2021 Community Safety Partnership Resource Pack:

Good Governance, Partnership Working and Community Engagement

Completed by the SCSN Development Team October 2021

Index

Introduction

In summer 2021, as part of a larger piece of work, the Scottish Community Safety Network (SCSN) contacted Community Safety Partnerships (CSPs) across Scotland to request information on their governance, structure, membership and partnership arrangements.

From this request, we collected data from a sample of around a third of CSPs in Scotland.   We reviewed key documents, submitted from CSPs to build a picture of the current arrangements in Scotland. After analysis of the research materials - and use of our own knowledge and expertise - we identified several key themes which CSPs might benefit from exploring further.

We are delighted to publish these findings and considerations, in the hope that they prove a useful tool for CSPs in the continued development of their services.

Section 1: CSP governance, structures, membership and reporting

- ## Governing Documents

As a first port of call, most Scottish CSPs have fully developed structure/remit papers and terms of reference for their CSPs, which is considered good practice. It helps ensure clarity of roles and responsibilities, reporting and purpose. Maintaining these governing documents and keeping them up-to-date is recommended.

- ## Structure

In terms of CSP structures, the majority are well-established with varying assortment of boards, executive groups, steering groups and sub-group structures. Many CSPs are making good use of joint working and arrangements with their Community Justice Partnership (CJP) to deliver joint outcomes.

For information, SCSN and Community Justice Scotland plan to publish a report on joint working and arrangements, between CSPs and CJPs, in the next few months. This will highlight different approaches, some of which may be worth consideration.

While SCSN would recommend that each CSP's structure should be driven by their own needs and internal arrangements, it is worth considering streamlining complex

structures to reduce duplication and over-reporting (see below regarding Reporting and Scrutiny).

It is useful to have these, often complex structures sited and explained, for example by flow-chart, somewhere within governing documents/strategic plans.

- **Membership**

All CSPs in the sample had a range of members that were wide and varied (see Appendix 1) helping to facilitate information sharing and a joined-up approaches.

It may be useful for CSPs to consider even more collaboration by including community safety representation onto other relevant boards and committees (please see below regarding collaborative leadership).

While it is important to link in with other areas of service within local authorities, CSP memberships are often heavily weighted to this. CSPs might consider whether achieving greater balance with external partners might be beneficial.

Examples of less usual CSP members, included in the sample were; the Scottish Ambulance Service, Coastguard, Community Councils, COPFS, Courts and Tribunals, Community Learning and Development, Youth Services, and Skills Development Scotland.

While it is good to have local Third Sector Interfaces present on the CSPs, there may be more relevant/specific third sector organisations delivering services in the local area who will likely have a great stake in the strategic priorities of the CSP, and may be good additions to CSP membership. This would also apply to council services, such as Youth Services and Community Learning and Development.

- **Strategy and Strategic Alignment**

In the main, CSPs work from an evidence led strategic document which highlights thematic priorities, aligns to the LOIPs/CJOIPs and other key strategies, such as housing and takes cognisance of key legislation.

Some CSPs have begun to take a step further in their strategic direction to adopt an approach more based in, for example, whole systems theory, community participation, trauma-informed practice, and asset-based and recovery-focussed approaches (please see case study in Appendix 2). Some CSPs have established 'leads' within their partnership, around the thematic areas they wish to strengthen (e.g. trauma-informed practice lead, digital safety lead) which might be useful for CSPs to consider.

On the whole, there is little evidence of Scottish CSPs participating with the community, beyond initial strategic assessments (please see Section 2 for further resources and discussion points around participation).

For information, SCSN and the Scottish Government are commencing work to further scope and develop what a new approach to anti-social behaviour in Scotland might look like, and will share with members in due course. This work will draw on evidence gathered from SCSN's 'Is it Time for a new Dialogue on Anti-Social Behaviour' event in 2020, and research from 'The Scottish Picture of Anti-Social Behaviour', as well as further research and consultation.

- **Reporting and Scrutiny**

All CSPs in our sample report to their Community Planning Partnership (CPP) in some shape or form. For example; scrutiny boards, Local Area Committees, or reporting on specific key performance indicators (KPIs), updates and matters that require escalation.

As discussed above, there are often complex reporting structures in place to ensure accountability and scrutiny, and it can be worth considering streamlining committee reporting tiers to avoid over-reporting and duplication, especially where this concerns the same partners and stakeholders.

Monitoring outcomes is a key part of the work of many CSPs but SCSN would encourage a shift-away from focussing wholly on KPIs. Instead, consider looking towards a Human Learning System approach which prioritises the 'health of the system' in its entirety. SCSN held two workshops with Dr Toby Lowe in 2018 and 2019 on working in complex systems (please see the learning reports here).

In discussion with Inverclyde CSP, they have worked to scale down the number of KPIs they report on, in order to focus more intensively on specific outcomes. Their Health and Social Care Partnership is also working to adopt the Human Learning Systems approach, to focus on 'key milestones' in order to 'tell a story'.

Similarly, Edinburgh CSP have recently created a new Community Safety Strategy which focusses on three strategic themes. They have under ten KPIs each.

A large number of CSPs have felt the loss of analytical capacity over the last ten years. For information, SCSN will be doing work in the near future, to see what help can potentially be offered in this area (see the Information Sharing and Analytical Capacity section below). Nevertheless, we would generally encourage all CSPs to source some capacity - if possible - from other areas such as Police Scotland, Public Health Scotland, other council departments, academia and the third sector.

'Good Governance and Partnership Working'

As part of our research, we identified relevant SCSN resources and research on what

constitutes 'good practice', with regards to governance and partnership working in community safety.

Collaborative Leadership

The 2019 report, ['Developing a Community Safety Narrative'](#) by Tricia Spacey, discussed collaborative leadership as more than traditional partnership working that has "focused on partnership working and the delivery of joint strategies and outcomes". She argues that, with continuing limited resources and capacity, "what is needed now is more than traditional partnership working, with a stronger and more concerted focus on translating this into working collectively and building trust" and that those leading and working on community safety are 'well placed' to feed into collaborative discussions, share experiences and learning with others, and make connections between community safety and other policy areas. While this may not always be an easy task, given "the link between community safety and Local Outcome Improvement Plans (LOIPs) may not always be explicit...recognising that a safe community creates conditions in which individuals and communities can thrive, and is therefore fundamental to improving wellbeing, should make it easier to find the fit and make the case for the prioritisation of community safety activity." The 2021 research by MainSt Consulting into [Partnership Working](#) also stresses the importance of "working across partner structures and within community networks to shape complex lines of communication and create a dynamic model of trust."

Information Sharing and Analytical Capacity

The challenges of information sharing, the impact of GDPR and the reduction in analytical capacity within community safety is widely acknowledged. However, while there is no easy solution, the need remains. Research points to examples of promising practice, such as sharing information using co-location, the creation of community safety hubs, and becoming an active player within local community planning partnerships, to support access to a wide range of partners and information and even resources (Spacey, 2019). The 2021 Main St Research that highlighted [Evidence Informed Planning in Community Safety](#) looks exclusively at the current Scottish picture. It provides recommendations which SCSN will be looking to explore. This includes the possibility of a data hub and shared analytical capacity for CSPs. We will be contacting CSPs in the near future to begin scoping-out the potential for this.

