore how connections can be improved between local and national initiatives and activity.**

This work is intended to:

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<sup>1</sup> The latest Recorded Crime National Statistics reported a 43% fall in recorded crime between 2006-07 and 2016-17 and the risk of being a victim of crime decreased from 20.4% in 2008-09, and 16.9% in 2012-13, to 14.5% in 2014-15.

<sup>2</sup> Building Safer Communities Briefing Paper, April 2015 [www.bsc.scot/](http://www.bsc.scot/)

<sup>3</sup> <https://beta.gov.scot/publications/scotlands-people-annual-report-results-2016-scottish-household-survey/pages/4/>

<sup>4</sup> Scotland Performs <http://www.gov.scot/About/Performance/scotPerforms>

- Identify and influence the future national policy direction around community safety;
- Support local community safety partners by sharing examples of positive practice and improved community outcomes;
- Build up a picture of key operational challenges facing the partnership approach to community safety;
- Contribute to and support the SCSN to determine its future role.

This report captures the findings from discussions with key partners and community safety representatives across local partnerships. There is clear evidence of some outstanding work and countless examples of good practice at a local level. A small number of these examples have been included within this report for illustrative purposes.

In taking forward the findings and opportunities, noted within this report, there is an opportunity to build further on the positive, joint approach between **Scottish Government, COSLA** and **the SCSN** to action the next phase of this work.

Further to this, wider partnership buy-in and engagement is essential and the continued positive support from other key community safety partners including Police Scotland, the Scottish Fire and Rescue Service (SFRS) and the NHS/Health and Social Care Partnerships (HSCPs), as well as key third sector organisations will be key in moving the community safety ambition forward.

## METHODOLOGY AND APPROACH

Between April 2017 and January 2018, the Scottish Government's Building Safer Communities team, led by a seconded COSLA Policy Manager, undertook a series of discussions with Community Safety Partnerships (CSPs), Community Planning Partnerships (CPPs) and partners in each local authority area. Local visits took place with 31 partnerships and a series of telephone calls also took place with Comhairle nan Eilean Siar<sup>5</sup>.

The approach focused around in-depth discussions, talking to those from the sector, with a flexible, non-structured interview. Discussions regularly included representation from the local authority, Police Scotland and the Scottish Fire and Rescue Service; however other partners were also involved in a number of discussions. A full list of organisations who participated in discussions is included at [Appendix K](#). This approach provided an opportunity to develop an understanding of the local view and setting, and to build rapport and relationships across the sector.

While flexibility was maintained, a number of areas for discussion were confirmed in advance, namely:

- What does Community Safety mean in 2017, and the future?
- The Community Safety position in CPPs and relationship with LOIPs and locality plans;
- Key priorities and outcomes;
- Structures and relationships;
- Development of partnership working - enablers and barriers (including discussions around 'wider' partnerships);
- Approach to early intervention and prevention;
- Relationship with communities and approach to reducing inequalities;
- The role of the SCSN;
- Local links and awareness of the Scottish Government's Building Safer Communities (BSC) Programme.

This engagement provided a rich and detailed understanding of the current and emerging community safety landscape in Scotland. The key findings and opportunities identified from this are set out on the following pages.

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<sup>5</sup> A face to face discussion also took place with Comhairle nan Eilean Siar's Scottish Fire and Rescue Service Local Senior Officer (LSO) whilst in Shetland. A visit was discussed however it was not possible within timescales.

## THE NATIONAL CONTEXT

It is recognised that the majority of community safety identification, priority setting and delivery is carried out at a local level. This is complemented by the national government role in representing local issues and needs through setting the national strategic direction and policy context.

The Scottish Government's ambition for a *Safer and Stronger Scotland* where local communities flourish and become stronger, safer places to live, offering improved opportunities and a better quality of life provides the national context for all community safety activity.

Over the past ten years the Scottish Government has directed and monitored national policy to deliver a Safer and Stronger Scotland through the [National Performance Framework \(NPF\)](#) which has included a set of 16 National Outcomes. Progress towards achieving this vision is measured through the [Scotland Performs](#) site against a [range of indicators](#). Whilst there is connection between all of the national outcomes to the wellbeing of communities across Scotland, of particular relevance to the community safety agenda are:

- **National Outcome 9:** We live our lives safe from crime, disorder and danger
- **National Outcome 10:** We live in well-designed, sustainable places where we are able to access the amenities and services we need
- **National Outcome 11:** We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

The NPF is presently undergoing review with the aim of publishing revised Outcomes in Summer 2018, but key messages around resilience, safety, empowerment and inclusiveness are all still clear ambitions<sup>6</sup>. Further, Scotland is one of the first countries to commit publically to the United Nations Sustainable Development Goals<sup>7</sup>. The NPF will be one of the measures used to monitor Scotland's progress towards these goals.

The [Justice in Scotland: Vision and Priorities](#), published in July 2017 builds on the outcomes and approach first set out in the Strategy for Justice in Scotland (2012). The Justice Vision places people at the centre with a stronger focus on prevention, diversion and early intervention. There is a decisive shift away from focussing on the systems we have in place, recognising that the justice system cannot solve social and criminal problems in isolation. Its vision for a *safe, just and resilient Scotland*, and associated outcomes, set out below in [Table 1](#), contribute directly to meeting national ambitions.

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<sup>6</sup> Subject to parliamentary change

<sup>7</sup> <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>



**Table 1: Justice in Scotland: Vision and Priorities 2017, Outcomes**

- We live in safe, cohesive and resilient communities
- Prevention and early and intervention improve wellbeing and life chances
- Our system and interventions are proportionate, fair and effective
- We deliver person-centred, modern and affordable public services

Further detail on Justice in Scotland: Vision and Priorities is attached at [Appendix A](#).

Complementing the Justice Vision, the Scottish Government's Building Safer Communities (BSC) partnership programme is founded in the ambition for a Safer and Stronger Scotland. The Programme seeks '*a flourishing, optimistic Scotland in which resilient communities, families and individuals live their lives safe from crime, disorder and harm*'.

The BSC collaborative approach aims to help communities, and national and local partners, reduce the number of victims of crime; and to reduce the number of victims of unintentional harm. The partnership approach makes best use of the strengths that exist within communities and uses improvement to drive transformational change.

BSC prioritises investment in social capital, and works with communities across Scotland to learn from their approaches and promote good practice. This includes investment in Inspiring Scotland's Link Up programme, which helps individuals to establish strong, positive relationships with others in their community. The programme has supported people experiencing inequalities to: address the underlying causes of crime, by helping people to establish strong positive relationships with others in the community and to build confidence and self-esteem through community-led activity and projects; reduce opportunities for offending, by providing diversionary activity and helping people re-connect with the local community in a positive way; and intensive and bespoke 1-2-1 interventions with offenders, and their families, to reduce the risk of re-offending.

The BSC Programme has also provided the impetus to develop a more co-ordinated and strategic approach to the unintentional harm<sup>8</sup> agenda in Scotland, building links with wider community safety activities. A key step in this work has been the development and publication of the [Unintentional Harm Strategic Assessment](#), strengthening the shared understanding of the importance, nature and scale of unintentional harm in Scotland. An Executive Group has been established to build collaborative leadership and strengthen partnership working in tackling unintentional harm.

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<sup>8</sup> Unintentional harm is unintended physical and psychological harm that could have been predicted and prevented. Physical unintentional harm includes home safety, transport safety, outdoor and water safety and workplace safety. Psychological unintentional harm includes loneliness and social isolation, work related stress and mental wellbeing.

Many other Scottish Government policies directly contribute to the Community Safety agenda. It is not practical to detail each strategy or programme, their interconnectedness, or impact on local communities within this report, but one opportunity following on from this work, set out in [chapter 1](#), notes the potential benefits of such an exercise.

## **THE LOCAL CONTEXT**

As noted above, the vast majority of community safety work takes place at a local level. Local Community Planning Partners, the voluntary sector, business and local communities all have a key role in creating and maintaining safe communities.

Community planning provides a focus for partnership working to improve local services, ensuring that partners collectively meet the needs of local people, especially for those people most in need. Across Scotland, Community Safety is coordinated within each of the 32 Community Planning Partnerships (CPPs), often as a Community Safety Partnership (CSP); however structures vary to meet local arrangements.

Each CPP has now completed development of a Local Outcome Improvement Plan (LOIP), in line with the Community Empowerment (Scotland) Act, 2015. This process has required local CPPs to hone their strategic priorities. Whilst 'creating safer communities' or 'community safety' may feature, components of community safety work are also captured through wider community focused strategic priorities and supported by detailed operational strategies and action plans.

Local CSP (or equivalent) membership varies across Scotland. However, the majority of partnerships have representation from the local authority (housing, social work, environmental/community services), Police Scotland, SFRS and the NHS. Other partners may include the Scottish Ambulance Service (SAS), Health and Social Care Partnerships, Coastguard, Mountain Rescue, third sector, local business, local community and/or safety groups.

Local community safety structures, priorities and approaches vary significantly based on local circumstance, however there is some similarity, particularly around initiatives and projects which tackle: antisocial behaviour; gender based violence; crime and violence; youth disorder; drugs and alcohol intake; as well as to improve personal, home, water and road safety.

Recent changes to local community planning and community safety structures and approaches, and some of the implications of these changes, are discussed throughout this report.

## SCOTTISH COMMUNITY SAFETY NETWORK (SCSN)

The SCSN is the national forum for officers who are responsible for the strategic development of community safety at both local and national level, in the private, public and voluntary sector. Their role is to act as the strategic voice for community safety in Scotland and through working collaboratively with their members and partner agencies, they champion community safety and influence the shaping and development of national policy and local delivery.

The SCSN is governed by a dedicated Board made up of senior representatives of local authorities, Police and SFRS, it receives annual grant funding from the Scottish Government and generates additional income through membership fees.

The SCSN is currently undertaking a fundamental review of the organisation to best support both the national and local delivery of community safety activity across Scotland, and has recently appointed a new Chief Officer. Initially the Chief Officer will have three priorities:

- Identify and progress a clear remit, role and structure for the SCSN;
- Review the SCSN's Strategic Plan;
- Identify opportunities for the SCSN to support and influence the community safety and community planning sectors in Scotland.

The Chief Officer appointment and the findings from this work provides a timely opportunity to reinvigorate mechanisms for sharing practice, develop training and support to aid relationship building, and to identify how connections can be improved between local and national initiatives and activity.

