

BUILDING SAFER COMMUNITIES PROGRAMME BOARD

MEETING 8, 21 APRIL 2015, SARACEN HOUSE, POSSILPARK, GLASGOW

MINUTES

<p>Members/Champions/Minister Jackie Brock, Children in Scotland David Hume, Scottish Police Authority Grant Manders, Police Scotland Karyn McCluskey, Violence Reduction Unit Susan McVie, Scottish Centre for Crime and Justice Research Paul Johnston, Scottish Government (Chair) Lewis Ramsay, Scottish Fire and Rescue Service Wendy Wilkinson, Scottish Government Paul Wheelhouse MSP, Minister for Community Safety and Legal Affairs</p> <p>Apologies Rose Fitzpatrick, Police Scotland Graham Foster, NHSScotland Lesley Fraser, Scottish Government Graham Hope, SOLACE Martin Johnstone, Poverty Truth Commission</p>	<p>Also attended Duncan Beamish, Scottish Government David Cowan, Scottish Government Hannah Dickson, Scottish Government Andrew Fyfe, Research Scotland Gillian Halliday, Inspiring Scotland Neil Hastie, Scottish Government Margaret Layden, NG Homes Andrew Magowan, Inspiring Scotland Gery Mclaughlin, Scottish Government Alexander Mcleod, Aberdeenshire Council Fergus Millan, Scottish Government Alastair Muir, Police Scotland Jim Sneddon, East Renfrewshire Council</p>
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Agenda Item 1: Introductions/Ministerial input

1. Paul Johnston welcomed everyone to the meeting and thanked local colleagues for hosting the Board in Possilpark¹.
2. The Minister for Community Safety, Paul Wheelhouse MSP, attending the Board for the first time, offered his reflections on his recent visits to community-led initiatives across Scotland. He noted the following points:
 - a. It had been great to meet volunteers and service-users and see the impact of asset-based approaches first-hand. The efforts being made locally were very much appreciated and the Minister would like to visit more communities across Scotland in the coming months.
 - b. It was to be welcomed that each community had found its own way to build on local strengths and skills, whether that be through sport or other social and entrepreneurial activities.

¹ Prior to the meeting, Board members and the Minister for Community Safety and Legal Affairs visited Possilpoint Community Centre to meet members of the local community and local staff from Inspiring Scotland's Link Up, NG Homes, Police Scotland, Glasgow City Council, Scottish Fire and Rescue Service and a number of third sector organisations. You can read about this and other visits to Possil in [Paul Johnston's blog](#).

- c. The inequality which sees 44% of recorded crime concentrated in the 15% most deprived communities was unacceptable. The Community Empowerment Bill will provide new opportunities to strengthen and empower communities but these will only be exploited fully if communities have the requisite capacity and confidence. This is why ensuring public services are built around people and communities, their needs, aspirations, capacities and skills and work to build up their autonomy and resilience – as advocated by the Christie Commission – is so important.
- d. The drop-off in crime in Hawkhill was remarkable and the impact on local people's wellbeing was inspirational, e.g., intergenerational work to bring isolated older people and younger people together had broken down barriers, built positive connections and meant people no longer felt afraid to walk about in their neighbourhood.
- e. At the Choices for Life event in Alloa Town Hall, James Docherty had been particularly impressive and had really captivated the audience. The work in Leith to build bridges between local and migrant communities and between younger and older people was particularly noteworthy, as was the work in Muirhouse to support people in recovery from addiction. The Open Café and community garden in Muirhouse were helping people to feel less "shunned" and "alienated" in their own community and showing them that they do have a stake in their community.
- f. Local people had made a plea for services to be joined-up and for service-providers to recognise the cross-cutting benefits and upstream cost-savings community-led activities are delivering when they make funding decisions that affect community facilities.

3. In response to the Minister's comments the following points were raised:

- a. Critical to the success of community-led approaches was the shift in power from service-providers to the community.
- b. The Hawkhill community are now recognising they have more power if they work together, for example, when negotiating with the council about improvements to their council houses. They are developing the resilience needed for this.
- c. Connections are being made: for instance, between Link Up and Thriving Places in Possilpark and Gorbals; between the Violence Reduction Unit, Clackmannanshire Council and NHSScotland in Alloa; and between Inspiring Scotland and City of Edinburgh Council, who are exploring the possibility of establishing Link Up in Craigmillar.

Agenda Item 2: Actions and Progress

4. The Highlight Report (Paper 8.1) provided an update on programme delivery and the progress made across a wide-range of activities was noted.