Community Participation

In Hayley Barnett's report, ['Community Safety–The Emerging Landscape and Future Opportunities'](#), it is made clear that strong partnership working is considered to have "governance and decision making that enables community participation, influence and ownership." This theme is further stressed, nationally through the [Local Governance Review](#) which - although stalled by the pandemic - remains a priority for

the Scottish Government and CoSLA in delivering on the [Community Empowerment Act (Scotland) 2015](#). In December 2018, SCSN held a masterclass on the Local Governance Review (please click here for [learning report](#)) and in summer 2019, we held another event on Participation (please click here for [learning report).](#) Both event learning reports offer valuable reading on community safety and participation, and potential ways forward within the sector. More recently, SCSN commissioned research on [Perceptions and Experiences of Community Safety](#) by Robyn Bailey and [Community Safety for groups with Protected Characteristics](#) by MainSt Consulting and the Scottish Government. It points very clearly to the need for greater involvement of the community in the strategic direction and service design of community safety. The 2021 research by MainSt Consulting - looking at [Partnership Working](#) - states the importance of "working on a community-centred basis to build social capital, support individuals and co-produce solutions with one or more CS partners" and "harnessing the value of lived experience to engage, communicate and support people in danger of harm." Please see section 2 for more details on how CSPs might better collaborate with communities and citizens.

Joint Working

Research consistently points to joint working as integral to good partnership. Indeed, the ['Community Safety–The Emerging Landscape and Future Opportunities'](#) report states, "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" as the ideal approach. The 2021 research by MainSt Consulting into [Partnership Working](#) points to "greater sharing of experience, exchange of knowledge and joint action learning between partners" and "seeking economies of scale where relevant (e.g. data access and interpretation, distribution of safety information, tackling online harm)." Please see Appendices 3 and 4 for a case study on effective joint working.

Section 2: Partnership Arrangements

Currently, all CSPs in Scotland take a well-established, multi-agency approach to deliver successful outcomes. CSPs might however, wish to occasionally review their partnership arrangements, for example, whilst looking at their strategic priorities.

Below you will find a method of analysing partnership arrangements. The table on Page 7 is a typical example to demonstrate.

Method for analysing partnership arrangements:

(1) Identify partners

(2) Define the purpose of the partnership

(3) Determine 'who' it is representing the organisation

(4) Categorise the output of the partnership

(5) Categorise the outcome of partnership activity.

Please refer to the table on Page 7 (below) for a demonstration and further instruction.

PARTNERSIP ARRANGEMENT	ACTIVITY	WHO	OUTPUT	OUTCOME
Families and Friends Group	Support sessions including 1:1 support and relaxation therapies are offered to persons affected by alcohol and/or drugs focusing on providing support to people living in rural areas.		Signposting / support	Early intervention
Community safety partners	Education programmes aimed at the most at risk groups, to highlight the consequences of dangerous driving and Road Traffic Collisions.		Educational	Early intervention
SFRS	FireSkills, Home Fire Safety Visit programme – identifying those at risk of unintentional injury in the home		Educational	Early intervention
Police Scotland and Local Authority	Reporting unsafe road users		Reporting / information	Prevention
Local Authority Road Safety and Traffic Management Team	Identify locations where injury accidents are a cause for concern		Data	Early intervention
Community Safety partners	Education programmes for at risk groups, to highlight the consequences of dangerous driving		Educational	Prevention

Police Scotland	Road safety and missing persons data gathering and analysis		Data	Prevention
Local Authority Road Safety and Traffic Management Team	Identify locations where injury accidents are a cause for concern and they try to devise engineering measures to reduce the risk of accidents occurring.		Data	Prevention
Local Third Sector Organisation	Social care and health charity working with individuals who want to change their lives.		Signposting / support	Early intervention

In terms of 'who' represents the organisation from the partnership organisation, it is important to know their position and what power they hold within their service so as to understand what decision-making authority they have. For example, if the person representing the organisation in partnership activity holds little influence or authority, then any recommendations or action points identified by a CSP will take a lot longer to achieve (having to go up the ladder for approval) or won't happen at all.

In partnership mapping activity, it is useful to try to understand who it is each partner is working with and if perhaps there might be a representative (i.e. senior manager / chief officer etc) who might be better placed, in order to move along actions more quickly and effectively without resistance.

By looking at partnership arrangements in this way, it can provide a useful overview of partnership activity in different priority areas. It enables the CSP to see gaps, strengths and help identify future opportunities for new partnership working.

CSPs may wish to consider completing a similar table, as above for each of their priority areas, to examine partnership arrangements, their purpose, outputs and outcomes. CSPs could consider new partnership activity, to help improve engagement with communities, helping to set the strategic direction - and co-production – of community safety plans. Communities have rich insight and accurate perspective, and through collaboration with relevant partners and services, CSPs could work with people in their communities to (1) help identify future priorities and action areas and (2) encourage people to take responsibility and ownership of community safety issues in their local areas. The next section titled, 'Community Engagement' provides some practical tips and frameworks which may help CSPs better engage with local people and communities.

Effective Partnerships

But what makes an effective partnership for Community Safety activity? SCSN and Main Street Consulting recently published a number of research papers on what makes an effective 21st century partnership. If CSPs wish to consider their existing and new partnership arrangements, it might be useful to refer to some of the data from that research. The points below summarise some key findings. These could be useful 'standards' for planned, future partnership activity.

Complexity

- A modern and effective CSP recognises complexity and positions community safety strategically in the local context
- is not unduly focused on crime as the primary indicator of safety
- is specific to each local area and may not always follow a standard pattern of 'obvious' partners. For example, some work more with the Third Sector than others, involvement of NHS is very varied, some involve Community Councils extensively, others not at all, etc.
- often uses the language of 'reducing harm' as a proxy for community safety on the basis that this often resonates more meaningfully with key partners and communities

---

Approach

- A modern and effective CSP understands leadership as collaborative and dispersed and identifies community leadership as a key contributor to the wider leadership strength achieved through partnership working with agencies

- is informed by cross-cutting issues such as poverty, isolation, wellbeing and widespread changes to *community dynamics* through increased reliance on digital connectivity, the pandemic response, demographic and environmental factors, etc.

- is both reactive and proactive, anticipates and responds and continuously scans the horizon

- prioritises meeting the needs of those at greatest risk of harm, understands lived experience and respects diversity in all its forms

- uses an assets-based approach where partners understand the strengths and vitality of people and communities alongside their needs

- is agile, flexible and responsive using a proactive approach as well as reacting in proportionate and effective ways when facing situations where harm requires to be mitigated by timely intervention

- continuously adapts and changes, playing to the strengths of local partners using an evidence-based approach

Relationships

- A modern and effective CSP is highly engaged with the communities it serves, helps to build social capital, strengthens community resilience, and co-produces community safety activities

- identifies opportunities to collaborate with a broad range of partners

- communicates effectively across partners, within communities and between a range of important stakeholders

- has developed sophisticated partnerships, collaborations and joint ventures

- breaks free of silos using a relationship-based model of trust and respect

- may be organised in informal networks which are as valuable, if not more so, as the formal partnership structures they can sit alongside

- is built on maximising the potential represented by a *breadth* of local partners

- maximises the potential presented by the particular dynamics of good working relationships which may be due to the exceptional skills of key individuals at any one time

A guide to better community engagement and participation processes

There are many reasons why CSPs may want to improve dialogue with local communities. For example, a deeper understanding of community safety issues that might otherwise have been overlooked through statistical data alone. By talking to communities - and listening to their views - CSPs could gain valuable insight and apply that insight when revising the strategic priorities. This could make the upcoming community safety plans more responsive, in line with the community's views and experiences. This could also make the upcoming strategic plans a co-produced effort, with input and ideas gathered and included from local communities. Active community engagement can help foster trust between community safety practitioners and the community. It can help ensure the conditions for continued dialogue, co-production and joint problem solving.