Comments raised within discussions in relation to the role of the SCSN have been included within [Table 2](#).

### Table 2 : The role of the SCSN

There was a clear view that there was a need for an organisation to: act as the strategic voice for community safety; champion community safety; and influence the development of national policy and support local delivery. Positive views were shared around past activity carried out by the SCSN including: networking opportunities; briefings; practice sharing events; and training.

Areas raised within discussions where it was felt the SCSN could play a stronger role included:

- As an advocate for the sector with national partners and in wider national policy discussions;
- Influencing emerging agendas/issues/policies e.g. cyber-crime, future of CCTV;
- Developing a stronger relationship with Community Justice Scotland;

- Developing a stronger relationship with other established networks including the Community Planning Network, Community Justice Network, Violence Against Women Network, Alcohol and Drugs Partnerships;
- Establishing stronger relationships and shared outcomes across other Scottish Government grand funded bodies including Crime-stoppers, Neighbourhood Watch, ROSPA and Scottish Business Resilience Centre (SBRC);
- Supporting Strategic networking, as well as operational support;
- Considering new ways of engaging locally e.g. regional engagement meetings, online/Skype engagement;
- Considering issues on a thematic basis and engage with relevant local partners e.g. rough sleeping with urban partnerships;
- Working with partners (e.g. Police Scotland and SFRS) to deliver partnership training and development;
- Considering new ways of sharing practice (potentially through the development of an online portal);
- Re-establishing the Partnership Analyst Forum to address any local, data sharing issues.

## KEY FINDINGS AND OPPORTUNITIES

### COMMUNITY SAFETY IN 2018

Community safety is not a simple concept and tends to mean different things to different people at different times of their lives<sup>9</sup>. It is ever evolving, has many different dimensions, links to many different policy strands, and impacts on communities and individuals in many different ways.

There are varying definitions of Community Safety which have developed over time from those in the past that focused around a traditional view of crime prevention and incivilities to broader definitions that encompass community cohesion, personal safety and the impacts of isolation. A key example being:

*'People are safe from crime, disorder and danger and free from injury and harm; and communities are socially cohesive and tolerant, are resilient and able to support individuals to take responsibility for their wellbeing'*

SCSN

COSLA has previously stated<sup>10</sup> that community safety is about:

*protecting people's rights to live in confidence and without fear for their own or other peoples' safety*

At a local level, most local strategies do not include a specific definition of Community Safety, rather a description of the services delivered.

In taking forward this discussion, [Diagram 1](#) below, has been developed to help illustrate the different dimensions of policy that contribute to community safety at the national and local level. This has helped shape some of the discussions held during this work in trying to capture the linkages and relationships between different policy strands, the impact each dimension may have and the key partners involved.

This diagram does not capture all the relevant policy and action in place, but going forward it is hoped that this could be developed further and used flexibly to better consider connections across the community safety agenda.

<sup>9</sup> Threads of Success, A Study of Community Safety Partnerships in Scotland, 2000

<sup>10</sup> Threads of Success, A Study of Community Safety Partnerships in Scotland, 2000

## Diagram 1 – Community Safety Target Diagram



It is clear that there are many contributing factors and interdependencies that make a community safe cover a very broad and varying range of policy areas. Following the Commission on the Future Delivery of Public Services, 2011<sup>11</sup> (Christie Commission), there has been significant reform, legislative and policy changes that have impacted on the way community safety services are delivered. A number of key reforms are outlined in [Table 3](#).

**Table 3 – List of Recent Reform Changes**

- Police and Fire Reform (Scotland) Act, 2012 – establishing Police Scotland and the Scottish Fire and Rescue Service;
- Equally Safe: Scotland's strategy for Preventing and Eradicating Violence against Women and Girls 2014 (updated 2016);
- Public Bodies (Joint Working) (Scotland) Act 2014 – setting the framework for the integration of health and social care services;
- Community Empowerment (Scotland) Act 2015 - including the introduction of Local Outcome Improvement Plans (LOIPs) and locality plans;

<sup>11</sup> <http://www.gov.scot/Resource/Doc/352649/0118638.pdf>



- Community Justice (Scotland) Act, 2016 - introducing a new model for Community Justice with the establishment of Community Justice Scotland (CJS) and, at a local level, strategic planning and service delivery is now the responsibility of community justice partners;
- Internal local authority reviews and restructures directly attributed to Public Sector Reform and funding constraints.

As established so far in this report, Community Safety in 2018 is viewed more broadly with links to a wide range of policy areas and impacts on communities in many different ways. Recent reforms, noted above, have highlighted these linkages further and clearly demonstrate that the policy and activity that contributes to community safety has moved on significantly in recent years, namely with a decisive shift towards prevention, tackling 'failure demand'<sup>12</sup> and empowerment, driven by locally led decision making.

Most recently, (partly attributed to the introduction of the Community Empowerment (Scotland) Act 2015), locally there has been a notable change in the relationship with communities. There has been a move away from solely safety or justice strategies to a focus on the holistic needs of communities. For example, one partnership described it as:

*'a focus on strong sense of community and social connections which creates feelings of safety'*

Local partnerships are focused on people having strong networks of support, building connections across and between communities, and empowering people in communities to support each other and to take collective action.

The review of the National Performance Framework (NPF), the Justice Vision for Scotland and other collaborative work underway around the development of a Place Principle<sup>13</sup> provides a national direction around the ambition to further build safe communities. Whilst this is recognised at the local level, discussion have identified that there is opportunity to increase the clarity around how these all fit together within a community safety context and to support local delivery. Further detail on all of these policies is included in [Appendix A](#).

In further demonstrating this, the key principles that participants felt represented a **national community safety narrative** and could be used as key principles are set out in [table 4](#).

<sup>12</sup> 'failure demand' is demand which could have been avoided by earlier preventative measures. It is a reactive spending – targeting the consequences not the causes. The Commission on the Future Delivery of Public Services <http://www.gov.scot/Resource/Doc/352649/0118638.pdf>

<sup>13</sup> The Place Principle requests that those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive growth and create more successful places.

## **Table 4: Key principles for a Community Safety Narrative**

### **Person-centred, place-based**

Place is where people, location and resources combine to create a sense of identity and purpose, and are at the heart of addressing the needs and realising the full potential of communities.

Being person-centred and enabling strong networks of support, building connections across and between communities, and empowering people in communities to support each other and to take collective action.

Ultimately, it is about focusing on the assets within communities and on co-producing services with communities

### **Addressing the needs of communities holistically**

Evidence consistently points to the need for integrated actions, rather than a sole focus on just the economic, physical or social aspects which, on their own, fail to achieve the desired improvements for communities. The evidence is clear that interventions on one issue can improve other outcomes. Inclusive, empowered, resilient and safe communities are therefore those that are functioning well economically (promoting inclusive growth), physically and socially.

### **Prevention and Early Intervention**

This focus means that we recognise the need to take action at an early stage – supporting people to change their behaviours and reducing risk, and working closely with individuals and communities to help them find solutions to local problems.

### **Tackling Inequalities**

We will target resources and focus on communities in greatest need, where inequalities exist in the way community safety issues are experienced, as a result of factors such as poverty, connectivity, vulnerabilities, health and age.

### **Strong partnership working with governance and decision making that enables community participation, influence and ownership**

We will continue to develop genuine partnership between public sector partners, third sector, business and communities. This includes working towards a common purpose and outcomes, co-producing policy and programmes, sharing resources and overcoming challenges with data-sharing, by showing strong and committed leadership while being open to innovation.

### **Evidence based action supported by evaluation and an understanding ‘what works’**

Evidence continues to take a central role in strategic planning and operational resource deployment. Collective continuous monitoring and improvement will continue to be a key focus to drive forward improved outcomes for communities.



At the local level, the **complexity of the broad community safety landscape** and relationship between key policy and legislative strands, both locally and nationally, can make it challenging for local partnerships to coordinate a strategic approach to community safety.

Each CPP has now completed development of a Local Outcome Improvement Plan (LOIP), in line with the Community Empowerment (Scotland) Act 2015, replacing Single Outcome Agreements (SOAs). This process has required local partnerships to hone their priorities. Whilst 'creating safer communities' or 'community safety' was a feature of most SOAs, in many LOIPs it does not explicitly exist. Now, components of community safety work are captured through wider strategic priorities e.g. to address alcohol issues, to create resilient communities, to create connected and cohesive communities. This change in strategic prioritisation has also influenced many governance and operational changes at a local level. Below [table 5](#) provides a short example of local governance changes and several key operational changes have been summarised in [Appendix B](#).

#### **Table 5: Examples of Recent Community Planning and Community Safety Structural Changes**

##### **Inverclyde**

Following the introduction of Inverclyde's Local Outcome Improvement Plan (2017-2022), the Inverclyde Alliance (Community Planning Board) endorsed a new delivery structure for community planning arrangements. Historically, scrutiny and oversight arrangements for Community Safety related activity lay with an Outcome Delivery Group with responsibility for a number of functions including community safety. In 2018, a Community Safety Partnership Strategy Group (CSPSG) will be created, responsible for the delivery of the community safety strategic assessment and other community safety related activity, including those identified within the Outcome Improvement Plan.

The purpose of the CSPSG will include setting the community safety priorities for Inverclyde and identifying the appropriate network to deliver those priorities—, contributing to the delivery of the Inverclyde outcome improvement plan, monitor and provide feedback in relation to partnership action in respect of the 'Inverclyde Local Fire & Rescue Service Plan' and 'Inverclyde Local Police Plan'. Group membership includes representation from Inverclyde Council, Inverclyde Health and Social Care Partnership, Police Scotland, the Scottish Fire & Rescue Service and either individual or group registration on behalf of local housing providers.

This group will also report directly to the Alliance Board, on a minimum annual basis. In addition to this, the Alliance will be creating 3 Locality Partnerships and it is likely that any issues in those localities of a community safety nature will be remitted back to the CSPSG or require a nominated officer to attend the appropriate locality groups. Strategic fits within the CSPSG include links to the Inverclyde Alcohol & Drugs Partnership (ADP) and Inverclyde Community Justice Partnership.

