



Joint working arrangements between community justice and community safety

**Supplementary Paper 1:
Methodology**

August 2022

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1. List of abbreviations used throughout main and supplementary reports

List of abbreviations used throughout

ASB	– Anti-Social Behaviour
CAB	– Citizens Advice Bureau
CEDAR	– Children Experiencing Domestic Abuse Recovery
CIP	– Community Improvement Partnership
CJ	– Community Justice
CJOIP	– Community Justice Outcome and Improvement Plan
CJP	– Community Justice Partnership
CJS	– Community Justice Scotland
CJVSF	– Community Justice Voluntary Sector Forum
COPFS	– Crown Office and Procurator Fiscal Service
COSLA	– Convention of Scottish Local Authorities
CPP	– Community Planning Partnership
CS	– Community Safety
CSP	– Community Safety Partnership
ECSJP	– Edinburgh Community Safety and Justice Partnership
EDAMH	– East Dunbartonshire Association for Mental Health
EEI	– Early Effective Intervention
EVOC	– Edinburgh Voluntary Organisations Council
FCSP	– Fife Community Safety Partnership
IAPK	– Independent Advocacy Perth and Kinross
L&D	– Learning and Development
LIP	– Locality Improvement Plan
LOIP	– Local Outcome Improvement Plan
MAPPA	– Multi-Agency Public Protection Arrangements
PKAVS	– Perth & Kinross Association of Voluntary Service
SACRO	– Safeguarding Communities, Reducing Offending
SCT	– Safer Communities Team
SCSN	– Scottish Community Safety Network
SCTS	– Scottish Courts and Tribunals Service
SCVO	– Scottish Council for Voluntary Organisations
SFRS	– Scottish Fire and Rescue Service
ToR	– Terms of Reference
TSI	– Third Sector Interface
UPW	– Unpaid Work
VAWG	– Violence Against Women and Girls
ViSOR	– Violent and Sex Offender Register
VSS	– Victim Support Scotland
WRASAC	– Women’s Rape and Sexual Abuse Centre