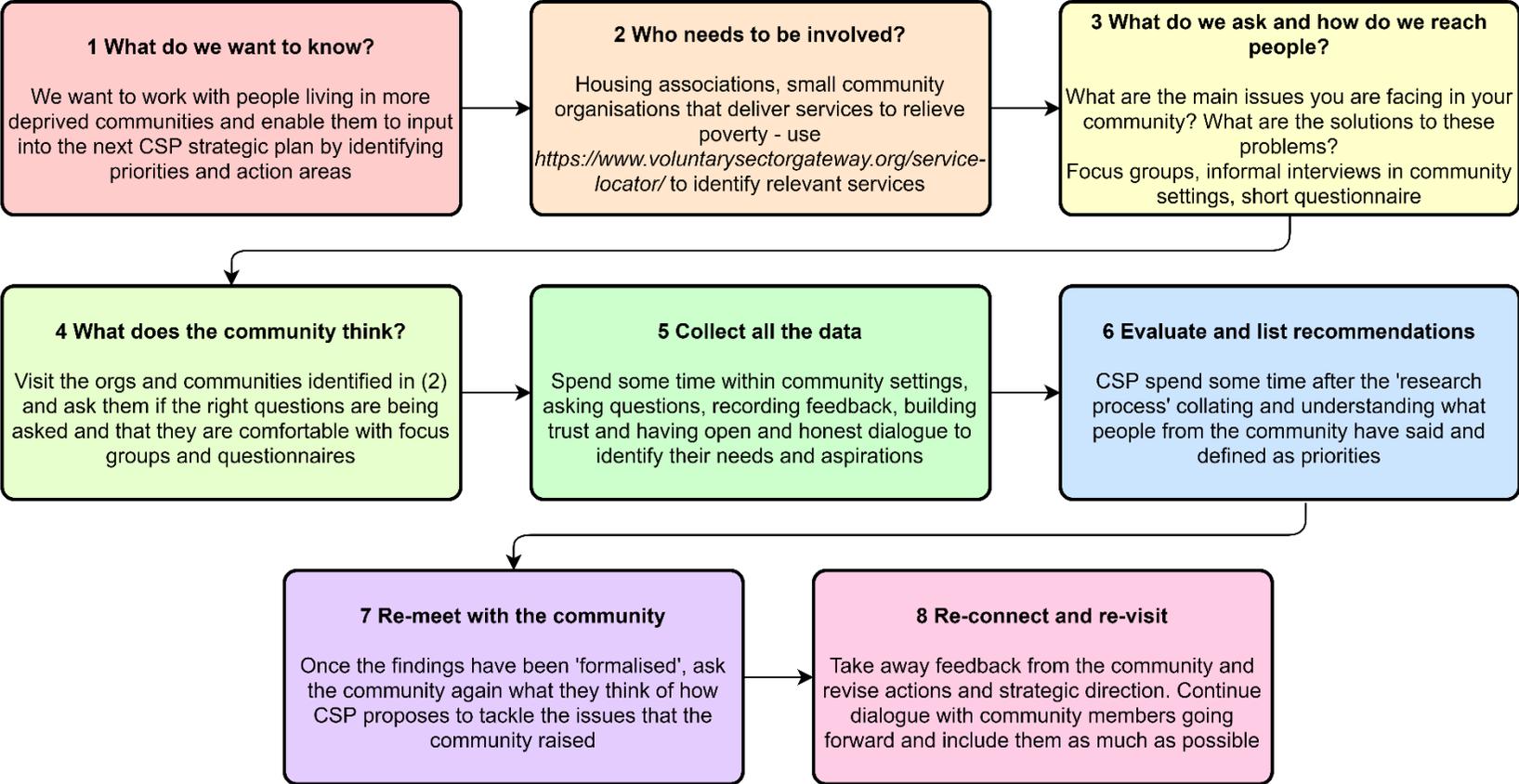The below flow chart was designed by SCSN, with input from the Scottish Community Development Centre; Carol Burt from Renfrewshire Council; and Gillian Fergie from the University of Glasgow. It provides a framework which might help CSPs engage with communities and local people, to help set strategic priorities, understand community needs and design responsive, meaningful community safety plans and activity.

CSP Participation Process

What are the reasons for pursuing community participation?

What are the data gaps and what is it that the CSP is struggling with understanding properly?

What does the CSP need to find out / identify, and why?

What has the CSP done so far and why hasn't it work?

What are the timescales?

What is the commitment to take on board community feedback and act on the research findings provided?

What do we want to know?

1. CSP ascertains what it is they want to know. I.e. how do women feel about using a local park? Why are people from BAME community less likely to report crime in the area?

Community mapping and stakeholder mapping are useful tools. Identify key community organisations that can help to reach people

Informal conversations with people and organisations can help to identify the best places and ways to reach people

Which groups does the CSP want to engage with and how best can it be done?

Avoid using national orgs and try and engage with smaller community orgs as they are more likely to understand the needs of their local community

Who needs to be involved?

2. CSP identifies which groups within the community (or may be the whole community) to engage with

5 core questions and then potential sub questions too

Methods: coffee morning, online survey, face to face survey, focus groups, event, social media, allotments, creative arts etc

Think about what time best suits the community to meet (non busy times)

Informal conversations with community orgs can help with all this

GO TO the you people you want to engage with and try not to bring everyone together at one event

What do we ask and how do we reach people?

3. CSP develops questions to ask the community and identifies best places and ways to engage them

It is good practice to engage with the community **first** to ensure that engagement is suitable, relevant and accessible

Provide information about the topic of interest for the CSP before meeting so as the community are clear on the situation. Make sure that all information and resources are accessible (large print, easy read, alternative languages)

Let the community know what will happen with their data and how the outcome will be fed back to them

Always take nice things to eat and cater for diabetic, gluten and dairy free and vegan - this shows you have thought about the group and value their time

What does the community think?

4: CSP engages with the community to get feedback and identify if the questions and methods are the right ones

Use methods and approaches identified after engaging with the groups

Co-facilitate with a member of the community if appropriate

Creative methods are especially enjoyable, immersive, impactful and meaningful. For example photography, songwriting, field recordings, drawing, collages and zine making

Other methods include focus groups, online surveys, face to face survey, coffee morning, events

Collect all the data

5: CSP and community work together to gather data and answer questions

Use appropriate methods (NVIVO for text analysis, R / Excel for statistics, Survey Monkey analysis etc)

Prepare an evaluation report with recommendations

Create clear set of actions based on community feedback and ideas

Make sure that the report can be shared back with he community to get their ideas and opinions too

Evaluate and list recommendations

6: CSP reviews community feedback then creates an evaluation / action report

More food, coffee and cakes

Thanks everyone for their time and let them know the outcome of their participation

Look over CSP actions and get feedback if necessary

Ask if anyone would like to leave their contact details for future events

Re-meet with the community

7: CSP visits community groups again to feedback CSP actions

Identify if any additional support is needed of further community engagement is needed

Feeding back to the groups around what action has been taken and how things are progressing and take feedback back to CSP

Re-connect and re-visit

8: CSP and community maintain contact to share progression with actions

The next diagram shows how CSPs might use this process, to engage local communities and gather feedback and insight to review existing community safety priorities, and work with the community to identify future priorities for upcoming Community Safety Plans.