The reforms noted in [table 3](#) have all impacted on CSPs in different ways and to a varying extent, most notably police and fire reform and the integration of health and social care services. The **Community Justice (Scotland) Act, 2016** has also had a significant impact on local community safety governance arrangements within a number of local areas, and requires further consideration. The Act requires CPPs to cooperate in the preparation, implementation and review of a Community Justice Outcomes Improvement Plan (CJOIP) for the local authority area. Many local areas have supported this by establishing a Community Justice Partnership or Board. Within a notable number of local areas, the CSP has merged with the recently established Community Justice Partnership/Board (or plans to do so in the near future). It was clear in some discussions, that that the work of both partnerships was intrinsically linked. One local partnership described the relationship as:

*'Community Safety is a positive product of Community Justice being effective and working well with communities and individuals. It is an outcome rather than a service, although it is strongly influenced by the quality of service delivery.'*

Midlothian Community Safety and Justice Strategy, 2017-18

Within local areas where the shared partnership approach has been adopted, officers reported improved relationships with social work and health colleagues. However, discussions also included potential risks, such as: community safety acting solely as the preventative arm of community justice, with other agendas including road safety, water safety and unintentional harm being deprioritised; or Community Safety being marginalised due to the current political (and financial commitment<sup>14</sup>) to Community Justice.

It should be noted that although this merger approach has taken place in a number of authorities (or will do in the near future) others have retained distinct governance arrangements for appropriate and justifiable local reasons, or are allowing Community Justice arrangements time to develop before decisions are taken. Examples of local Community Safety structural changes following the Community Justice (Scotland) Act 2016 are included at [Table 6](#).

**Table 6: Examples of Community Safety Structural Changes following the Community Justice (Scotland) Act 2016**

#### **Edinburgh**

The Community Justice (Scotland) Act 2016 saw community justice planning responsibilities transferred from Community Justice Authorities to community planning partnerships with effect from 1 April 2017. In recognition of this, the Edinburgh Community Safety Partnership (ECSP), Edinburgh's strategic group responsible for

<sup>14</sup> Funding of £50,000 has been provided to each Community Planning Partnership (CPP) for 2015-16, 2016-17 and 2017-18 to assist with the transition to the new model. Most local areas have used the funding to employ a dedicated member of staff to support local arrangements.

co-ordinating a multi-agency response to promote community safety and tackle antisocial behaviour, combined with the Reducing Reoffending Partnership to create a new partnership with a joint focus on creating safer communities and reducing reoffending.

Although it kept the same name, the newly created ECSP, now also has responsibility for the development and implementation of the Edinburgh Community Justice Outcomes Improvement Plan on behalf of the Edinburgh Partnership (community planning partnership); supporting the Scottish Government's vision to prevent and reduce reoffending by addressing its underlying causes, and to safety manage and support those who have committed offences to help them integrate into the community for the benefit of all. The new ECSP is supported by local community improvement partnerships, and by sub groups in the following areas: women in the criminal justice system; families with complex needs; young people; and prolific offenders.

**Scottish Borders, Perth and Kinross** and **Midlothian** are also operating as one partnership.

#### **Fife**

In Fife, the community justice team and youth justice team are based within the operational community safety team. Fife are currently not running a joint governance partnership however the oversight of staff has produced positive outcomes due to closer working relationships and allows for a preventative view to be taken.

#### **Opportunities to be explored:**

- There is an opportunity to **reinvigorate the national definition of Community Safety**. The ambition of this would be to support local and national organisations to better understand, share and align their efforts.

Further

- 'Safety' is one part of a broader community focus and there is an opportunity to further promote this change of focus;
- The review and refresh of the National Performance Framework provides an opportunity to set the strategic context for the development of a community safety narrative. This could further be complemented by the developing national Place Principle and the future direction of the Building Safer Communities Vision for Scotland.
- To ensure consistency, avoid duplication and prevent the landscape becoming further cluttered, there is an opportunity to present the current national policies noted above, specifically in

the context of community safety rather than drafting an additional publication.

- Scottish Government, COSLA and the SCSN collectively have a role to support and promote this work. Practically, the SCSN could lead and influence the development of this work through their strategic relationships, and the creation of engagement mechanisms such as peer learning groups and communities of practice.
- There is opportunity for further **research to provide a clear picture of the community safety landscape in Scotland**, and the relationship between key policy and legislative strands. The outcome of this work would inform a consolidated picture of national legislative and policy priorities and commitments. This would assist local partnerships to prioritise and coordinate a strategic approach to community safety, inform the development of a national community safety narrative, and strengthen collective leadership and accountability<sup>15</sup>.
- There is a timely opportunity following the publication of LOIPs (and to meet the challenges of Public Sector Reform and funding constraints) for CPPs and CSPs to **consider the complexity of their governance arrangements to ensure a local, coordinated, strategic approach to community safety** is in place.
- There is an opportunity for the **relationship to continue to be strengthened between Scottish Government, local partnerships and Community Justice Scotland**. Learning from the first full year of Community Justice Partnerships, the development of the 2018/19 (or longer term) CJOIPs and the development of CJS Learning and Development models provides a timely opportunity to build and share examples of practice models to support local partnerships.
- A Community Justice Network which brings local Community Justice lead officers together to share learning and practice has also been developed and meets on a regular basis. Other relevant networks include the Community Planning Network and the Violence Against Women and Girls Network. There is an opportunity for the **SCSN to establish closer links with key networks** (including others not noted) **to identify shared agendas and opportunities**.

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<sup>15</sup> In 2014/15 the SCSN produced a list of key policy drivers and legislation relating to community safety in Scotland. Although this was for another resource, once updated, it may provide the basis for further work to update the list and to explore the interdependencies and relationship between different policy areas. The SCSN has also embarked on work to review local community safety priorities contained within LOIPs. This could be used to supplement wider research work.

## PREVENTION, VULNERABILITY AND THE RELATIONSHIP WITH COMMUNITIES

In recognising the varied approach and delivery of Community Safety activity, there is a **clear emphasis on a prevention focussed approach** at the local level across Scotland. Many partnerships carry out 'primary' preventative activity including delivering educational community safety programmes or proactive public safety campaigns, as well as 'secondary' prevention to prevent a threat or risk reoccurring<sup>16</sup>.

Partnership tasking and coordination takes place in the majority of local areas, to carry out secondary preventative activity by coordinating and collectively agreeing priorities, actions and resource deployment, based on partnership intelligence and evidence. This can take the form of daily, weekly or monthly meetings subject to local need. It was clear, in some areas, this process was identifying and engaging with individuals and families to address vulnerability, social work and health issues rather than simply addressing safety or justice issues. This was clear when officers attended the Moray Tasking and Coordinating Group where all but one of the cases considered was centred around non-criminal or non-justice concerns. The terms of reference of this group have been included at [Appendix C](#), as an example of positive practice.

As a sector, community safety delivers services based on intelligence and evidence. Challenges to local priority setting exist when community safety teams have evidence that there is no/little criminal or nuisance activity within specific areas (e.g. those within current locality plans, noted above), however communities are seeking support and reassurance. There is a feeling from the sector that genuine co-production and deliberation with communities is required to bridge the gap between crime and/or accident perception levels and reality, and to empower communities to support themselves. In many ways this is not a new challenge, partnerships have continually faced challenges balancing crime levels and 'fear of crime'/perception levels. [Appendix D](#) includes a positive example of co-production where Perth & Kinross Council (PKC) and SFRS supported a local community to introduce a Community Warden service.

**The relationship between public sector partners and communities as key partners and co-producers is evolving.** The Community Empowerment (Scotland) Act, 2015 requires each CPP to develop and publish one or more locality plan(s) for neighbourhoods where local communities experience particularly poor outcomes<sup>17</sup>. For some local areas this has meant a continuation of locality/neighbourhood engagement whilst for others it has provided an opportunity to reinvigorate relationships with communities. Within recent locality planning community consultation, community safety has generally been raised as an area of concern, often as a second top priority behind improvements in relation to health, even within some of the safest localities in Scotland. Communities have also highlighted the

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<sup>16</sup> Primary prevention aims to prevent a threat/risk before it occurs through, for example educational programmes in schools. Secondary prevention aims to reduce the impact of a threat that has already occurred by introducing initiatives to prevent the threat/risk reoccurring or increasing, for example investigations into anti-social behaviour after a complaint has been made.

<sup>17</sup> <http://www.legislation.gov.uk/asp/2015/6/section/10/enacted>

inter-relationship between community safety issues and wider community connections, as well as the link to mental health.

*'During our engagement, residents repeatedly highlighted the benefits and stressed the importance of a strong sense of community, social connections and feeling safe'*

Fairer EastRen – Working with Communities for a Fairer East Renfrewshire (East Renfrewshire Local Improvement Plan), Pg 16

However, in many areas, the **non-statutory nature of community safety** activity and increasing pressures on partnership budgets was identified as contributing to a **reduction in primary preventative activity** over recent years. A small number of participants did note an increase or maintenance of the level of primary preventative activity. Some partnerships suggested support to evidence primary preventative activity from a national level (or cross/collective authority level) would be beneficial to support and assist them to drive forward operational preventative agenda.

Further to this, there is a view that individual organisational partner Key Performance Indicators (KPIs) or performance measures can impact on the ability to drive forward the collective preventative agenda, by limiting the scope of the work of each organisation to meet accountability expectations, or that national, performance and organisational decisions do not fully assess and take into account the local impact. Examples cited included Police Scotland's detection rate performance measures, NHS Heat Targets and Scottish Ambulance Service (SAS) response times.

All of the factors noted above can act as barriers for partnerships to: prevent crime and risk; truly meet the needs of their communities; and take collective responsibility when interventions are required. The impact of these constraints will vary based on a number of factors at different points in time, however the opportunities noted below have the potential to assist partnerships with some of these challenges.

#### **Opportunities to be explored:**

- There is an opportunity to **build on the positive examples of community empowerment active across the country**. [Appendix E](#) contains links to examples of community resilience materials that have supported individuals and communities to be better prepared for risks, as well as information on an initiative in the Carlton area of Glasgow to support a community response to Antisocial Behaviour. There are many more positive examples of CSPs adopting a more holistic approach to community empowerment in relation to crime/antisocial behaviour and accident prevention. These could be shared more widely across the partnerships.
- There is an opportunity to **review the Preventative Spend Cost-Benefit Analysis Toolkit and Evidencing Impact Toolkit** previously developed by the SCSN, to ensure they remain fit for purpose and promote where



appropriate. There is also an opportunity to further develop additional tools and resources. As part of the review, links to the Improvement Service's Change Framework and Benefits Realisation toolkit, What Works Scotland and Evaluation Support Scotland should be fully scoped out.