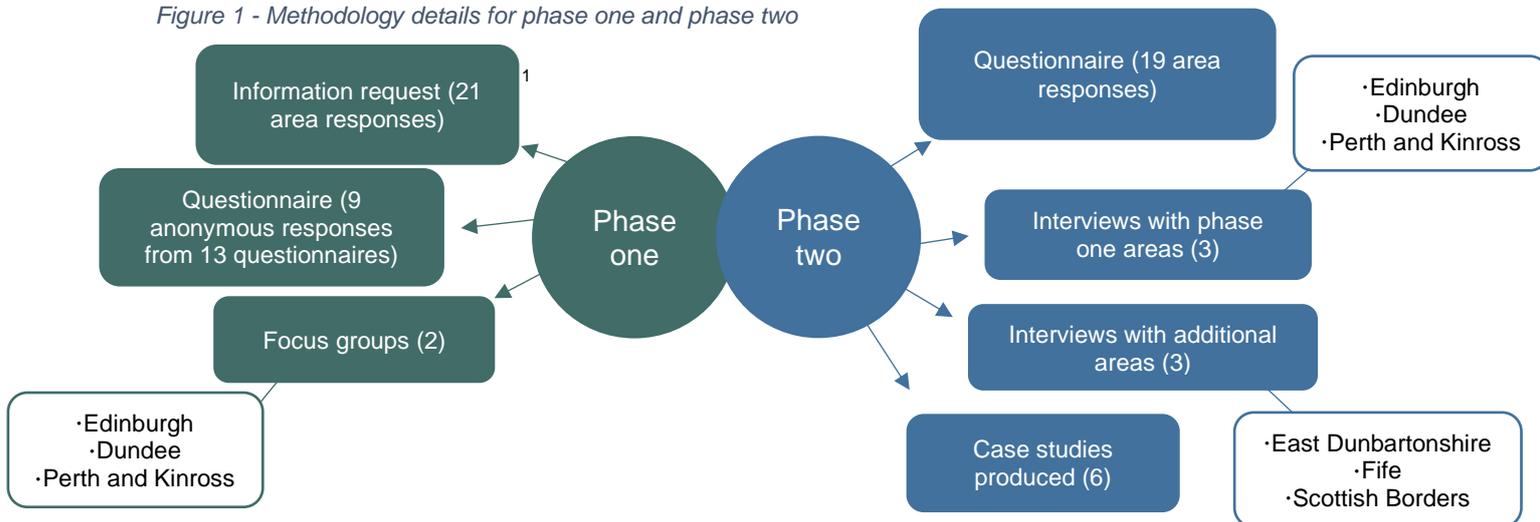
2. Overview

This paper is supplementary to the project report for 'Joint working arrangements between community safety and community justice' and contains details of methodology used. Relevant documents, including questionnaires and conversation prompts, are provided as appendices. The project report contains background of the research, results of the questionnaire used (summary of phase one questionnaire results and full results for phase two questionnaire results), and all findings and conclusions. Case studies are detailed in supplementary paper 2 for the 'Joint working arrangements between community safety and community justice' project report.

3. Methodology

This research has been conducted over two phases. The figure below shows which elements were involved in each.

Figure 1 - Methodology details for phase one and phase two



¹ Total of 30 areas as North, East and South Ayrshire were included as one response

Research phase one

Table 1 - Methodology phase one

Date	Methodology	Further details
Nov 2018	Email request to all areas ¹ to elicit information in relation to existing CJ and CS joint working arrangements.	<ul style="list-style-type: none"> • 21 areas responded to the email information request and provided details of their joint working arrangements.
Feb 2019	Questionnaire to CJ co-ordinators and CS leads from the 6 areas that indicated an element of joint working arrangement.	<ul style="list-style-type: none"> • 9 responses received from 13 questionnaires distributed; • Respondents had a good spread of focus on CJ and CS (4 had a main focus on CJ, 3 on CS and 2 had an equal focus on both areas)²; • The aim was to explore joint working arrangements further³.
April 2019	Focus groups held with the aim of expanding the issues identified within questionnaires, to understand the drivers for a shared approach, and to allow for wider participation of partnership members.	<ul style="list-style-type: none"> • 2 focus groups held which were attended by a total of 12 members from 3 partnerships: Edinburgh, Dundee and Perth and Kinross.

² See main report, Appendix 2 for a summary of key findings from the phase one questionnaire. See [Appendix 1](#) for a copy of the original questionnaire).

³ The questionnaire was influenced by a partnership self-assessment (Developed using the SCSN [CSP-Self-Assessment-Toolkit-Guidance-Notes.pdf](#) (safercommunitiesscotland.org) and the [Care Inspectorate self-assessment toolkit](#)) to cover qualities of strong partnership working arrangements.

Research phase two

Table 2 - Methodology phase two

Date	Methodology	Further details
June 2021	Questionnaire to all CJ co-ordinators and CS leads (or those in the roles that equate to these positions) in all areas.	<ul style="list-style-type: none"> • Aimed to establish whether areas engaged in joint working arrangements between their CJ and CS partnerships or teams, what elements were joint, and perceptions of success; • 19 areas responded to the questionnaires distributed.
	Summaries produced from the 3 areas that participated in phase one from which follow-up questions were compiled relating to gaps, changes and progress made between 2019 and 2021.	<ul style="list-style-type: none"> • Each of the 3 areas that participated in phase one took part in further discussions to provide additional information. These discussions involved 3 of the original participants and one other representative from the participating areas.
Oct/ Nov 2021	Interviews to update phase one information for original areas, plus 3 additional interviews with areas where unique aspects to their joint working arrangements warranted further investigation (identified through questionnaire responses) ⁴ .	<ul style="list-style-type: none"> • 6 interviews conducted with CJ Co-ordinators and CS leads from 6 different areas: <ul style="list-style-type: none"> ○ 3 with areas who had participated in phase one (Edinburgh, Dundee and Perth and Kinross); ○ 3 with additional areas (East Dunbartonshire, Fife and Scottish Borders).
	Case Studies were produced from interviews with representatives from each area involved.	<ul style="list-style-type: none"> • Templates produced to allow information obtained from all 6 interviews to be built into case studies.