Example of CSP Participation Process

1 What do we want to know?

We want to work with people living in more deprived communities and enable them to input into the next CSP strategic plan by identifying priorities and action areas

2 Who needs to be involved?

Housing associations, small community organisations that deliver services to relieve poverty - use *https://www.voluntarysectorgateway.org/service-locator/* to identify relevant services

3 What do we ask and how do we reach people?

What are the main issues you are facing in your community? What are the solutions to these problems?
Focus groups, informal interviews in community settings, short questionnaire

4 What does the community think?

Visit the orgs and communities identified in (2) and ask them if the right questions are being asked and that they are comfortable with focus groups and questionnaires

5 Collect all the data

Spend some time within community settings, asking questions, recording feedback, building trust and having open and honest dialogue to identify their needs and aspirations

6 Evaluate and list recommendations

CSP spend some time after the 'research process' collating and understanding what people from the community have said and defined as priorities

7 Re-meet with the community

Once the findings have been 'formalised', ask the community again what they think of how CSP proposes to tackle the issues that the community raised

8 Re-connect and re-visit

Take away feedback from the community and revise actions and strategic direction. Continue dialogue with community members going forward and include them as much as possible

The following section provides a set of standards for CSPs - if they are keen to undertake community engagement activity - to inform planning and strategic direction in the future. The following 'standards' are informed by a recent rapid review of citizen participation and community engagement. The references for standards are included in Appendix 5.

Participatory space

> The most productive exchanges between local people and officials can be either before or after official 'meetings', when there was often food and drink available.

Communities invited to participate on other people's institutional turf start out at a disadvantage (Eversole, 2020). Formidable and unfamiliar spaces can make people feel anxious and uncomfortable, putting people off from attending (Rowe and Frewer, 2000) (*CONTEXT*). Collaborative activity needs to take place within community settings. These spaces should be part of the everyday lives of local people, where people can arrive with their children or babies, with their shopping, or come by just to drop something off (Jupp, 2008) (*INTERVENTION*). It is important to look beyond formal community spaces such as libraries or town halls, to much more low-key and everyday spaces of engagement such as allotments, community centres and walking groups. Speaking to community leaders and members makes it possible for professionals to identify spaces that embody qualities where the community 'feels at home' and can 'help out' (Jupp, 2008) (*MECHANISM*). When collaboration takes place in familiar community spaces, expect an increased number of engaged citizens, where people with additional needs and marginalised communities are more likely to take part (De Weger et al., 2018). The quality of engagement is enhanced and people who might not usually share their thoughts are reached and listened to (*OUTCOME*).

Information and training

> If people are more informed, confident and skilled then they can better contribute ideas and opinions and take shared control of initiatives.

Communities become disadvantaged when they haven't been equipped with the relevant skills and information prior to collaborative exercises (Pateman, 1970). This impacts people's confidence and can limit their engagement (De Weger et al., 2018) (*CONTEXT*). Learning opportunities need to be offered so that the community can fully contribute to workshops or meetings (Elliott et al., 2018) and information and training should be provided at least 2 weeks in advance of any collaborative activity

(*INTERVENTION*). Developing a healthy dialogue with the community prior to any collaborative activity will help identify skills gaps and information requirements (Head, 2007). Materials need to be appropriate and accessible, taking into account citizens' language needs (e. g. less jargon), and ensuring communication is culturally sensitive (De Weger et al., 2018). It should be confirmed that recipients fully understand all information and training prior to collaborative activity (Rowe et al., 2005) (*MECHANISM*). By doing this, people can make significant input into collaborative processes because (1) they feel better equipped and (2) they have a better understanding of the policy / problem area (Arnstein, 1969; Purdam and Crisp, 2009). This means that they are less likely to drop out due to lack of understanding or knocked confidence (De Weger et al., 2018) (*OUTCOME*).

Decision making

> Policy makers want a high level of community input; but the program's management structure isn't designed to take community ideas and innovations on board

Organisations are often unsure about how to value local knowledge and can regard knowledge gained from the community as less reliable and less valuable than scientific data (Bynner and Terje, 2018) (*CONTEXT*). Following the initial engagement activities (workshops, research etc), the community should be included in action planning and decision-making stages to ensure that qualitative and community generated data is valued as evidence (Crocker, 2007; Bynner and Terje, 2018) (*INTERVENTION*). The organisation should have a strategy in place that emphasises the importance of community engagement in the decision-making phase (Purdam and Crisp, 2009). In particular the strategy should have key performance indicators to ensure that it is being fulfilled. Senior figures in organisations should be a part of earlier engagement processes (workshops, CBPAR, mapping etc) to better understand the value and context of community generated data (Friedman, 2020) (*MECHANISM*). Through this, organisations will recognise diverse forms of knowledge as having equal status (Bynner and Terje, 2018). Higher emphasis will be placed on qualitative data that can be translating into more effective solutions and responses (*OUTCOME*).

Representation

Individuals who are wealthier and better educated tend to participate more than those who lack these advantages, as do those who have special interests or stronger views

Affluent members of a community are more likely to engage in participatory processes (Arnstein, 1969). They are more likely to be the intelligent, motivated, self-interested, and unrepresentative elite who value personal gains as opposed to representing the interests of the community (Rowe and Frewer, 2000) (*CONTEXT*). When planning collaborative activity, it is important to use appropriate selection methods to identify and engage community members who are less likely to 'self-select' (Fung, 2006) (minority ethnic groups, people with low SES status etc) (*INTERVENTION*). Strong interagency collaboration between the organisation and the community can enable the selective recruitment of people with lived or living experience of the problem being explored (Hadi, 2014). Random selection methods (demographic stratification) can also ensure diversity of representation (Fung, 2006) whilst incentives such as training opportunities, paid expenses and payments can increase likelihood of engagement once people have been identified (*MECHANISM*). Through collaborating with people who are more representative of the community, more informed and effective solutions and responses will follow (Fung, 2006) (*OUTCOME*).

Facilitation

Participants complain of over-reliance on questionnaires and survey responses with "hundreds of consultations" taking place, leading to 'consultation fatigue'

Communities can feel intimidated by the language and guiding paradigms that are pre-determined by organisations (Eversole, 2011). This leads to tension and discourages people from sharing their thoughts, experiences and ideas (Manzo and Perkins, 2006) (*CONTEXT*). A skilled facilitator should lead collaborative activities and support a fair interchange of input from participants, especially supporting quieter, more reserved participants (Crocker, 2007). The facilitator should provide clear definitions of rules and guidelines (Rowe and Frewer, 2000) and pursue an 'open menu' approach, embodying an attitude of informal learning and openness (Crocker, 2007) (*INTERVENTION*). The facilitator needs to be from same community as those being 'facilitated'. Someone with 'lived experience' of the policy area being addressed should be trained in facilitation skills and supported to lead sessions and workshops (*MECHANISM*). This will (1) ensure that vociferous individuals do not

monopolize discussions and (2) harness the distinctive capacities and local knowledge of community members (Rowe and Frewer, 200) (*OUTCOME*).

Evaluation

> Use of the media and social media to inform the general public about the specific ways in which the output has influenced policy would seem beneficial. Highlighting any areas where public suggestions have been adopted despite sponsor resistance might further enhance credibility

Some communities have experienced many attempts to 'participate' and have seen nothing happen as a result (Cornwall, 2008). Communities become tired, cynical, apathetic and disillusioned with the participation process and self-exclude to avoid wasting time again (Pateman, 1970) (*CONTEXT*). Professionals should put in place strong monitoring and evaluation frameworks so as collaboration can be understood from a Micro (personal), Meso (organisational) and Macro (policy) perspective (Alkins and Christie, 2004). In particular, through benchmarking before and after collaboration, Macro evaluation will show if collaboration actually had an impact on decision making and policy (*INTERVENTION*). It is important to share the evaluation results with the community so as they are aware about the specific ways in which their input influenced policy and decision making (or not) (Hadi, 2014) (*MECHANISM*). If organisations maintain good communication with the community following collaboration, credibility and trust can be built and people are more likely to want to participate in the future (Cornwall, 2008). The learning from a Micro and Meso evaluation can help to improve and enhance future collaboration from an individual and organisational perspective (*OUTCOME*).