Agenda Item 3: Champions' Discussion

Place Champions

5. Andrew Fyfe (facilitator) invited the Board members in attendance who are champions for the seven Building Safer Communities learning areas (Craigmillar, Ferguslie Park, Fraserburgh Harbour, the Gorbals², Polmont, Possilpark and South East Alloa) to present short pen-pictures of these areas: what they had learned from recent visits and the connections they had made. The key points noted by the Champions were:

Paul Johnston (Scottish Government, Champion for Possilpark):

- a. Two reflections following a recent visit: (1) Possilpoint Community Centre is not a welcoming building for the community, with barbed wire all around it. This strongly contrasts with Saracen House, an amazing building; (2) the Community centre is not open in evenings and weekends when it may be most useful to the local community.
- b. Much local progress depends on inspirational 'community anchors' but what happens if these people are unavailable, for example, due to illness?
- c. The regular, informal community breakfast held at Possilpoint community centre is a compelling idea. It involves 50-70 organisations coming together to share views and ideas and make connections. A key question is whether this group of organisations would benefit from agreeing an overarching aim so they are focused on the same outcomes and are not duplicating effort or competing for the same funding streams.

Karyn McCluskey (Violence Reduction Unit, Champion for SE Alloa):

- a. The community in Hawkhill do not lack information on the problems they face, like drugs and prison; what they need is information on aspiration and hope.
- b. The work is incredibly fragile – there can be spectacular success in terms of community building for it all to breakdown in a Facebook argument. But it is vital not to back off when things get tough and negotiation skills are essential.

² Lesley Fraser had sent her apologies so there was not an update on the Gorbals at this meeting.

- c. It is difficult to measure the impact of the work on people's lives: how do you measure the impact of people saying hello to each other in the community?
- d. Asset-based approaches are about fostering what the community want, not 'doing to them'. We should avoid going in and prescribing approaches, activities or outcomes – we should be willing to follow wherever the community wishes to go.

Jackie Brock (Children in Scotland, Champion for Fraserburgh Harbour):

- a. Keen to visit Fraserburgh for a couple of days to find out what is happening; want to avoid parachuting in and out. It has not been possible to organise a visit yet but plan to so in the near future.
- b. Fraserburgh is at early stage in its Total Place work but it is identified by the council as a priority area for regeneration. There is buy-in from key service-providers at the most senior levels. Profiling work and work with the community is getting underway but a local inspection of council services is the immediate priority for the council at the moment.

David Hume (Scottish Police Authority, Champion for Craigmillar):

- a. City of Edinburgh Council is in a state of flux due to a departmental reorganisation and this has implications for the management of local initiatives like Total Neighbourhood East. There will also be a change in senior management at the council and there has been a change in the lead officer for Total Neighbourhood East. It is not clear when the current uncertainty will be resolved so there is a need to press on with BSC work in the meantime.
- b. Keen to develop a new Police Scotland initiative around employability for young people to be co-designed with them. Hope this could be piloted in Craigmillar. Further conversations with Police Scotland required but the aim is to create local jobs for young people. This is seen as part of the ongoing programme of reform of policing over the next decade, moving it beyond solely a warranted, uniformed service. **[Note:** David has since offered to produce a paper setting out the proposed scope of this idea and considerations regarding how it might be implemented.]

Action Point 1: David Hume to produce a paper setting out his idea for piloting a Police Scotland employability scheme in Craigmillar.

Grant Manders (Police Scotland, Champion for Polmont and representing Rose Fitzpatrick, Police Scotland, Champion for Ferguslie Park):

Ferguslie Park

- a. Ferguslie Park is similar in many ways to Possilpark, with the same range of organisations working locally. Crime is very concentrated in a particular place within the area. Regeneration of the area in the 1980s was done to people and local services did not take the community with them.
- b. The Council is keen to be involved in the Building Safer Communities Programme but warn against adding yet another structure, instead advocating embedding Building Safer Communities activities within the existing Single Outcome Agreement interface.

Polmont

- c. Police Scotland has seconded an officer (Hamish Mclean) to be part of the community safety team in Polmont. The team is hugely informed by third sector organisations and brings together 12 agencies to work together in a tasking and coordinating partnership. Making sure the partners are joined up is crucial so, for example, the young people leaving Polmont with carefully worked out support plans are not then immediately arrested on warrant on their release, undoing all the careful work undertaken. The management team in Polmont is hugely enthusiastic and the different in the institution from 10 years ago is huge.

Theme Champions

6. Andrew Fyfe next invited the Board members in attendance who are champions for the four Building Safer Communities themes (Prevention, Partnership, People and Performance) to update on their current activities and future plans³. The key points noted by the Champions were:

Wendy Wilkinson, Scottish Government, Champion for Prevention:

- a. Following the last Board meeting at Polmont Young Offenders Institution, at which the Board heard about the scale of bereavement suffered by the young inmates, further work is underway to look at this issue. Clare Collin has met Scotland's national coordinator of Seasons for Growth, a Scottish Government funded programme for children, young people and adults who have experienced significant change or loss, such as death, separation, and divorce. This educational programme aims to develop resilience and emotional literacy to promote social and emotional wellbeing.