⁴ see [Appendix 4](#) for conversation prompt which was adapted for each area

4. Appendices

4.1 Appendix 1 - Phase one questionnaire

Table 3 - Phase one questionnaire

Phase one questionnaire	
Question 1	
<i>How would you describe your role?</i>	<ul style="list-style-type: none"> ● My main focus is Community Justice ● My main focus is Community Safety ● I have an equal focus on Community justice and Community Safety
Question 2	
<i>How would you describe your joint working arrangements?</i>	<ul style="list-style-type: none"> ● We have joint community justice and community safety partnership arrangements only ● We have joint community justice and community safety governance arrangements only ● We have joint community justice and community safety partnership and governance arrangements
Question 3	
<i>Evidence</i>	<ul style="list-style-type: none"> ● We don't draw on specific evidence to understand issues and patterns ● We occasionally draw on specific evidence to understand issues and patterns ● We often draw on specific evidence to understand issues and patterns ● We usually draw on specific evidence to understand issues and patterns ● We always draw on specific evidence to understand issues and patterns
Question 4	
<i>Agreeing focus for action</i>	<ul style="list-style-type: none"> ● We don't have an agreed focus for action ● We are focusing on some areas but we haven't analysed the evidence supporting this ● We have identified our focus but not whether we are able to make a distinctive contribution ● We use evidence to pinpoint areas where the partnership can make a distinctive contribution
Question 5	
<i>Objectives</i>	<ul style="list-style-type: none"> ● We don't have clear objectives ● We have some objectives ● We have developed our objectives but only some of them are SMART ● We have developed short and long term objectives and nearly all of them are SMART ● We have clear short and long term SMART objectives which we review regularly
Question 6	
<i>Priorities</i>	<ul style="list-style-type: none"> ● We are not clear about our priorities ● We have priorities but we are not as clear as we need to be about these ● We have agreed priorities but they could be clearer and we don't really stick to them ● We have clear and agreed priorities

	<ul style="list-style-type: none"> • We have clear and agreed priorities and we are very focused on them
Question 7	
<i>Realistic</i>	<ul style="list-style-type: none"> • We haven't really considered resources when developing our plans • Our plans are unrealistic given the time and funding we have • Our plans are not realistic but there is scope to be more imaginative in making things happen • Focus and range of work related to available staff time and money • Focus and range of work related to available staff time and money and we are creative in their use
Question 8	
<i>Baseline and targets</i>	<ul style="list-style-type: none"> • We don't really know where we are starting on what our targets are • We have an idea of where we are starting and what our targets are • We have an idea of where we are starting and what our targets are and we are refining these • We have established some baselines and targets against which to assess progress • We have established clear baselines and targets against which to assess progress
Question 9	
<i>Joining up</i>	<ul style="list-style-type: none"> • We haven't yet succeeded in joining up activities for greater impact • We have had some partial success in joining up activities for greater impact • We are actively strengthening our ability to join up for greater impact • We try to focus on common priorities and joining up action and resources for greater impact • Strong emphasis on common priorities and joining up action and resources for greater impact
Question 10	
<i>Impact</i>	<ul style="list-style-type: none"> • We don't really know what difference we are making • We have a partial view of the difference we are making • We have identified ways of describing our impact but we could do a lot more • We are able to assess our impact using a range of indicators • We can describe our impact clearly using a range of quantitative and qualitative indicators
Question 11	
<i>Sustainability</i>	<ul style="list-style-type: none"> • We don't really consider the sustainability of what we are doing • We occasionally think about the sustainability of what we are doing • We don't really think about the sustainability of what we are doing • Focus on sustainability of the impact is through local ownership and changes in practice <p>Strong focus on sustainability of impact through local ownership and changes in practice</p>
Question 12	