Key messages on community engagement

CSPs might want to consider talking to different communities within their community. Community members shouldn't be expected to enter the space of the CSP. Instead, CSP members should pro-actively visit community centres, youth centres and small third-sector organisations, to build trust and familiarity with people, and to establish an honest and open dialogue.

Prior to any kind of community engagement of participation, CSPs should equip citizens and communities with the relevant information. For example, information on what the topic of concern is; how long the process of collaboration will be; what methods are being used (i.e. focus group, questionnaire etc). It is important for the CSP to establish any skills gaps of citizens and identify any additional support they might need to offer when participating.

After the participation process - once people's stories and ideas are known - it is important the feedback is properly considered and discussed by the CSP, to accurately inform planning and delivery activity. Often the emphasis is on numbers and statistics, and so it is important that following community engagement exercises, the CSP uses information gathered to help direct decision making. Once actions have been identified, based on community feedback, it is good practice to consult the community again and get feedback on proposed actions.

CSPs should actively engage and seek dialogue with the communities that are least likely to volunteer their participation. CSPs should work with local, small third-sector, community organisations to build trust and engage with people who wouldn't normally take part. This will help enable the CSP to gain richer, more honest information, and a truer perspective of the community it serves. All too often, people who 'participate' are the usual suspects. Usually they are people who are more educated, wealthier and with higher levels of social mobility. CSPs need to try and avoid engaging only with the usual suspects by working closely with small organisations, avoiding only collaborating with larger, national bodies and services.

When facilitating sessions and conversations with community members, it is important that those facilitating are well trained and experienced. Dress code should be informal and language should be too. Identifying a co-facilitator from the community is a very effective way of building trust through familiarity, and encouraging more honest, open feedback from the community. Again, working with small third sector services could help to identify a co-facilitator.

Summary

Our research and recommendations are informed by a spectrum of researched sources. SCSN has consulted with its broad membership and partners - including a third of all Community Safety Partnerships (CSPs) in Scotland - to help build a picture of current CSP working practices and provide relevant exemplars of best practice. The team interviewed colleagues at various CSPs and outwith - across different public service areas - to encourage the sharing of relevant experiences, models of good governance and partnership working. SCSN has reviewed published literature and research, and we've drawn from our own staff team's expertise and knowledge.

Overall, it appears CSPs in Scotland are healthy and in good shape, offering evidence of good governance and structures, sound joint working arrangements, reporting and scrutiny mechanisms, and clear strategic documents and thematic priorities. There are varied memberships within CSPs across Scotland which is welcomed, with good representation from other council departments at some CSPs.

There are however, various areas which most CSPs could work to strengthen, to help improve efficiency, add value and confidence, and bolster relationships with the community.

Areas CSPs may wish to strengthen include:

- Streamlining structures to avoid duplication;
- Including third-sector organisations as members, rather than only accommodating a third-sector interface;
- Evolving strategic approaches to include trauma-informed and recovery-focussed working;
- Holding greater focus on working in community settings - to pro-actively seek citizen participation - perhaps through application of a CSP Participation Processes, consulting with and working alongside those least engaged communities, considering the creation of participatory spaces to help facilitate dialogue and equip residents and considering more equal representation – from all parts of your
- Streamlining reporting to become more thematic; use of fewer KPIs and greater focus on outcomes, and perhaps consideration to adopting a Human Learning Systems approach;
- Increasing collaborative working and review partnership arrangements across four key themes – complexity, approach, relationships, capacity.

All of this is explored and explained in more detail, throughout the review above.

CSPs are constantly evolving and the landscape is forever changing. There isn't a perfect, permanent model of how to operate, and we acknowledge that each local authority – each CSP – is bespoke and designed to serve specific, local needs. But there is common ground. There are problems and solutions that are universal. Our experience, from conducting this research and working in the sector tells us that, while there is a significant amount to celebrate, there are areas for improvement. We should strive for to continue to make communities in Scotland safer for everybody.

Appendix 1 –

Local Authority	Emergency services					Third sector		Judiciary			Partnerships			
	Police	Fire	Coastguard	NHS	SAS	Local TSI	Other Third Sector	SPS	COPFS	SCTS	HSCP	ADP	VAWG	CJP
Argyll and Bute	✓	✓	✓	✓	✓	✓					✓	✓	✓	✓
Angus	✓	✓					✓							
Dundee	✓	✓					✓	✓			✓			✓
Edinburgh	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓		✓
Fife	✓	✓		✓			✓					✓	✓	✓
Inverclyde	✓	✓	✓		✓	✓					✓			
North Ayrshire	✓	✓	✓			✓						✓		✓
Perth & Kinross	✓	✓				✓					✓		✓	
Shetland	✓	✓	✓	✓	✓									✓
West Lothian	✓	✓		✓		✓	✓	✓	✓					✓
Total	10	10	4	5	3	6	5	3	2	1	5	4	3	7

Local Authority	Council Services										
	Council CS staff and Elected members	Housing	Environmental Health	Adult protection	Child Protection	Regulatory Services	Trading Standards	Young People and Education	Communications	Emergency Planning	Social Work
Argyll and Bute	✓	✓	✓	✓	✓	✓	✓				
Angus	✓										
Dundee	✓				✓						✓
Edinburgh	✓	✓		✓	✓	✓					✓
Fife	✓	✓		✓				✓			
Inverclyde	✓	✓		✓	✓						
North Ayrshire	✓			✓	✓				✓		✓
Perth & Kinross	✓		✓	✓		✓		✓			
Shetland	✓			✓	✓				✓	✓	
West Lothian	✓	✓				✓	✓	✓			
Total	10	5	2	6	6	4	2	3	2	1	3

Case Study on Family and Household Support Service – City of Edinburgh Council

August 2021

Introduction

The structure of community safety services and their officers has gone through a major overhaul in the last four years. The driver for this change was influenced by the Christie Commission Report 2011, to try and achieve greater prevention in anti-social behaviour (ASB) issues by creating a holistic service which focusses as much on providing support as pursuing enforcement. The service focusses on causality and how disruptive behaviour can be a manifestation of influential factors such as social inequality and personal trauma.

Situation

Supporting those participating and/or suffering due to ASB was previously dealt with by three different service areas within City of Edinburgh Council. Community Safety Officers handled ASB investigations, Housing Support Officers supported tenants and Family Support Officers worked with the family. These three services were relatively siloed but often dealt with the same people and households but for different presenting reasons. To offer a more holistic and preventative approach, it was felt that merging the three roles into one Family and Household Support Officer (FHSO) role would be a

more effective and resourceful alternative with a remit that extended beyond just responding to ASB, Noise and Nuisance behaviour to whole household support, where interventions were targeted to reduce and or prevent the behaviours from taking place.

Action

The new vision and culture change had full support from the corporate leadership, sending a positive message from above.

In order to create this new service, members of each of the previous teams had to re-apply and re-train for the new role.

The new FHSOs were given very comprehensive training and development in this new, more complex, holistic support. It was a collaborative approach built on three pillars of Practice; mediation approaches, restorative approaches and systemic practice. Importance was especially placed upon looking through a different lens at intentional and unintentional behaviours. FHSOs had access to SWIFT (social work record system) to establish where there may have been previous statutory social work support or intervention for unrelated issues.

The new service was structured around 4 Locality teams, managed by 12 Team Leaders.

The FHSOs were allocated to work during day hours and the Night Noise Team to work at night.

Outcome

Support was given to families/households in a holistic and trauma-informed way, with families only having to deal with one, consistent person. The FHSO was the one contact and conduit for referrals and multi-agency support e.g. GP, school, benefits support, substance use support.