- There is an opportunity for the Community Empowerment Advisory Group coordinated by Audit Scotland to influence the Scottish Government, COSLA, SCSN and scrutiny bodies to **promote and support the development of shared outcomes and to overcome barriers to delivering preventative activity**. The key purpose of this group is to ensure that scrutiny partners develop a shared understanding of community empowerment and consider how best to reflect this in their work<sup>18</sup>.
- There is an opportunity to **increase the links between Health and Justice activity and outcomes through the recently established Health and Justice Improving Collaboration Board**. The Terms of Reference of this group have been included at [Appendix F](#), for information. This Board brings senior public sectors leaders from across Health and Justice together to drive action. It provides strategic leadership to accelerate progress on issues where health and justice systems intersect. More specifically, it will provide an authorising environment for delivering outcomes in areas requiring collaborative approaches, and identify and address organisational and systemic barriers to working collaboratively.

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<sup>18</sup> The group's terms of reference and workplan is currently being developed and includes members from Scottish Government, Local Government, Education Scotland, Development Trusts Association Scotland, Scottish Community Safety Network, SCVO, What Works Scotland, Stratagem International, Care Inspectorate, Scottish Health Council, Audit Scotland, Inspiring Scotland, SURF, Scottish Community Development Centre, Consultation Institute, Health Scotland, HMICS, Scottish Fire and Rescue Service.

## PARTNERSHIP AND COLLABORATION

Through the discussion with local practitioners, it was identified that positive community safety outcomes have been best delivered when key partners have agreed shared priorities, and have worked in collaboration with communities to understand their local area. **Individual relationships and the trust built up between organisations was described as the primary driver for successful outcomes.** Whilst structural arrangements to support this vary across local authority areas based on local circumstance and need, many examples were cited of positive relationships and positive collaboration including co-location, joint tasking and coordination and delivery of specific projects. A small number have been included in [table 7](#) below.

### Table 7 – Examples of Integration, Co-location and Structures

#### Aberdeen Community Safety Hub

The Aberdeen CSP was established in 1998 as a community planning forum with the aim of making Aberdeen an even safer city. Aberdeen CSP uses a strategic assessment business model to agree partnership priorities on a 3 year basis. Current priorities are: violence (including domestic abuse); antisocial behaviour; community fire safety; commercial sexual exploitation; and road safety.

In 2013 representatives of the Aberdeen CSP moved into the Community Safety Hub. The Hub enables key members of staff to be co-located which helps to improve the speed of sharing information and allows services to target and allocate resources move effectively. Daily tasking and co-ordinating meetings are a key component of the Hub. These meetings review community safety incidents from the previous 24 hours and help plan collaborative responses.

#### Perth Fire Station Co-Location Project

In April 2016 following a review of Safer Communities in Perth and Kinross, an opportunity was identified to co-locate the Perth and Kinross Safer Community Wardens with Scottish Fire and Rescue personnel at Perth Community Fire Station. This was as a result of a strong track record in joint working between the two organisations in Perth and Kinross.

Objectives of co-location:

- To enhance existing collaborative working – water safety, flood prevention, joint home safety visits;
- To identify new joint-working opportunities;
- To reduce costs across the public sector;
- To develop enhanced information sharing arrangements.



Outcomes as a consequence of co-location:

- Joint Home Safety Visits (which pre-dated the co-location) have become much easier to organise and have effectively become an early-intervention;
- Information sharing has been significantly enhanced;
- A policy for dealing with hoarders has been developed;
- Joint patrolling has been introduced for Bonfire night and Halloween;
- Services have developed joint ownership and delivery of Safe Drive Stay Alive and Safe Taysiders;
- Wardens occupy a previously unused reception area of the Fire Station which has returned life to the station and helps to market the partnership to visitors;
- The Aberfeldy Warden Pilot was developed and implemented (details of this project are noted at Annex C)
- Increase in the numbers of home safety installations – cooker guards, fire retardant blankets, gas switches, stair gates etc.

*‘This co-location has been an undoubted success and emphasises the transformational potential that can be achieved from agencies working in close proximity. This joint approach to Community Safety is now entirely mainstreamed in Perth and Kinross with wardens and firefighters working together across a wide range of operational activity’.*

Community Safety Team Leader

### **CCTV – East Renfrewshire**

East Renfrewshire Council Community Safety control room provides 24/7 CCTV monitoring of 67 public space cameras, alongside alarm-receiving and call-handling operations for the Telecare community alarm service used by 2,-600 local residents.

The Community Safety Unit also provides an anti-social behaviour reporting line, as well as out-of-hours homelessness helpline, council housing repairs service and civil contingencies communications. The control room also has direct communications with Police Scotland’s control room.

This ‘one-stop shop’ approach, where one single team provide all of these services, ensures that information and operational capability is available to protect the public 24 hours a day. An example of this in practice includes a recent triggering of a door exit alarm, which had been fitted to a client’s home as part of a community alarm package, alerting a control room operator to a vulnerable resident leaving his home in the middle of the night. The operator was able to immediately redirect the public space CCTV cameras in the area to locate the man and ensure that he was taken home quickly and safely.

Some of the most innovative and successful outcomes often require partners to ‘step out’ of their traditional roles, lead on areas that had previously been progressed by other partners, lead on issues that are not solely community safety matters, and address the individual or community issue(s) in a holistic manner. The Positive

Steps with Partners project in North Ayrshire is a good example of this way of working and are included at [table 8](#).

#### **Table 8: Positive Steps with Partners Project, North Ayrshire**

The Positive Steps with Partners project is a partnership between Ayrshire Community Trust, North Ayrshire Council and The Scottish Fire and Rescue Service.

Positive Steps with partners seeks to engage with individuals with multiple employment barriers, offering a volunteer placement to increase their skill base, maximising their potential to progress into employment. The project offers volunteers the opportunity to develop accredited qualifications and practical workplace skills within the SFRS.

This project offers a different type of volunteer experience to people where they can gain practical work based skills, work towards accredited qualifications and access different personal development opportunities.

The SFRS offer Community Action Team officers to support train and mentor volunteers, vehicles to allow engagement across North Ayrshire, training provided to develop core employability skills, including numeracy, literacy and an understanding of employer requirements, accredited training that will support the progression into employment and community safety education.

There does, however, still remain some **challenges around effective collaborative working**. Partnerships raised the points below.

The introduction of Police Scotland in 2013 is recognised as one of the largest and most complex reforms within the Scottish public sector and one of the most significant changes to Scottish policing in recent history. Whilst some partnerships, particularly non-urban, reported an initial reduction in local police resources available for pro-active partnership activity, CSPs have reported an improvement in relationships over the past 18 months-2 years with police officers having more autonomy and capacity to participate in local partnership delivery. In particular, the re-instatement of Police Local Authority Liaison Officers (LALOs) and Police Officers based in multi-agency community safety teams in some local areas has been positively welcomed.

One area of concern that remains however is the perceived high turnover of local police officers (up to local commander level) which can make relationship building and the long-term planning process difficult. [Policing 2026 – 10 Year Strategy for Delivering Policing in Scotland](#) acknowledged some of the challenges to local policing within Police Scotland's initial months of being and makes a clear commitment to partnership working and local policing. [Table 9](#) below provides further detail on opportunities to engage with Police Scotland.

The [SFRS's transformation](#) vision *to deliver a modern, flexible and efficient fire and rescue service to meet the changing needs of communities* by enhancing the role of fire-fighters is being seen at a local level. Partnership comments made in relation to SFRS engagement in local partnership work were generally very positive. Examples were often cited of programmes of work that Fire and Rescue Officers now lead where they previously would not have been involved in. This has already been touched on within this report at the description of the leading role the SFRS are taking on the national unintentional harm agenda and The Positive Steps with Partners example, detailed in [table 8](#).

Positive examples of local operational partnership projects/initiatives with the NHS were raised by a number of partnership discussions particularly with Health Improvement Officers and via the Alcohol and Drugs Partnerships. This said, it was recognised that strategic engagement with the NHS has traditionally been challenging for many community safety partnerships. This continues in some areas, but not all. As previously noted, the introduction of Integrated Health and Social Care Joint Boards (IJBs) has aided relationships and further supported collaborative working. However, due to their stage of maturity the real benefits of integration, for wider preventative activity, are yet to be fully realised.

Linked to the health service collaboration, partnerships highlighted a small a number of examples of positive engagement projects with the Scottish Ambulance Service (SAS). SAS local partnership engagement generally focuses within IJBs on delivering alternative pathways to care. SAS engagement within primary, preventative community safety activity remains limited and a challenge for the service to resource.

[Appendix G](#) contains a snapshot of some of the positive work that has been progressed locally with significant NHS input in South Ayrshire.

A significant factor which impacts on the ability of a partnership to genuinely collaborate and deliver positive outcomes is the **willingness of partners to share data**. Approaches to data sharing vary at a local level. Some partnerships have formal overarching information sharing protocols in place; others have protocols developed around specific areas of work/caseloads whilst some information is shared where strong, trusting relationships are in place.

A number of barriers were identified to effective data sharing, which in turn can reduce the ability to best support individuals at risk and service provision to the most vulnerable in our communities. Discussions generally raised three issues that caused (or contributed to) barriers:

- The risk averse culture of an organisation;
- A single individual at a local level;
- Legislation (or the interpretation of legislation) e.g. officers noted challenges can arise when trying to carry out prevention or diversionary activity with youths. The Antisocial Behaviour legislation enables partner data sharing, however barriers can be presented due to legislation relating to under 16s.

The Renfrewshire Public Protection and Community Safety Information Sharing Protocol (ISP) provides a positive example of an agreed local protocol which has facilitated the relevant and proportionate sharing of data. The ISP provides a robust guidance framework to regulate the 'lawful, consistent, accurate, sensitive and effective sharing of information between parties signed up'. It is a fundamental principle of the ISP that all relevant information will be shared proportionately and responsibly between parties. A copy is available on request from the contact details included at [Appendix H](#).

The Health and Justice Improving Collaboration Board is the strategic forum to raise collaboration, and specifically data sharing issues, at a senior level. The Board has three key priorities, noted below.

**Priority 1:** Data and information sharing to support front line response

**Priority 2:** Medical support in custody setting

**Priority 3:** Health & social care in prison

The first of these priorities in particular provides an authorising environment to look at improved ways of sharing information across the Health and Justice sector to better support service delivery and ensure improved targeting of both emergency response resource and prevention activity.