³ Graham Hope and Martin Johnstone had sent their apologies so there was no an update on the Partnership and People themes, respectively, at this meeting.

- b. We are working with education, health and analytical colleagues to explore what is known about the scale of bereavement and what current interventions are in place. Agencies do not routinely know when a child suffers a bereavement, unless that child has additional support needs (there are about 1000 children in this position). Discussions are continuing and we are considering what support the Building Safer Communities Programme can offer to those leading on action to help our young people deal with death, still too often regarded as a taboo subject. Plan to explore connections with the Violence Reduction Unit's current work in Glasgow schools and what we can usefully teach children before they suffer a bereavement, particularly a bereavement resulting from a violent death.
- c. There is a question about whether the good prevention work being delivered by Police Scotland and its partners is being shared widely enough within the service. For example, are local community officers always aware of recognised good practice elsewhere in the service, such as the partnership hub between Police Scotland, Scottish Fire and Rescue Service and Glasgow Housing Association which has helped to bring incidents of domestic violence to the police's attention? Such good practice could be shared more consistently. The Prevention Conference Police Scotland are holding on 28 April presents a good opportunity.
- d. We are exploring with Neighbourhood Watch Scotland what more they can do to encourage the development of Neighbourhood Watches in our most deprived communities. There is a connection here to a commitment from the charity Crimestoppers to run campaigns within four of the six Building Safer Communities learning areas (Craigmillar, Fraserburgh Harbour, Gorbals and Possilpark). Crimestoppers National Manager in Scotland, Angela Parker, is keen to connect with the Champions for these areas and is keen to co-produce the campaign with local people by identifying local 'community ambassadors' (volunteers).

Action Point 2: Programme Office to introduce Angela Parker from Crimestoppers to the champions and their supporters for Craigmillar, Fraserburgh Harbour, Gorbals and Possilpark to discuss the establishment of new Crimestoppers campaigns in these areas.

**Susan McVie, Scottish Centre for Crime and Justice Research,
Champion for Performance:**

- a. Plea that we gather baseline data for the Building Safer Communities learning areas before new activity commences to allow us to evaluate change and ensure that what is planned locally is sufficiently transformational to deliver our ambitious stretch aim. The Performance strand proposes to develop an action plan for the June meeting of the Board which will set out our plans for (1) **data gathering** in the areas to identify assets and issues, when and where crime takes place and who the offenders and victims are; (2) **the planning stage**, to identify local priorities and a coherent delivery plan based around our evidence base of what works to reduce crime; (3) **the implementation stage**, which takes forward the actions required to address the issues and priorities identified at stages 1 and 2; and (4) **the evaluation stage** which runs concurrently with all of the other stages and measures the impact of activities and identifies what activities should be spread to other areas.

Buzz groups

7. Following the updates from the place and theme champions, attendees split into three 'buzz groups' to consider the positive opportunities identified and consider how the programme should focus its resources over the coming six months. **A summary of the key points from these discussions is attached at Annex A.**
8. Andrew Fyfe offered his reflections on the discussion so far, noting:
 - a. The Programme is at an important stage, with lots happening and a need to pull together the broad range of interrelated action.
 - b. There is a need for the Board to be consistent and coherent about the focus on asset-based approaches – doing with and for, not to, communities – and pull together a set of objectives for the next six months.
 - c. There are some great examples of good asset based practice at a modest scale, the difficulty lies in scaling this up.
 - d. There needs to be a degree of faith and hope that handing power to communities to lead will result in the desired improvements. The challenge for the Board reassuring itself that the scale of activity underway across Scotland is sufficient to meet the programme's aims.
 - e. It is important the current enthusiasm and the relationships being built with local communities have longevity. We need to avoid making people even more cynical by building up hope and aspiration and then disappearing. It takes time to build relationships and deliver change.

9. The subsequent points were made in the discussion that followed:
- a. The programme is still at a relatively early stage in terms of delivery and it will take some time to develop the right approach.
 - b. There is a tension between the desire to profile local areas, baseline current activity and plan and measure new activity *and* the desire to just get on with supporting community-led activity. An overly rigorous performance regime in which we determine the parameters and priorities for action is likely to be in conflict with the programme's desire to pursue an asset-based approach where the community are in the lead. However, setting out where we want to be (in supporting communities) in six months/a year and having a plan to get there is also important.
 - c. We need to spend more time considering evaluation at the next Board meeting in June but we shouldn't let this hold us back from learning from the seven areas and taking or supporting action where this fits with our approach and evidence-base. Any action taken though should be shared with Susan (and Kirsty Bosley) to ensure we are keeping track of what's happening.
 - d. The programme has a small budget available so place and theme champions can offer support to a range of small-scale community-led activity. Proposals should be raised in the first instance with Gery McLaughlin or Duncan Beamish.
 - e. Board members were invited to consider what the programme could do if more money became available in the future. While no new money is available, it would be worth being prepared should priorities change following the spending review this year and the Scottish election next year.