Having only one person dealing with the same family or household, rather than multiple agencies, not only resulted in a consistent source of support for the family/household but also reduced bureaucracy, need to share information and ability for the officer to support various issues at once.

A culture change was created where FHSOs were not uniformed and efforts went into change of language, terminology as well as attitudinal shifts, such as moving away from 'victim' and 'perpetrator', or those who are 'deserving' and 'undeserving'

Numbers of complaints reduced and long-term progress ("breaking the cycle") has seen significant improvement.

There has been a massive shift in understanding and response to managing noise complaints (which were 70% of all referrals received) after working hard to better understand the cause of noise, where not assessed as intentional, but rather linked to mental health, addiction and chaotic lifestyles. The service now routinely links in with other partners and agencies including GPs, Education and Police Scotland.

Reflection

This was a huge culture change for all the services involved, especially community safety who had focussed more on enforcement and punitive action in the past. It took a long time to shape and encourage existing staff and as important to bring new staff into the roles and immersed in the 'vision' without resistance. On reflection, there should have been a greater focus and commitment to 'selling the vision' from the start and ensuring only those committed to the new approach were appointed, as to ensure all were invested and believed in the approach.

A six month lead-in would be advisable to ensure there is time to do the groundwork; that all policies and procedures are fully in place and reflect the change to ethos, approach and culture before launching the service. If appointing new staff ensure suitable time for recruitment and staff training and professional development.

The FHSO and Night Noise Team have given great feedback about how the new approach works and 'feel they are making a difference' and are more engaged themselves in the work.

It is a massive change and takes a great deal of stamina, energy and discipline to see it through, but it was worth it.

Contact Details

Author – Dawn Exley (SCSN) – **dawn.exley@scsn.org.uk**

Interviewee – Shirley McLaren, Community Safety Manager
Shirley.McLaren@edinburgh.gov.uk

Interviewee - Jon Ferrer, Senior Manager Quality, Governance and Regulation
Jon.Ferrer@edinburgh.gov.uk

Case Study on Keep Safe

July 2021

Introduction

Keep Safe is a multi-award-winning initiative that works in partnership with Police Scotland. The initiative works with local communities to create a national network of Keep Safe places for people to go if they are feeling lost, scared or vulnerable when out in the community. A free Keep Safe Scotland App maps out all of the Keep Safe places and enables users to plan routes in advance and also provides a link to report hate crimes to Police Scotland.

Free Keep Safe cards are available. These detail information about a person's health conditions, communication requirements and emergency contact details. These are particularly useful for people who may have alternative communication or who may need additional support when out in the community.

Situation

The I Am Me Scotland charity was started as a community project in Renfrewshire to raise awareness of disability hate crime. It was set up by community members and a steering group of young people and disabled people. The group managed to secure funding to commission the local theatre company to develop and deliver a live hard-hitting drama which highlighted the impact and consequences of disability hate crime. During focus groups undertaken to find out about disabled peoples experiences of prejudice and hate within the community, some people shared their personal experiences of being targeted because of their disability and

highlighted that there were times when they felt unsafe or had stopped travelling independently due to fear or anxiety.

PC Ewan Smith (consultation partner) had identified safe place initiatives operating in England and Wales. After researching these and identifying best practice from each, the Keep Safe initiative was developed. The initiative was designed and developed in partnership with disabled people to help ensure it was practical, accessible, and designed for ease of use.

During the consultations, some people had discussed how they felt apprehensive about reporting incidents to the Police. Some of the reasons identified were fear of not being believed, or taken seriously. It was agreed that Police Scotland co-delivering the initiative would help break down some of these barriers and foster an opportunity to build relationships.

The initiative has continued to grow over the years and this has been due to the desire and commitment from both community partners and Police Scotland to work together to help create safe places for everyone to participate in community life, free from the fear of harassment and abuse.

Action

Focus groups were set up within the disability groups that people already attended (we went to them). Refreshments were provided and surveys were developed in easy read format to ensure accessibility. A short presentation was delivered to the group, followed by a group discussion, then one-to-one consultations. This ensured the group had the opportunity to participate in a way they felt comfortable and included. The information was collated and then a smaller selection of groups was chosen for the design consultation. This ensured that each stage of the development was designed with a broad representation of people with a range of different disabilities.

Everything from the logo to the colours of the branding were chosen by the groups. The name Keep Safe was chosen to support the Police Scotland strapline Keeping People Safe.

The information from the focus groups was used to lead the developments for the group (now a national charity) - (Keep Safe places were developed to encourage people back into the community, training for the Keep Safe places staff, to raise awareness of prejudice, hate and reporting, working with the Police to help reduce

barriers to reporting, and, educating children and young people – to facilitate early intervention and prevention).

Outcome

Keep Safe was initially developed and piloted in Renfrewshire and is now operating in every local authority area in Scotland. Initially set up for disabled people, Keep Safe is available for anyone who may feel vulnerable when out in the community. There are just under 900 Keep Safe places in Scotland and a Police contact oversees the roll out in each division. I Am Me Scotland manage the national database and the Keep Safe app, linking with a Police national co-ordinator. This approach helps ensure the initiative is robust, structured and continues to include the initial community committee in the growth of the initiative.

In addition, a Keep Safe Ambassador programme was developed with young people and has been delivered to over 1000 young people and disabled people across Scotland. This is a full day training, co-delivered with Police Scotland to educate young people and disabled people about prejudice-based bullying and hate crime and the importance of safe reporting.

The charity has continued to work directly with children, young people and disabled people to raise awareness of disability hate crime and have since developed a suite of educational resources that are inclusive, engaging and innovative. This has only been possible due to working directly with new people and empowering participants to be confident in sharing ideas and new ways of working.

Reflection

We would have designed and developed the App to include an accessibility information section for Keep Safe places (e.g. wheelchair accessible), but this is something that we can incorporate into future builds.

Keep Safe is also unfunded, so on reflection, we would have tried to secure Scottish Government backing for the initiative.

Contact Details

Author – Josh Box (SCSN) - josh.box@scsn.org.uk

Interviewee – Carol Burt – iammescotland@outlook.com

Appendix 4

Case Study on Operation Moonbeam

July 2021

Introduction

Operation Moonbeam is a nationwide programme that is the annual response to the delivery of community safety during the month of November, especially in the lead up to the fireworks festivities. It is the work that is done in planning prior to and after 5th November. The first year that Operation Moonbeam was in force was in 2018 and it has been running successfully since. This was the start of the national campaign based on work previously carried out by North Ayrshire Council.

Situation

In 2017 there was serious disorder in Edinburgh where firefighters were attacked on and around 5th November. Following this, as part of a safety review led by Police Scotland, there was a look at community safety nationally around Bonfire Night. It was identified that there was good practice in North Ayrshire within the Community Safety Partnership. A case study was completed and the work in North Ayrshire became known as Operation Moonbeam.

The Operation Moonbeam national programme is informed by the work that had been done previously in North Ayrshire. For several years, the Safer North Ayrshire Partnership had been working on a number of initiatives to keep communities safe regarding how they worked in partnership, the sale of fireworks, bonfires and ensuring that there was no debris left in streets and gardens. Across the whole of the Community Partnership, they were looking at the different risks and responses. From 2014 there was a local initiative that was similar to the national Operation Moonbeam campaign. The local initiative related to the sale of fireworks and the building of bonfires in the

local communities. Volume of calls was huge, as Bonfire Night and the weekend closest to it is traditionally the busiest time of the year for SFRRS and fire safety. If you reduce the number of bonfires and you can reduce the number of injuries.