Key progress on this is already being made. Led by SFRS, working with key partners (Police Scotland, SAS and Health and Social Care Partnerships), work is underway to explore the development of a shared vulnerability index. This provides an opportunity to overcome barriers at a national level to support local delivery. Further detail on the purpose of the project is attached at [Appendix I](#). It is intended that this work will be considered at a forthcoming meeting of the Health and Justice Improving Collaboration Board.

At a local level, CSPs noted challenges to accessing NHS data. Falkirk Council and NHS Forth Valley have overcome barriers to develop systems to share data and inform preventative measures. An example of this is Falkirk Council's Persons at Risk model where an ISP is in place to identify individuals within their respective organisations who are deemed to be the most vulnerable. This is in the context and for the purposes of identifying individuals who are or could be vulnerable in the event of a major incident or emergency affecting more than the particular individual e.g. a significant loss of power or a flooding situation where a multi-agency integrated response is likely to be required. It is understood within each organisation that this data is constantly changing, however, regular updates of the data allow individuals most in need to be identified without delay. Although there are still some restrictions accessing NHS data, this is a specific example where the sharing of positive practice could be made. A similar system exists in Dumfries and Galloway and A Persons at Risk Distribution project is currently being sponsored by The National Centre for Resilience, and will be made available at no cost to all local authority areas this financial year.

**Opportunities to be explored:**

- The Health and Justice Improving Collaboration Board provides an opportunity to **raise collaboration, and specifically data sharing issues, at a strategic level.**
- The strategic review underway within the SCSN provides a timely opportunity to **reinvigorate mechanisms for sharing practice, identify how connections can be improved between partners, and develop activity and training to support relationship building between partners**
- There is opportunity to further **develop local partnership working with single partner organisations**, as well as within the strategic forums noted above. For illustrative purposes, a specific opportunity has been detailed below at [table 9](#) for Police Scotland.

**Table 9 – Illustrative example of opportunities to develop partnership working with Police Scotland**

*Policing 2026 – 10 Year Strategy for Delivering Policing in Scotland* acknowledged some of the challenges Police Scotland faced within its initial months of being.

The Strategy states:

*‘we must encourage meaningful local collaboration with all partners’ and ‘in recognition of the increased diversity in Scotland, we will look to build partnerships for specific communities at a national and local level’.*

and

*‘We will share data, resources training and ideas’.*

The [delivery plan](#) for the Policing 2026 Strategy was published in December 2017 (relevant reference copied below) ‘*Serving a Changing Scotland 3 Year Implementation Plan*’ provides an opportunity for partnerships at a local and national level to consider local relationships with Police Scotland within the context of a national delivery model and to consider data sharing barriers. One key action from the delivery plan is the development of a partnership strategy which provides a key opportunity for partners to influence the Police Scotland partnership approach.

**Serving a Changing Scotland 3 Year Implementation Plan, Page 14<sup>1</sup>**

Police Scotland Partnerships and Collaboration	Demonstrate the value of Partnerships	Develop and implement a Police Scotland partnership strategy.
		Provide the capacity to record, review and report effectively on partnership working in support of our strategy and the communities of Scotland.
	Enhance Partnership Working	Demonstrate full and innovative commitment to partnership working across all business areas.
		Develop capacity to support improved partnership development for the third, private and public sector partnerships.
	Collaboration development	Develop and implement collaborative programmes with key partners that demonstrate improved ways of working and better outcomes for communities.
		Demonstrate a clear increase in collaborative service provision across Scotland.



## SCRUTINY AND STRATEGIC PLANNING

The Scottish Institute for Policing Research (SIPR) is currently carrying out specific research into local police and fire scrutiny arrangements. Discussion, therefore, did not focus specifically on local scrutiny of Police and Fire services. However, discussions did recognise the link between formal scrutiny and the impact on the wider strategic community safety agenda (crime and non-crime elements).

In some areas, but not all, there appeared to be gap between wider community safety strategic planning, performance monitoring and reporting, and formal police and fire and rescue elected member scrutiny. Some partnerships have used the 2017 Local Government election and the development of the LOIP as an opportunity to bridge gaps. Below [Table 10](#) includes examples of partnerships where steps have been taken to ensure scrutiny is linked to wider strategic planning.

### **Table 10 – Examples of partnerships linking scrutiny to the wider strategic community safety agenda**

#### **Shetland**

The formal scrutiny of Police and Fire services to meet the requirements of the Police and Fire Reform (Scotland) Act, 2012 takes place within the Shetland Community Safety and Resilience Board. This is a community planning board with representation from elected members and community planning partners. The membership and terms of reference are available at [Appendix J](#). Community Planning partners are offered the opportunity to question police and fire representatives, as well as reporting on their own organisational and partnership activity. Partner updates include Scottish Ambulance Service, the Coastguard and the Council's Resilience Team.

#### **Scottish Borders**

The Scottish Borders Police, Fire and Safer Communities Board carry out their scrutiny function to meet the requirements of the Police and Fire Reform (Scotland) Act, 2012. This committee has been established since reform however more recently, the (local authority employed) Community Safety Manager attends the Board to report and advise on progress against agreed Community Safety performance measures. Reporting also extends to qualitative information on activities to demonstrate the wider preventative impact. This provides members with the opportunity to question work in relation to the wider Community Safety agenda.

Community Safety activity and performance is also reported to the Council Executive and Community Planning Partnerships against relevant priorities within the LOIP. The Executive meeting is chaired by the Leader of the Council and attended by councillors and members of the Scottish Borders Council Corporate Management Team.

*'By reporting into these three areas it gives us breadth and depth within the council and among the partnership and the community'. Community Safety Manager*

In considering the wider context and links to the national Community Safety agenda, there is opportunity to better build the connection to policy both at the national and local level. Specifically, many partnerships recognised the **importance and focus on the unintentional harm and wider safety (non-crime) agenda**. There was a feeling that in the past this agenda did not received the same national (or local, in some instances) profile and/or support as the wider crime/violence/antisocial behaviour agenda.

As detailed on [page 9](#), the BSC Programme has provided the impetus to develop a more co-ordinated and strategic approach to the unintentional harm<sup>19</sup> agenda in Scotland, building links with wider community safety activities. A key step in this work has been the development and publication of the [Unintentional Harm Strategic Assessment](#), strengthening the shared understanding of the importance, nature and scale of unintentional harm in Scotland. An Executive Group has been established to build collaborative leadership and strengthen partnership working in tackling unintentional harm. The group has an action plan including steps to explore the potential for an unintentional harm national strategy; explore and develop approaches that will better enable local level activities and interventions to be evaluated; develop a communication and engagement strategy to raise the profile of unintentional harm; and improving the sharing and use of data.

The Scottish Government is also currently consulting on tackling social isolation and loneliness and building stronger social connections<sup>20</sup>, as part of the process to develop a social isolation and loneliness strategy. This, along with other recent high profile work, such as the development of the National Missing Persons Framework, demonstrates the national commitment to the non-crime aspects of community safety.

Local discussions also linked the **need for sustainable funding models** to be in place to allow meaningful strategic planning to take place. The challenges attributable to short-term and multiple funding streams, particularly for third sector partners delivering local safety initiatives, remains a concern.

#### **Opportunities to be explored:**

- The governance around scrutiny and strategic planning is a local matter. There is opportunity to further support discussions between COSLA, the SFRS Board, the Scottish Police Authority (SPA) and the SCSN around linking formal scrutiny to strategic planning. The **scheduled meetings between elected member conveners of police and fire committees and the SPA**, facilitated by COSLA, provides an opportunity to **further enable discussion, share practice and gain elected member views on this matter**.

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<sup>19</sup> Unintentional harm is unintended physical and psychological harm that could have been predicted and prevented. Physical unintentional harm includes home safety, transport safety, outdoor and water safety and workplace safety. Psychological unintentional harm includes loneliness and social isolation, work related stress and mental wellbeing.

<sup>20</sup> <https://consult.gov.scot/equality-unit/connected-scotland/>

- There is opportunity through Phase 2 of the Building Safer Communities Programme to work with local partnerships to **share good practice and positively promote examples of how to support the unintentional harm agenda** at a local level e.g. through an online information hub.
- Within the [Programme for Government 2017-2018](#), the Scottish Government made a number of commitments around third sector funding<sup>21</sup> and civil servants are currently carrying out a review to deliver on these commitments. There is opportunity through this review **to consider funding of third sector community safety partners within a broader context**. Initial discussions have taken place with the review team, seeking a commitment to carry out a thematic community safety review which is currently being considered. The Review findings will be directly relevant to the community safety sector and should be considered within that context when published in 2018/19.

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<sup>21</sup> <https://beta.gov.scot/policies/third-sector/third-sector-funding/>



## **CONCLUSION**

The purpose of the engagement activity was to identify key areas of activity, capture learning, identify shared interest; and explore how connections can be improved between local and national initiatives and activity.

Discussions have provided a greater understanding of the current and emerging community safety landscape in Scotland. The report describes the findings of the engagement activity and outlines proposals in relation to approaches to improve local and national links. The proposals included are not exhaustive - they require further development and are intended to stimulate further discussion between all partners.

There is an opportunity for the positive, joint approach between Scottish Government, COSLA and the SCSN to continue to further develop the findings, opportunities and identified practical actions to progress this agenda onto the next stage.

## **Glossary**

ACC - Aberfeldy Community Council  
ADP – Alcohol and Drugs Partnership  
ADRC - Administrative Data Research Centre at the University of Edinburgh  
ASB – Antisocial Behaviour  
BSC – Building Safer Communities Programme (Scottish Government)  
CJOIP – Criminal Justice Outcomes Improvement Plan  
CONTEST/PREVENT – Counter Terrorism Strategy  
COSLA – Convention of Scottish Local Authorities  
CPP – Community Planning Partnership  
CSP – Community Safety Partnership  
CSPSG – Community Safety Partnership Strategy Group (Inverclyde)  
ECSP – Edinburgh Community Safety Partnership (Edinburgh)  
GPs – General Practitioners (Family Doctors)  
HSCP - Health and Social Care Partnerships  
JBS – Integrated Joint Boards (as a result of Health and Social Care Integration)  
ISD - NHS National Services Scotland Information Services Division  
KPIs – Key Performance Indicators  
LALO – (Police) Local Authority Liaison Officer  
LOIP – Local Outcome Improvement Plan  
LSO - Local Senior Officer (Scottish Fire and Rescue Service)  
NHS – National Health Service  
NPF – National Performance Framework  
PKC – Perth and Kinross Council  
PS – Police Scotland  
RoSPA – The Royal Society of Accident Prevention  
SAS – Scottish Ambulance Service  
SBRC – Scottish Business Resilience Centre  
SCSN – The Scottish Community Safety Network  
SEPA – Scottish Environmental Protection Agency  
SFRS – Scottish Fire and Rescue Service  
SHS – Scottish Household Survey  
SIC – Shetland Islands Council  
SIPR – Scottish Institute for Policing Research  
SOA – Single Outcome Agreement  
SPA – Scottish Police Authority  
TSI – Third Sector Interface

## **Appendix A – List of Corresponding Visions and Outcomes**

**National Outcome 11** (draft revised national outcome currently under review as part of the 2017 refresh of national outcomes)

‘We live in communities that are inclusive, empowered, resilient and safe’

**Justice Vision** (Published July 2017)

Our vision is for a safe, just and resilient Scotland.