<i>Shared Vision</i>	<ul style="list-style-type: none"> • We haven't spent time developing a shared vision for the partnership • We have a vision but it isn't fully shared • We have a shared vision • We have a shared vision which we use to guide our actions • Strongly shared aspirational vision which provides clear guidance for behaviour and practice
Question 13	
<i>Equal Status and Esteem</i>	<ul style="list-style-type: none"> • There are one or two dominant partners – others feel marginal • There are one or two dominant partners who make some effort to involve all • The partners work hard to avoid influence being related to resources and sometimes succeed • The partners work hard to avoid influence being related to resources and often succeed • All organisations are heard and influential; none feels marginalised
Question 14	
<i>Shared Commitment</i>	<ul style="list-style-type: none"> • Little commitment shown to ensuring the success of joint partnership arrangements • Some commitment shown to ensuring the success of joint partnership arrangements • Partners work hard to make the joint partnership a success but 1 or 2 organisations seem uncommitted • Partners work hard to make the joint partnership a success but a few organisations seem uncommitted • All organisations show a clear commitment to the success of the joint partnership
Question 15	
<i>Leadership behaviour and practice</i>	<ul style="list-style-type: none"> • Partners don't provide leadership of the joint partnership agenda and appropriate practices • Partners occasionally provide leadership of the joint partnership agenda and appropriate practices • Partners provide leadership of the joint partnership agenda and appropriate practices • All partners play their full role in leading the joint partnership practices and influencing change
Question 16	
<i>Action Orientation</i>	<ul style="list-style-type: none"> • Little evidence of a focus on effective action • Some evidence of a focus on effective action • Regular evidence of a focus on effective action • Significant evidence of a focus on effective action • Joint partnership displays strong and consistent focus on action
Question 17	
<i>Spreading of partnership working</i>	<ul style="list-style-type: none"> • Little indication of the partnership influencing wider partnership working • Some indication of the partnership influencing wider partnership working • Notable indication of the partnership influencing wider partnership working • The partnership influences more widespread partnership working • The partnership strongly influences more widespread partnership working

Question 18	
<i>Empowered Representatives</i>	<ul style="list-style-type: none"> • Few partners able to take decisions of have time to work on joint partnership tasks • Some partners able to take decisions of have time to work on joint partnership tasks • Many partners able to take decisions of have time to work on joint partnership tasks • Nearly all partners able to take decisions of have time to work on joint partnership tasks • All partners able to take decisions of have time to work on joint partnership tasks
Question 19	
<i>Community Engagement and Ownership</i>	<ul style="list-style-type: none"> • Little focus on effective community engagement to identify need and impact to ensure local solutions • Some focus on effective community engagement to identify need and impact to ensure local solutions • Much focus on effective community engagement to identify need and impact to ensure local solutions • Consistent focus on effective community engagement to identify need and impact to ensure local solutions • Strong focus on active and sustained community engagement to understand local need and solutions
Question 20	
<i>Trust</i>	<ul style="list-style-type: none"> • There is not much trust between partners • There is some trust between partners • There is trust between partners but scope for more • There is a lot of trust between partners and there is only occasionally a problem • Strongly developed sense of trust between members
Question 21	
<i>Mutual understanding</i>	<ul style="list-style-type: none"> • Partners don't really understand each other's role, focus and needs • Partners display patchy understanding of each other's role, focus and needs • Partners try to understand each other's role, focus and needs • Strong mutual understanding between members • Strong mutual understanding between members is regularly reinforced
Question 22	
<i>Induction</i>	<ul style="list-style-type: none"> • New members simply join us and get on with it • New members may be briefed by someone • New members are always briefed by one of the partners • New members are provided with briefing material • We provide a thorough and careful induction for all new members
Question 23	
<i>Action Planning</i>	<ul style="list-style-type: none"> • The joint partnership does little action planning or monitoring • Action planning and monitoring is patchy and inconsistent • Action planning and monitoring is patchy but improving • Focus on detailed action planning and monitoring which is reflected in practice • Strong focus on detailed action planning and monitoring with little scope for improvement
Question 24	