Action

The planning process begins about June/July and continues to Bonfire Night. Police Scotland pull together a meeting to start planning the event. There is a reflective look at what has gone on before in the previous year: what happened, what worked well, what did not work well, what do we need to focus on etc. Police Scotland speak about what resources are available. Trading Standards discuss the work that they are doing with Police Scotland, such as checking premises, ensuring that fireworks are sold safely and not being sold to underage persons, ensuring that fireworks are stored safely. There are discussions surrounding any concerns such as premises that need to be visited. Is there any intelligence coming from elected members or the general public. Is there any historical evidence/ intelligence surrounding risk factors from previous years, where work can be done in the lead up to Bonfire Night? This is the early work of Operation Moonbeam.

Other questions are also asked such as what are the practical arrangements are that need to be made? What applications are coming in for big firework events? Are they going to be safe and can they be approved? How can they be coordinated? How can they promote safety?

Following these initial planning stages, the plan moves onto communications and the types of messaging to be sent out. This is all done over a series of meetings, and it then moves onto safety. To help with safety they uplift any large items immediately they have been reported to the council and likewise the Street Scene crews will pick up litter to prevent people gathering debris to set fires. In previous years the Street Scene crews were being attacked and Police Scotland had to become involved. This meant that as well as Police Scotland supporting SFRS they were also supporting the council workers which further stretched resources that were available.

The communications that partners have with one another is very important and they speak to one another on a daily basis and sometimes more than once a day. There is a clear concise communication strategy, so if any messaging is sent out, it is sent out across all the partners. Whatever

messaging goes out onto the North Ayrshire website will go onto the Police Scotland website, the SFRS website and the public will be bombarded with the same information with no mixed messages on how they will react to situations and this is not just Operation Moonbeam, it is the same for all aspects of community safety.

Early intervention is key to working with one another. To help with this the local authority funds a police post which sit amongst the Community Safety Team, which gives access to intelligence both ways. If there is any intelligence from the public, elected members or staff members, the officer can send this to Police Scotland and if Police Scotland have any intelligence that the Community Safety team need to know then they can be informed immediately. It is a two-way street.

Question: How so you decide which bonfires do you deploy resources to as you say you do not have enough for someone to be in charge at /present at each bonfire?

Answer: We actually attend them all but we can't be there 24/7. With everything else going on it is difficult to deploy resources to remove bonfire waste as they have other duties. There will be a cut-off point up until which time they will attend immediately. They can only attend sites that are closest to their bases.

Communication and engagement is important, especially engagement with schools. There are appropriate presentations from either the SFRS, the local school police or their teachers. There is a partnership effort to the engagement and communications with the school pupils.

At each bonfire site a risk assessment is carried out to see if there is any possibility of the bonfire getting out of hand: this will depend on the size of

the bonfire, and proximity to houses. This actually helped to cut down the number of calls to the SFRS. At the start of the initiative there were calls to the SRFS to attend all bonfires just to extinguish them. It became apparent that there was not the need to extinguish all of the bonfires, as some were under control and would burn down on their own: this is how the risk assessments for each site came about. However, if there is a real danger that the SFRS will be called out.

Originally the SFRS went in with the mind-set of changing the culture, but as the there is a long history of bonfires they realised that it was not the culture that needed to be changed. Instead of trying something that was unachievable they worked with it. They began with reducing the amount of rubbish that was going to be used. As a result people began storing items that could be used in their gardens, such as furniture and this is where the Enforcement Officers became involved with Notices being issued to get the items removed. There were areas in the local woods where waste was being stored at the back of beyond. Patrols went out to identify and remove the stored waste in the run up to Bonfire Night. It is a constant task to remove the waste in the run up to Bonfire Night.

In 2020 the Enforcement Powers were used for the first time. There were commercial businesses that were taking the opportunity to off-load their commercial waste and fixed penalty notices were issued under the Environmental Protection Act 1990 for fly tipping. This was on both public and private ground. The people who were issued with the fixed penalty notices were not prosecuted further but it was enough to send a message out that their actions were unacceptable. We will be able to gauge how effective these fixed penalty notices have been when Bonfire Night comes back round this year.

Each year there are two police cars dedicated to Guy Fawkes Night which respond to the bonfires. If the Enforcement Team and the SFRS need assistance at any bonfire then these cars can be called to assist. One of the big issues for Street Scene are the fireworks themselves, where people let off fireworks in public areas and then walk away leaving the rubbish behind. This then becomes a community safety issue where children can pick up and play with the discarded fireworks and also a litter issue. If spotted, the offenders are reluctant to give Street Scene their details so police are brought in to get their details and to ensure that they will return at the earliest opportunity to tidy up, as it would be unsafe to tidy up there and then. In

2020 there were barricades in the streets to stop access to remove bonfires at some locations showing just how strongly people felt about it.

It is the joint intelligence and joint working that makes the partnership so strong. Police Scotland work with the local communities rather than against them and try to educate them and tell them what they are going to do. It is about safety and everyone enjoying themselves rather than the strict enforcement of going in and shutting them down. There are dedicated internal phone number for immediate responses on the night. Most council service do not work out of hours. Senior managers are given mobiles so that they can communicate with each other if there are any emergencies on the night.

Trading standards work with the police and SFRS to make visits. They have a list of all retailers who have applied for a licence to sell fireworks in North Ayrshire and go out in the run up to Bonfire Night to ensure that they are stored correctly, and that they understand the message about underage sales and responsible selling. As the Trading Standard officers have been in post for many years, they have good relationships with the retailers. As there is only one main fireworks retailer in North Ayrshire, if there are problems, they receive phone calls from the retailer directly. With there being only one main trader, there are few problems with sales. Again, communication is the key. The team gets out early enough and speaks to everyone and they know that Trading Standards are there if required. The complaints about irresponsible trading have tailed off over the years due to the proactive work being undertaken by Trading Standards.

There were more complaints in 2020 as the larger events were cancelled and there was an abundance of commercial fireworks being sold to the general public. People were travelling to make these purchases as they were not available locally. There were complaints from animal owners, and there were complaints about them being brighter and noisier. It was identified that this was a reaction to the Covid-19 pandemic and more people were eager to celebrate Bonfire Night, whereas in the past they may have never done. There is evidence that some people were spending thousands of pounds on fireworks for use in their back gardens. This was picked up and identified through Operation Moonbeam and shared with all of the partners.

Outcome

- North Ayrshire Council has data showing the overall impact of Operation Moonbeam. Some of the outcomes include fewer calls to SFRS, less aggression, less violence. It would be unfair to compare the 2020 results with previous results as there had been a steady decrease in the number of bonfire sites.

- There has been a decrease in the damage caused by bonfires, as they were not as large and less fuel used, due to the proactive approach taken by all the partners before-hand.

- Members of the public and businesses are more aware of the partnership being there to work with them rather than against them.

- In 2020 there were 35 separate bonfire sites identified, which was an escalation on the previous year. The hope is that this will be reduced in 2021.

Reflection

Because there is trust and value in the North Ayrshire Partnership it is easier to get these types of operation off the ground, it is easier to mobilise quickly. It is easier to deal with issues. You cannot do something like this in isolation, you need to have an integrated inter agency partnership which works.

Contact Details

Interviewer – Josh Box (SCSN) - josh.box@scsn.org.uk

Author – Sandra Black (SCSN) – Sandra.black@scsn.org.uk

Interviewees:

Shelagh Campbell – Community Safety for North Ayrshire Council

Janine Barrett – Senior Manager with responsibility for Community Safety for North Ayrshire Council

Colin Clark – Liaison Officer for SFRS for North Ayrshire

Fiona Knox – Trading Standards Officer for North Ayrshire Council

Alan Scott – Fly tipping Officer for North Ayrshire Council

Andy Hogg – Police Scotland Local Authority Liaison for North Ayrshire

Appendix 5 –

Community Engagement standards references

1619. (2012). *Get Involved*. [Online]. 1619. Available at: https://www.glasgowcpp.org.uk/index.aspx?articleid=2508 [Accessed 11 November 2020].