Action Point 3: The agenda of the Board meeting on 25 June should include a discussion of programme performance and evaluation.

Agenda Item 4: Phase 2 Presentation

10. Due to travel disruption, Evan Morris from the Chief Fire Officers' Association was unable to make it to the meeting to present on the data sharing arrangement between GPs and other services in Cheshire, Greater Manchester and Merseyside. This initiative helps to identify the most vulnerable older people (65+ years of age) within the community so that home safety visits can be targeted where there is the greatest need. Evan will be invited to attend and present to a future meeting of the Board.

Action Point 4: Programme Office to invite Evan Morris to attend and present to a future meeting of the Board.

Agenda Item 5: Next Steps and AOB

11. Richard Whetton is organising three regional network events (East, West, North) for those involved in place-based approaches. Planning for the first of these (East of Scotland) is underway.
12. The Programme Office will determine the venues for the June, September and November meetings, which will visit the three remaining Building Safer Communities learning areas the Board has yet to visit (Craigmillar, Ferguslie Park and Fraserburgh Harbour). The following schedule is proposed, subject to agreement with local partners:
 - **25 June:** Ferguslie Park
 - **15 September:** Fraserburgh Harbour
 - **24 November:** Craigmillar

Action Point 5: Programme Office to confirm the venues of the three remaining Board meetings in 2015.

Building Safer Communities Programme May 2015

SUMMARY OF ACTION POINTS

Action Point 1: David Hume to produce a paper setting out his idea for piloting a Police Scotland employability scheme in Craigmillar.

Action Point 2: Programme Office to introduce Angela Parker from Crimestoppers to the champions and their supporters for Craigmillar, Fraserburgh Harbour, Gorbals and Possilpark to discuss the establishment of new Crimestoppers campaigns in these areas.

Action Point 3: The agenda of the Board meeting on 25 June should include a discussion of programme performance and evaluation.

Action Point 4: Programme Office to invite Evan Morris to attend and present to a future meeting of the Board.

Action Point 5: Programme Office to confirm the venues of the three remaining Board meetings in 2015.

SUMMARY OF BUZZ GROUP DISCUSSIONS

Positive opportunities:

- Opportunity to engage communities and to listen to the “authentic voice” of the community.
- Opportunity to empower communities, with services pulling back and recognising that what communities want is the most important thing.
- Opportunity to involve communities in meetings of local and national service providers including the Building Safer Communities Board.
- Opportunity to bring young people together with key agencies to ensure their voice is heard.
- Opportunity to build hope and aspiration and inspire people.
- Opportunity to build on the shared values of the Board that asset-based approaches are the way forward.
- Opportunity to tap into what is already happening locally to build safer communities – there is lots of what we want to see already happening across Scotland.
- Opportunity to trust people more, for example by trusting local volunteers to open and manage local facilities so they are available when needed.
- Opportunity to get on with it by empowering communities and taking an improvement approach rather than focusing too heavily on evaluation, data analysis and us identifying the priorities and actions required.

Priorities over next six months:

- Priority to create opportunities to engage, minimising churn of key players and getting some longevity in engagement with communities.
- Priority to build a ‘whole systems’ approach in communities as part of a coherent plan of action and to set concrete objectives.
- Priority to connect people, build capacity and empower people.
- Priority to make sure Community Planning Partnerships understand and formally adopt the Building Safer Communities approach.
- Priority to focus on wellbeing and the agenda of communities, instead of having a narrow focus on community safety.
- Priority for organisations to change the way they operate – to brigade resources together, become more connected and work collaboratively to deliver shared aims.
- Priority to encourage bottom-up decision making in local service-providers.

Additional thoughts:

- Parachuting in doesn’t work.
- Real champions are within communities.
- Need to engage communities.
- Need to allow creativity to flourish, e.g. community breakfasts – bridging, building, bonding; social capital is an enabler for creativity.
- How does the Building Safer Communities Programme sit with Community Planning Partnerships? – need to add value without adding burden.
- Need longer term/collective funding models focused around people and place.
- Need consistency of approach and need to recognise that building community cohesion, capacity and confidence takes time.
- Too much focus on performance could stifle action.
- There have already been some fundamental changes – things *are* getting better.