<i>Shared Responsibility</i>	<ul style="list-style-type: none"> • Most partners don't carry out the actions they are responsible for • Some partners don't carry out the actions they are responsible for • One or two partners don't carry out the actions they are responsible for • All partners tend to carry out the actions they are responsible for • Strong sense of shared responsibility for implementation and all partners deliver on time
Question 25	
<i>Identifying, assessing and action on risk</i>	<ul style="list-style-type: none"> • We don't spend much time identifying risk or acting on this • We spend a bit of time identifying risk and acting on this • We identify risks but don't always act on this • We identify risks and try hard to take action to mitigate • Strong focus on identifying and always take action to mitigate risks
Question 26	
<i>Co-design</i>	<ul style="list-style-type: none"> • We design responses for communities on the basis of our understanding of their needs • We sometimes design responses and solutions with communities but techniques are not well developed • We regularly design responses and solutions with communities • We nearly always make sure that responses and solutions are designed with communities • We always make sure that solutions are designed with communities and have well-developed techniques
Question 27	
<i>Shared priorities and objectives</i>	<ul style="list-style-type: none"> • I can't describe the joint community justice and community safety priorities of the partnership • I can describe some of the joint priorities and objectives of the partnership • I can describe most of the joint priorities and objectives of the partnership • I can describe the joint priorities and objectives of the partnership • I can describe clearly and convincingly the priorities and objectives of the partnership
Question 28	
<i>Mutual Knowledge between CS and CJ Partners</i>	<ul style="list-style-type: none"> • I know very little about the skills and experience other partners bring to the joint partnership • I know a bit about the skills and experience other partners bring to the joint partnership • I know quite a lot about the skills and experience other partners bring to the joint partnership • I know about most of the skills and experience other partners bring to the joint partnership • I am fully aware of the skills and experience other partners bring to the joint partnership
Question 29	
<i>Sharing and analysing data across CS and CJ</i>	<ul style="list-style-type: none"> • Partners don't share data to help them understand need and capture impact

	<ul style="list-style-type: none"> • Partners have tried but not succeeded in sharing data to help them to understand need and impact • Partners have found ways of sharing some data to help them understand need and impact • Partners have found ways of sharing most of the data they need to understand need and impact • Partners have found ways of sharing all the data they need to understand need and impact
Question 30	
<i>Fit</i>	<ul style="list-style-type: none"> • CS and CJ don't fit together and this hinders performance • CJ fits with CS but one remit lacks status which hinders performance • CJ fits with CS and both have more or less equal status • CJ fits comfortably with CS but there is scope for enhanced status • CS and CJ fit comfortably and effectively together
Question 31	
<i>Joint Vision</i>	<ul style="list-style-type: none"> • I have a clear vision of what the joint partnership needs to achieve and I am able to describe it (5 point scale: Strongly Disagree – Strongly Agree)
Question 32	
<i>Community Safety Vision</i>	<ul style="list-style-type: none"> • I have a clear vision of what the CS Partners need to achieve and I am able to describe it (5 point scale: Strongly Disagree – Strongly Agree)
Question 33	
<i>Community Justice Vision</i>	<ul style="list-style-type: none"> • I have a clear vision of what the CJ Partners need to achieve and I am able to describe it (5 point scale: Strongly Disagree – Strongly Agree)
Question 34	
<i>Joint Activities</i>	<ul style="list-style-type: none"> • Outside of the partnership meetings, how often do you work with partners on joint CS and CJ activities? (Never / Rarely / Sometimes / Often)
Question 35	
<i>Agenda</i>	<ul style="list-style-type: none"> • The joint partnership has one agenda (i.e. not separated into CS and CJ) (Yes / No)
Question 36	
<i>Terms of Reference</i>	<ul style="list-style-type: none"> • The joint partnership has a combined Terms of Reference (Yes / No)
Question 37	
<i>Chair</i>	<ul style="list-style-type: none"> • The joint partnership has one Chair (Yes / No)
Question 38	
<i>Action Log</i>	<ul style="list-style-type: none"> • The joint partnership has one action log (Yes / No)

4.2 Appendix 2 - Phase two questionnaire

The Scottish Community Safety Network (SCSN) and Community Justice Scotland (CJS) have teamed up to find out about joint working within Community Safety and Community Justice Partnerships across Scotland.

Please spare 5 minutes to let us know whether your local area is currently working jointly or is considering this in the near future.

We would like to learn from areas that have elements of joint working and collaboration to be able to better support those who hope to adopt a joint approach.

Thank you for your time, your help is very much appreciated.