Alkin, M. and Christie, C. (2004). An Evaluation Theory Tree. In: *Evaluation Roots*. 2455 Teller Road, Thousand Oaks California 91320 United States of America: SAGE Publications, Inc. pp.13–65. [Online]. Available at: doi:10.4135/9781412984157.n2 [Accessed 26 February 2020].

Arnstein, S. R. (1969). A Ladder Of Citizen Participation. *Journal of the American Institute of Planners*, 35 (4), pp.216–224. [Online]. Available at: doi:10.1080/01944366908977225.

Attree, P. et al. (2011). The experience of community engagement for individuals: a rapid review of evidence. *Health & Social Care in the Community*, 19 (3), pp.250–260. [Online]. Available at: doi:https://doi.org/10.1111/j.1365-2524.2010.00976.x.

Bovaird, T. (2007). Beyond Engagement and Participation: User and Community Coproduction of Public Services. *Public Administration Review*, 67 (5), pp.846–860. [Online]. Available at: doi:10.1111/j.1540-6210.2007.00773.x.

Burton, P., Goodlad, R. and Croft, J. (2006). How Would We Know What Works?: Context and Complexity in the Evaluation of Community Involvement. *Evaluation*, 12 (3), pp.294–312. [Online]. Available at: doi:10.1177/1356389006069136.

Bynner, C. and Terje, A.-K. T. (2018). *Making Data Meaningful: Evidence use in a community planning partnership in Scotland*. [Online]. Available at: https://pure.uhi.ac.uk/en/publications/making-data-meaningful-evidence-use-in-a-community-planning-partn [Accessed 14 December 2020].

Choi, K. and Lee, J. (2016). Citizen participation in community safety: a comparative study of community policing in South Korea and the UK. *Policing and Society*, 26 (2), pp.165–184. [Online]. Available at: doi:10.1080/10439463.2014.922087.

Cornwall, A. (2008). Unpacking 'Participation': models, meanings and practices. *Community Development Journal*, 43 (3), pp.269–283. [Online]. Available at: doi:10.1093/cdj/bsn010.

Crocker, D. A. (2007). Deliberative Participation in Local Development. *Journal of Human Development*, 8 (3), pp.431–455. [Online]. Available at: doi:10.1080/14649880701462379.

De Weger, E. et al. (2018). Achieving successful community engagement: a rapid realist review. *BMC Health Services Research*, 18 (1), p.285. [Online]. Available at: doi:10.1186/s12913-018-3090-1.

Elliott, I. C., Fejszes, V. and Tàrrega, M. (2019). The Community Empowerment Act and localism under devolution in Scotland: The perspective of multiple stakeholders in a council ward. *International Journal of Public Sector Management*, 32 (3), pp.302–319. [Online]. Available at: doi:10.1108/IJPSM-03-2018-0080.

EVERSOLE, R. (2011). Community Agency and Community Engagement: Re-theorising Participation in Governance. *Journal of Public Policy*, 31 (1), pp.51–71.

Friedman, B. D. (2020). *Community-Based Participatory Action Research: It's All about the Community*. San Diego, CA, UNITED STATES: Cognella, Inc. [Online]. Available at:
http://ebookcentral.proquest.com/lib/strath/detail.action?docID=6417601
[Accessed 10 May 2021].

Fung, A. (2004). *Empowered Participation: Reinventing Urban Democracy*. Princeton University Press. [Online]. Available at: https://www.jstor.org/stable/j.ctt7rp4r
[Accessed 16 October 2020].

Fung, A. (2006). Varieties of Participation in Complex Governance. *Public Administration Review*, 66, pp.66–75.

Guarneros-Meza, V. and Geddes, M. (2010). Local Governance and Participation under Neoliberalism: Comparative Perspectives. *International Journal of Urban and Regional Research*, 34 (1), pp.115–129. [Online]. Available at: doi:10.1111/j.1468-2427.2010.00952.x.

Hadi, S. (2014). Determinants of Community Participation in Community Policing Program in Malaysia. *Journal of Applied Sciences*, 14, pp.2439–2449. [Online]. Available at: doi:10.3923/jas.2014.2439.2449.

Hassenforder, E. et al. (2016). The MEPPP Framework: A Framework for Monitoring and Evaluating Participatory Planning Processes. *Environmental Management*, 57 (1), pp.79–96. [Online]. Available at: doi:10.1007/s00267-015-0599-5.

Head, B. W. (2007). Community Engagement: Participation on Whose Terms? *Australian Journal of Political Science*, 42 (3), pp.441–454. [Online]. Available at: doi:10.1080/10361140701513570.

Innes, J. E. and Booher, D. E. (2005). *Reframing Public Participation: Strategies for the 21st Century*. [Online]. Available at: https://escholarship.org/uc/item/4gr9b2v5
[Accessed 16 October 2020].

Jupp, E. (2008). The feeling of participation: Everyday spaces and urban change. *Geoforum*, 39 (1), pp.331–343. [Online]. Available at: doi:10.1016/j.geoforum.2007.07.007.

Manzo, L. C. and Perkins, D. D. (2006). Finding Common Ground: The Importance of Place Attachment to Community Participation and Planning. *Journal of Planning Literature*, 20 (4), pp.335–350. [Online]. Available at: doi:10.1177/0885412205286160.

Miller, K. I. and Monge, P. R. (1986). Participation, Satisfaction, and Productivity: A Meta-Analytic Review. *The Academy of Management Journal*, 29 (4), pp.727–753. [Online]. Available at: doi:10.2307/255942.

Pateman, C. Participation and Democratic Theory. *Defining Democracy*, p.14.

Purdam, K. and Crisp, R. (2009). Measuring the Impact of Community Engagement on Policy Making in the UK: A Local Case Study. *Journal of Civil Society*, 5 (2), pp.169–186. [Online]. Available at: doi:10.1080/17448680903162710.

Rolfe, S. (2016). Divergence in Community Participation Policy: Analysing Localism and Community Empowerment Using a Theory of Change Approach. *Local Government Studies*, 42 (1), pp.97–118. [Online]. Available at: doi:10.1080/03003930.2015.1081848.

Rowe, G. et al. (2005). A Typology of Public Engagement Mechanisms. *Science Technology Human Values*, pp.251–290.

Rowe, G. and Frewer, L. J. (2000). Public Participation Methods: A Framework for Evaluation. *Science, Technology, & Human Values*, 25 (1), pp.3–29. [Online]. Available at: doi:10.1177/016224390002500101.

Shalowitz, M. U. et al. (2009). Community-Based Participatory Research: A Review of the Literature With Strategies for Community Engagement. *Journal of Developmental & Behavioral Pediatrics*, 30 (4), pp.350–361. [Online]. Available at: doi:10.1097/DBP.0b013e3181b0ef14.

Williams, J. J. (2006). COMMUNITY PARTICIPATION: Lessons from post-apartheid South Africa. *Policy Studies*, 27 (3), pp.197–217. [Online]. Available at: doi:10.1080/01442870600885982.

Zimmerman, M. A. and Rappaport, J. (1988). Citizen participation, perceived control, and psychological empowerment. *American Journal of Community Psychology*, 16 (5), pp.725–750. [Online]. Available at: doi:10.1007/BF00930023.