### Outcomes

We live in safe, cohesive and resilient communities

Prevention and early and intervention improve wellbeing and life chances

Our system and interventions are proportionate, fair and effective

We deliver person-centred, modern and affordable public services

### Priorities

We will enable our communities to be safe and supportive, where individuals exercise their rights and responsibilities;

We will enable our people, economy and infrastructure to respond to major risk, recover from emergencies and adapt to emerging threats;

We will modernise civil and criminal law and the justice system to meet the needs of people in Scotland in the 21st Century;

We will work with others to improve health and wellbeing in justice settings, focusing on mental health and substance use;

We will work to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation;

We will improve the experience of victims and witnesses, minimising court attendance and supporting them to give best evidence;

We will use prison only where necessary to address offending or to protect public safety, focusing on recovery and reintegration.

## **Place Principle - DRAFT**

Developed with a range of partners and cross Scottish Government policy interests over the course of 2017 the draft principle has been developed as an overarching commitment for consideration by all partners when considering activity or investment in a recognised community area:

We recognise that:

Place is where people, location and resources combine to create a sense of identity and purpose, and are at the heart of addressing the needs and realising the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them.

A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

The principle requests that:

All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive growth and create more successful places.

We commit to taking:

A collaborative, place based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.

### **Building Safer Communities Vision (revised 2015)**

Our vision is of a flourishing, optimistic Scotland in which resilient individuals, families and communities live safe from crime, disorder, danger and harm.

Our aim is to reduce the number of victims of crime in Scotland by 250,000 by 2017-18 and to significantly reduce harm from unintentional injury.

Our Vision for Scottish Neighbourhoods in 2020

- People feel part of and proud of their neighbourhood, know their neighbours, and are willing to participate in activity to improve their local area. Public spaces are clean and accessible and vandalism is rare. There is a strong element of self-policing in the local neighbourhood. People rate their neighbourhood as a good place to live and are happy to stay within the community.
- People are aware of the range of local services available in their area and view local community spaces such as the community centre, school and library as their assets rather than seeing them as off-limits or part of 'the council'.
- People choose to engage with local service providers and there are high levels of trust. People can see how their priorities and views have influenced local service delivery and receive regular updates on progress.
- A wide range of local community groups, support networks and social clubs have been established by citizens keen to improve their local area. These groups have a wide social reach and most people know who in the community to contact if they want to report a problem or offer up a solution. People look after each other and help each other out.
- People have a realistic view of how safe their local areas is and of how safe Scotland is compared to other countries. People have a vision for their community and services are built around this.
- People feel safe to walk around their neighbourhood after dark because it is well lit and designed, they know their neighbours and trouble is rare.
- Children regularly play outside in the neighbourhood's well-kept green spaces and groups of young people are not seen as trouble-makers. The local school

and its sports facilities are available outside of school hours and are well-used, as are other community resources.

- People are treated fairly and equally. People are tolerant of difference and people from different areas and groups interact positively with one another.
- People take care of their health and wellbeing and levels of both are improving.
- There is much less stigma about the local neighbourhood and new local businesses and community-led cooperatives have sprung up, creating a vibrant, friendly and safe environment, as well as opportunities for employment and training. The community is defined by its strengths.
- People are much more confident to speak up for their area and take the initiative to get things done. Demand for local services and levels of complaints have fallen dramatically as has levels of crime, disorder, danger and harm. People think their area is a great place to live and are positive and hopeful about the future.

## **Appendix B – Summary of notable Local Operational Changes**

- Some CSPs have reconfigured to become ‘operational and tactical’ partnerships with no/less elected member representation. If a strategic board remains many have merged (or plan to merge) with the recently formed local Community Justice Partnerships (See key finding 3 – The Impact of Community Justice (Scotland) Act, 2016);
- CSPs are balancing the delivery of authority wide, universal services alongside a real shift of focus to diverting resources within priority localities;
- Relationships with those who previously did not sit on a ‘traditional’ CSP e.g. adult social work services, wider NHS partners (e.g. GPs) is still proving challenging in some areas;
- Strategic (needs) assessments previously carried out by/for CSPs are now being carried out for the wider Community Planning Partnership. Exclusive community safety assessments are still being carried out in some areas, however they are less common and often focused on specific localities. Community Safety Partnership Analysts posts are therefore less common;
- Local authorities are considering staffing roles. There has been some initial moves to ‘communities’ officers rather than sector specific officers e.g. Community Safety Officers. This appears to be a direction of travel for many authorities (See key finding 4 – The Changing Relationship with Communities)

## **Appendix C - Example of Local Tasking and Coordination Group**

### **Moray Public Protection Partnership**

#### **Community Safety Hub**

#### **TERMS OF REFERENCE**

##### **1. Aims**

By carrying out a multi-agency tasking and co-ordinating process, the Community Safety Hub aims to improve community safety across Moray by identifying and addressing immediate concerns in order to protect the most vulnerable and at risk and be proactive to ensure that communities feel safe.

##### **2. Responsibilities**

To facilitate the early identification of issues or persons causing concerns that require a multi-agency response and are more difficult to address than through traditional methods.

Through early intervention prevent escalation of the issues.

Explore multi-agency solutions, which may include joint agency visits.

To ensure the free flow of information and intelligence across services.

To recommend professionals' meetings to be held outside the Community Safety Hub and support the lead agency to facilitate same.

To generate tasks and identify the appropriate lead agency to deal with same.

Ensure accountability by requiring the lead agency to report back within an appropriate timescale.

Monitor and assess the impact of actions and interventions.

Maintain a Task Register.

##### **3. Method of Working**

On a daily basis the Community Safety Officer will collate, identify and disseminate any urgent matters. Any such matters will be added to the Task Register if appropriate.

This meeting will be open to all partners who may wish to attend and teleconference will be available.

On a weekly basis at 0930 hrs. on Tuesday the Community Safety Hub will meet for no longer than 1 hour.

Relevant information and submissions from all partners will be considered having

been circulated in advance of the meeting.

At each meeting the Task Register shall be reviewed and updated. Emerging issues shall be discussed and actions allocated to an appropriate partner to lead a response.

An updated Task Register will be circulated after each meeting denoting the task, relevant information and the lead partner.

On Friday morning, a review of the open tasks will be carried out in preparation for the weekend, during which any ongoing difficulties can be raised and requisite assistance actioned.

Updates to tasks shall be submitted by email prior to 1200 hrs. each Monday in order that information can be circulated that afternoon.

Any protracted or regular delays in dealing with tasks shall be escalated to the Community Safety Strategic Group.

#### **4. Role of the Chair**

The Chair shall be responsible for ensuring that meetings are conducted in a comfortable environment free from distraction. They shall be chaired firmly, but fairly, permitting everyone to contribute, whilst remaining focussed on the key issues.

After each discussion point, the Chair shall summarise, clarifying allocated actions and responsibilities.

#### **5. Membership**

Core membership will consist of

- **Moray Council**
  - Development Services
  - Housing Department
  - Social Work Department
  - Child Protection
- **Moray Alcohol & Drugs Partnership**
- **Police Scotland**
  - Partnership Development Officer
  - Local Operational Supervisor
  - Early Intervention Worker
- **Scottish Fire & Rescue Service**
  - Local Area Liaison Officer
- **NHS Grampian**
- **Registered Social Landlords**
  - Grampian Housing Association
  - Langstane Housing Association
  - Moray Housing Partnership
- **Moray TSI**
  - Moray Women's Aid
  - SACRO



- **Victim Support**

### **6. Members' Responsibilities**

Members shall be empowered to accept actions on behalf of their organisation and report back on progress. (It is understood that the member may not be personally responsible for carrying out the task.)

Members will raise concerns constructively and in an appropriate manner, contribute ideas and be sufficiently confident to challenge decisions respectfully and professionally.

### **7. Extended Hub Meeting**

The first meeting of each month will be an extended meeting following on from the initial tasking process and provide an opportunity for relevant managers to attend.

Whilst a review of trends will be informative, the primary purpose will be to look forward at the coming month and beyond, identifying emerging issues and anticipating where preventative measures require to be focussed.

### **8. Dispute Resolution**

Any matter that cannot be resolved will be escalated to the Community Safety Strategic Group.

### **9. Information Sharing**

All member organisations will be signatories to the relevant Information Sharing Protocol.

Information shall only be used in discussions of the group or in carrying out decisions of the groups and for no other purpose.

Any information will be treated as "Restricted". It will be kept and disposed of in a secure manner in accordance with the Data Protection Act 1998.

## **Appendix D - Aberfeldy Safer Communities Warden**

Since 31 July, 2016 a Safer Communities Warden has provided support to the local community of Aberfeldy as a co-production initiative with Aberfeldy Community Council (ACC), Perth & Kinross Council (PKC), and Scottish Fire and Rescue Service (SFRS). The warden is based at Aberfeldy Community Fire Station and provides a front line service to support, and frequently resolve, local issues that she, the public and community based partners have identified to improve the overall health, safety and wellbeing of those living, working and visiting Aberfeldy.

The initial funding for this post was provided as part of a joint resourcing initiative between PKC and SFRS for the initiative to continue the community will need to raise the necessary funds itself.

A number of priorities were identified with ACC and a Reference Group comprising local people and representatives from Local Services during initial joint scoping work prior to appointment. These were established under the headings of vulnerability, community resilience, local engagement, partnership and communication and marketing, as follows:

### **Vulnerability**

- Violence against Women
- Supporting Vulnerable Adults

### **Community Resilience**

- Local Resilience Group

### **Local Engagement**

- Community groups
- Young people
- Traders
- Visibility

### **Partnership**

- Problem Solving
- Joint Tasking

### **Communication and Marketing**

- Communications Plan
- Use of Social Media

### Activity

The Warden has contributed to a number of improved outcomes related to these shared priorities.

- The co-ordination of Traffic Wardens in Aberfeldy for 2 days in the lead up to Christmas to deal with specific parking issues;
- A focused effort at dealing with and reducing instances of dog fouling, which

has been known to be a long standing issue within areas of Aberfeldy;

- The routine and regular inspection of 5 community based and publicly accessible defibrillators to ensure that they are working correctly, and provide a regular first responder capability in the town;
- Developing and Supporting the Aberfeldy Road Safety Sub-Group;
- Led on a number of local initiatives to reduce fly-tipping, improve recycling, address lighting and dangerous paving presenting trip and fall hazards;
- Undertaken a number of Home Safety Visits for vulnerable people with follow-up or 'Keeping in Touch' visits facilitated for those identified as being at risk;
- Assisted the development of a Community Resilience Plan;
- Led groups of school children to maintain flowerbeds and borders in the town;
- Addressed a number of identified anti-social behaviour (ASB) matters.

The Warden has recently introduced local surgeries at the Fire Station during lunch times to encourage members to discuss any community safety matters in an open and friendly environment to further build relationships, improve information gathering and implement pro-active solutions and has become the 'eyes and ears' of the community.

Core working hours are Monday – Friday, 9am to 6pm, though regularly provides a flexible working approach around the needs and expectations of the community to attend and lead on initiatives such as Street Sports to engage with young people and reduce ASB, attend community meetings and other groups as necessary.

## **Appendix E – Community Empowerment Materials and Example**

Resilient Communities - Resilience Division's Strategic Framework and Delivery Plan 2017- 2021

<http://www.readyscotland.org/media/1411/resilient-communties-leaflet.pdf>

Our Community Resilience Toolkit - This is a toolkit for helping community resilience groups understand and tell others about the difference their group makes.

<http://www.readyscotland.org/media/1424/cr-toolkit.pdf>

### **Community Safety Glasgow, Carlton**

Community Safety Glasgow has been working with communities across Glasgow since it was formed in 2006 and tasked with the responsibility to respond to all aspects of antisocial behaviour. One particularly strong working relationship has been with the local Calton area.

In 2012 Community Safety Glasgow were approached by Thenue Housing Association and Police Scotland after receiving concerns about drugs and alcohol in the Calton MMW area. AND CSG were asked for a way to report issues and incidents in the area that was safe, secure and anonymous. I

It was recognised that Crimestoppers, Police Scotland and Community Safety Glasgow amongst others already have reporting mechanisms in place. However, after consulting with local community groups, the concept of 'It's Your Community' developed.

It's Your Community is a website and free app, that not only provides some information about the local Calton area, but also provides a range of links to support services, housing, elected member surgeries and useful community links/websites.

Most importantly there is a confidential user friendly reporting mechanism that allows anyone in the area to report issues such as crime, environmental issues, hate crime, drug dealing etc anonymously and safely.

However, if the person submitting the issues wishes they can also request that a Police Officer contact them in a way that suits them and at a time to discuss their concerns further, by providing relevant details to suit.

The website and app can be accessed anywhere, however, Glasgow Life has already indicated that they might be able to use the website as part of their ICT learning model within the Olympia Library in Bridgeton.

In addition

Local Volunteers from the Ripple Group and Glasgow Council on Alcohol visited schools, to encourage Secondary School pupils to download the free app.

The funding for this project was granted from the ADP (Alcohol and Drugs Partnership) through the GRAND funding process, and once proof of concept has been determined, there is potential for the 'It's Your Community' website and app to be rolled out into other communities across Glasgow.

The success of this project lies with communities using it, and partner organisations and community groups contributing to it.

## **Appendix F – Health and Justice Improving Collaboration Board, Terms of Reference.**

### **HEALTH AND JUSTICE IMPROVING COLLABORATION BOARD**

#### **Terms of Reference**

Senior public sectors leaders from across Health and Justice will form a Board to drive action to improve outcomes for some of the most vulnerable across our communities in Scotland.

#### **Purpose**

The Board will provide strategic leadership to accelerate progress on issues where health and justice systems intersect. It will improve collaborative working between partners in Health and Justice in order to:

- improve outcomes for people and communities, supporting ambitions to reduce health inequalities and risk of offending.
- improve performance and achieve greater value for money across the whole system.

#### **Remit:**

- Provide an authorising environment for delivering outcomes in areas requiring collaborative approaches.
- Identify and address organisational and systemic barriers to working collaboratively.
- The Board's initial focus includes:
  - improving front line response to those experiencing poor mental health and distress
  - Improvements to Prisoner Healthcare
  - Improving forensic services for alleged rape victims
  - Alignment of systems and priorities across health and justice organisations

#### **Key Drivers**

- Justice Vision
- Mental Health Strategy
- Policing 2026
- HMIC Scotland report on forensic examinations for victims of sexual crime.
- Health and Sport Committee Report on Prisoner Healthcare

#### **Role of Members:**

1. Champion and drive collaboration across health and justice partners, ensuring services work together to deliver agreed outcomes.
2. Ensure a collective, systems-based approach to identifying activity and agreeing shared priorities.
3. Address the planning implications of delivering coordinated change across organisations to facilitate effective, timely, and cost-effective delivery.

**Governance**

The Board will be chaired by Paul Johnston, Director General of SG Learning and Justice, and Paul Gray, Director General of SG Health & Social Care / Chief Executive of NHS Scotland. The Board will report to Cabinet Secretary for Health & Sport, the Cabinet Secretary for Justice and the Minister for Public Health & Sport, and will 3-4 times, initially over one year.

**Proposed Membership**

<b>Name</b>	<b>Role</b>	<b>Organisation</b>
Paul Gray (co-chair)		SG
Paul Johnston (co-chair)		SG
<b>Justice / Safer Communities</b>		
Phil Gormley	Chief Constable	Police Scotland
Alasdair Hay	Chief Fire Officer	Scottish Fire and Rescue Service
Colin McConnell	Chief Executive	Scottish Prison Service
Karyn McCluskey	Chief Executive	Community Justice Scotland
David Harvie	Crown Agent	Crown Office and Procurator Fiscal Service
<b>Health</b>		
Pauline Howie	Chief Executive	Scottish Ambulance Service
Jane Grant	Chief Executive	NHS GGC
Fiona Ramsay	Chief Executive	NHS Forth Valley
Robbie Pearson	Chief Executive	Healthcare Improvement Scotland
<b>Integrated Joint Boards</b>		
David Williams	Chair	IJB Chief Officers' Group
Shiona Strachan	Chief Officer	Clackmannanshire & Stirling IJB
<b>Local Government</b>		
Sally Loudon	Chief Executive	COSLA
Fiona Lees	Chair (Chief Executive)	SOLACE Scotland (East Ayrshire Council)

**Supporting officials:**

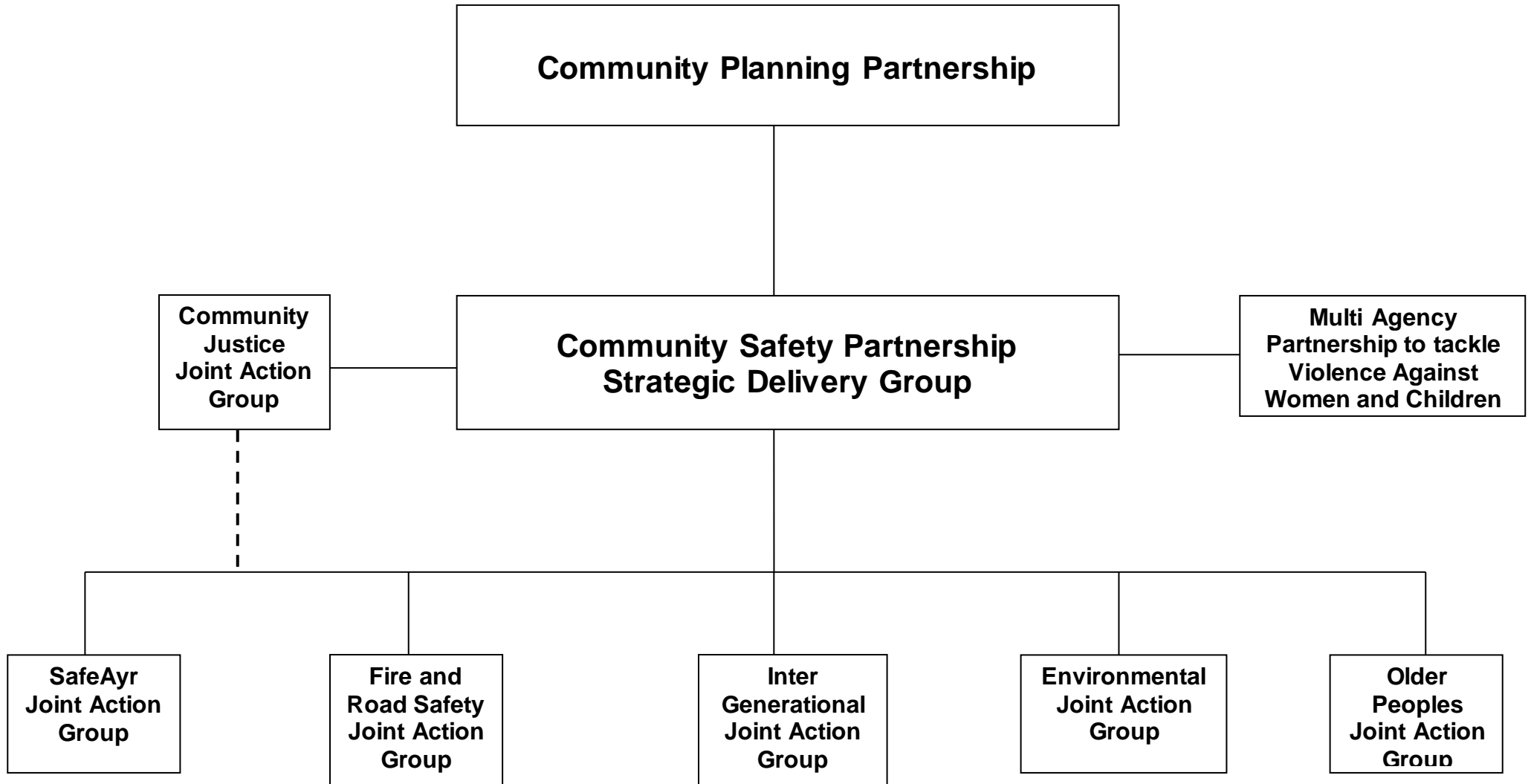
Andrew Scott, Director of Population Health Improvement,  
 Neil Rennick, Director of Justice,  
 Linda Pollock, Deputy Director, Community Justice,  
 Daniel Kleinberg, Head of Health Improvement, and the Board's secretariat.

**Timing**

The Board is expected to meet for the first time on 7 September 2017.

**Appendix G – Example of positive practice of NHS engagement in a Community Safety Partnership**

Community Safety Structure





Within the South Ayrshire CSP the NHS are represented on the Older People's Joint Action Group (JAG), the Multi Agency Partnership to Tackle Violence Against Women and Girls and the Sexual Exploitation Joint Action Group (JAG), and have been involved in a number of additional areas of work which have been developed through these groups. Some examples have been outlined below:-

### **Multi Agency Partnership**

- FGM (Female Genital Mutilation) Awareness Raising Training Sessions to cross section of staff via the Interagency Training Calendar;
- Routine Enquiry & Domestic Abuse Awareness Raising Seminars – One was held in May 2017. There was a demand to roll out further seminars pan Ayrshire and others were held in December during the 16 Days of Action, 2017 in Kilmarnock, Irvine and Ayr;
- Routine Enquiry & Domestic Abuse Awareness Workshop at the first National Violence Against Women Conference, Glasgow, October 2017;
- A new group has been established to take on the role of a multi-disciplinary Gender Based Violence Pan Ayrshire group, Equally Safe Ayrshire. It is to ensure 'added value' is gained by working in a multi-agency Pan Ayrshire group. Currently working very closely with NHS Ayrshire & Arran and partners on commissioning a consultant to carry out research on Prostitution;
- The Sexual Exploitation JAG are about to explore some joint training with NHS/Social Work targeting looked after and accommodated children and young people and care providers.

### **Environmental/Inter-Generational Joint Action Group**

- The FEVA (Freestyle Environmental Visual Audit) initiative was developed with a local primary school to engage pupils in an Environmental Visual Audit of their local area (identifying the things they liked about their area, as well as areas which needed to be improved). Health colleagues were involved in providing inputs to the children as part of this initiative. This project won a Safer Communities Award in 2016.
- Currently looking at developing the use of the 'Canny Cookers' which is a model developed by the NHS as a way of engaging and working with families around healthy eating, but also has potential benefits around fuel poverty and fire safety.

### **Alcohol & Drugs Partnership/Community Safety Partnership**

- With the rise of New Psychoactive Substances use a few years ago, we established a short term working group, and developed a number of resources for use with schools. One of these was a drama developed in partnership with University of West of Scotland students, which was then taken to each secondary school. NHS colleagues had significant input in

development of the drama, and facilitated the discussion in each school . In addition to this work, we used the Youth Express bus to get information and support out to young people in local communities, this was done in partnership with the NHS worker who was based in the Youth Support team.

### **Road and Fire Safety Joint Action Group**

- The Fire Safety project was developed through this group, with Home Carers, receiving training on a referral system to the Fire Service, for any vulnerable clients. Additional fire safety checks and fire safety equipment such as fire retardant bedding and mats is then provided where appropriate. The referral pathway for this project was developed in partnership with health colleagues and won a Safer Communities Award.

### **Older Peoples Joint Action Group**

- Falls Prevention information is provided routinely at joint events and at our 'Coffee and Chat' project which is delivered by Community Safety through local libraries;
- We have worked with NHS to develop the Positive Steps Fall Prevention resource which is currently being updated.

**Appendix H – Contact details for the Renfrewshire Information Sharing Protocol**

Carolanne Robertson  
Community Safety Manager  
Environment & Communities  
Renfrewshire House  
Cotton Street  
Paisley  
PA1 1BR

0141 618 7600  
[carolanne.robertson-en@renfrewshire.gov.uk](mailto:carolanne.robertson-en@renfrewshire.gov.uk)

**Appendix I - Data Sharing Between Scottish Emergency Services and Health and Social Care Partnerships (Short section from SFRS research proposal document)**

'This paper sets out proposals for a data linkage and analysis project involving the Scottish Fire and Rescue Service (SFRS), Police Scotland (PS) the Scottish Ambulance Service (SAS), Health and Social Care Partnerships (HSCPs) supported by the NHS National Services Scotland Information Services Division (ISD) and the Administrative Data Research Centre at the University of Edinburgh (ADRC) . The aim of the project is to bring together data from all the service delivery partner bodies and examine the shared patterns of demand facing the partner services and the nature of vulnerabilities that generate demand patterns from individuals and households. The project will build a shared evidence base on which to inform the development of more efficient and effective service redesign by the partners in jointly developing and delivering targeted prevention programmes, and manage the demand while seeking to achieve better outcomes for the most vulnerable people in society'

## **Appendix J – Shetland Community Safety and Resilience Board Terms of Reference**

### **SHETLAND COMMUNITY SAFETY & RESILIENCE BOARD - TERMS OF REFERENCE**

#### **1. STRATEGIC OBJECTIVE**

1.1 To deliver on the ‘Safer’ strand of the Shetland Performance Framework, namely:

“Shetland stays a safe place to live and we have strong, resilient and supportive communities.”

#### **2. ROLE**

2.1 Membership of the Community Safety & Resilience Board will comprise:

- 7 Shetland Islands council Members (1 from each ward, preferably Chair/Vice Chair of other Committees. The Chair of the Community Safety & Resilience Board will be an elected Member from within the 7 nominees)
- SIC Chief Executive (or his nominee)
- Scottish Fire & Rescue Service
- Police Scotland
- HM Coastguard
- Scottish Ambulance Service
- Procurator Fiscal
- NHS Shetland
- SEPA
- Criminal Justice Authority

Key advisors to the Board will be:

- Strategic Risk Sharing Partnership (SIC representative)
- SIC Emergency Planning Officer
- SIC Community Safety Officer

\* Other agencies appropriate advisors as required

#### **3. REMIT**

3.1. Contribute to the development of Shetland’s single Outcome Agreement.

3.2. To review and update the “Community Safety Strategy” and “Emergency Planning Strategy” taking into account the revised remit of the Shetland Partnership and the Shetland Community Safety & Resilience Board. Subsequently to develop an appropriate “Plan” and annual work/action plan. This will include the required local Police and Fire Plans as outlined in the Police and Fire & Rescue Services Reform Agenda.

3.3. Co-ordinate, monitor and report on the activity of partner agencies to the Shetland Partnership – in accordance with the Shetland Community Safety & Resilience Board’s role and when working towards the Shetland Community Safety & Resilience Board’s Plan.

3.4 To engage and provide direction and support to the sub-groups in the development, co-ordination and implementation of the Shetland Community Safety & Resilience Board's requirements in line with the Shetland Community Safety & Resilience Board Plan, e.g. the antisocial Behaviour Working Group, the Domestic Abuse Partnership, Shetland Emergency Planning Executive/Forum, the Road Safety Advisory Panel, etc.

3.5 To exchange information and promote best practice amongst partners to support partnership working to find joint solutions to common issues, whilst removing duplication of effort between partner agencies.

3.6 To provide a route for groups and organisations involved in the Shetland Community Safety & Resilience Board to communicate with the Shetland Partnership and Shetland Partnership Performance Group. This includes seeking guidance when necessary and having a representative to the Shetland Partnership.

3.7 To maintain an appropriate membership, representative of the local communities and partner agencies.

3.8 To promote and maintain effective communication and liaison with regional and national groups, local communities and the media

#### **4. MEETINGS**

4.1 The Community Safety & Resilience Board will convene not less than quarterly, with scope for further special meetings as and when deemed necessary by the Board/Chair.

#### **5. REPORTING AND INFORMATION SHARING PROCEDURES**

5.1 Reporting:

5.1.1 The Community Safety & Resilience Board will report to, and take its direction from, the Shetland Partnership, but on an agency basis will individually report to their respective Boards/Committees as appropriate.

#### **6. DELEGATED AUTHORITY**

6.1 The Community Safety & Resilience Board has no formal decision making powers but will take its direction from and report to the Shetland Partnership as well as individual agencies reporting through their respective Committees/Boards.

#### **7. ADMINISTRATION**

7.1 The Community Safety & Resilience Board will be supported administratively by the staff from within the Council's Community Planning and Development Service who will ensure that minutes, agendas, supporting papers, etc., are forwarded timeously to all authorised recipients.

#### **8 ARBITRATION**

8.1 In the event of any disagreement arising between members of the Board and/or between the Board and any given Agency/Service, the role of arbitrator will be executed by the Chair of the Shetland Partnership.

## **Appendix K – List of organisations who participated in discussions**

This engagement work gathered views from a wide range of partners, including:

- Aberdeen City Community Safety Partnership
- Aberdeenshire Council
- Angus Council
- Argyll and Bute Council
- City of Edinburgh Council
- Clackmannanshire Council
- Comhairle nan Eilean Siar Council
- Dumfries and Galloway Council
- Dundee Council
- East Ayrshire Community Safety Partnership
- East Dunbartonshire Council
- East Lothian Council
- East Renfrewshire Council
- Falkirk Council
- Fife Council
- Glasgow Council
- Highland Community Safety Partnership
- Inverclyde Council
- Midlothian Council
- Moray Community Safety Partnership
- North Ayrshire Council
- North Lanarkshire Council
- Orkney Islands Community Safety Partnership
- Perth & Kinross Community Safety Partnership
- Renfrewshire Council
- Scottish Borders Council
- Shetland Islands Council
- South Ayrshire Community Safety Partnership
- South Lanarkshire Council
- Stirling Council
- West Dunbartonshire Council
- West Lothian Community Safety Partnership
- Police Scotland
- Scottish Fire & Rescue Service
- What Works Scotland?
- Scottish Institute for Policing Research (SIPR)
- Improvement Service
- COSLA
- Scottish Community Safety Network (SCSN)
- Scottish Police Authority
- Inspiring Scotland
- Violence Against Women Network Coordinator
- Community Justice Scotland
- Scottish Government: Public Sector Reform, Community Planning, Regeneration and Resilience, Connected Communities.

- Crimestoppers
- Scottish Business Crime Centre
- Neighbourhood Watch
- Violence Reduction Unit
- ROSPA
- Welsh Government