Table 4 - Phase two questionnaire

Phase two questionnaire	
Question 1	
Name of local authority area (please choose from dropdown menu)	
Question 2	
Your Title	<ul style="list-style-type: none"> • Community justice co-ordinator • Community safety lead other (please specify)
Question 3	
Do the Community Safety and Community Justice partnerships / teams in your area currently operate <i>any</i> elements of joint working?	<ul style="list-style-type: none"> • Yes • No • Unsure • Not applicable
(Examples of this include joint governance arrangements, joint partnership meetings, shared services or projects, joint planning, shared budgets, co-location and shared co-ordinator/manager role)	Please expand where possible
Question 4	
Which elements of your Community Safety and Community Justice partnerships / teams are currently joint? (Please check all that apply)	<ul style="list-style-type: none"> • Community Safety and Community Justice partnerships are fully joint • Joint partnership meetings • Joint governance arrangements • Joint partnership arrangements • Shared services • Joint planning • Shared budgets • Shared projects • Co-location • Shared co-ordinator / manager role • Unsure • Not applicable
	<i>Please expand where possible</i>
Question 5	
When did the joint elements of your partnerships / teams come into place?	<ul style="list-style-type: none"> • Within the past 6 months • Within the past 6 - 12 months • Over 12 months ago • Unsure of this answer

	<ul style="list-style-type: none"> • Not applicable <p><i>Please expand where possible</i></p>
Question 6	
Does your Community Safety partnership / team, Community Justice partnership or joint approach hope to expand further on its joint working in the future?	<ul style="list-style-type: none"> • Yes • No • We already operate a fully joint partnership • Unsure • Not Applicable <p><i>Please expand on the reasons why your partnership / team does or does not wish to expand on its joint approach further</i></p>
Question 7	
What would you say has been the main driver for implementing, or further expanding, the joint approach?	
Question 8	
Do you believe that joining elements of your Community Safety and Community Justice work has been a success so far?	<ul style="list-style-type: none"> • Yes • No • Partly • Too early to tell • Unsure • Not applicable <p><i>Please expand where possible</i></p>
Question 9	
Please leave your contact e-mail address below if you would be happy for us to contact you to discuss your arrangements in more detail.	
We hope that local areas who are considering a joint approach can be supported through the insight of those that have already made changes and are keen to record your experiences!	
Question 4b - for those who responded No to Question 3	
Would your partnership wish to expand its use of joint working arrangements between Community Safety and Community Justice partnerships in the future?	<ul style="list-style-type: none"> • Yes • No • Partnership is undecided • Unsure • Not applicable <p><i>Please expand where possible</i></p>
Question 5b for those who responded no/undecided/unsure/N/A to question 4b	
Are there any specific reasons why your partnerships might not, or do not, wish to pursue any joint elements?	
Question 6b for those who responded yes to question 4b	
When is your partnership likely to begin considering joining partnership elements further?	<ul style="list-style-type: none"> • Within 6 months • Within 6 - 12 months • In more than 12 months

4.3 Appendix 3 - List of CJP statutory partners⁵

Community Justice statutory partners⁵

- Chief Constable of Police Scotland
- Health Boards
- An integration joint board established by virtue of section 9 of the Public Bodies (Joint Working) (Scotland) Act 2014;
- Local authorities
- Scottish Courts and Tribunals Service
- Scottish Fire and Rescue Service
- Skills Development Scotland
- Scottish Ministers (Scottish Prison Service, Crown Office and Procurator Fiscal Service)

⁵ [Community Justice \(Scotland\) Act 2016 \(legislation.gov.uk\)](#)

4.4 Appendix 4 - Conversation prompt - case study areas

Introductory questions to be tailored to each LA

- Can you tell us briefly about your CJ and CS partnership/arrangements?
- How were the partnership(s) established?
- Can you tell us a little more about how your partnership(s) is structured?
- **If** you are a joint partnership, at what point did you decide to merge / integrate the partnerships? What was it that motivated this?
 - **If not** a joint partnership, can you tell us what motivated not merging/integrating partnerships?
- You told us in the questionnaire that you did / did not use joint working arrangements.
- Can you tell us about how your CJ and CS partnerships work in practice – especially any joint arrangements or working for example - shared governance, reporting, agendas, chairing, the type of information discussed at meetings and what happens out with the meetings?
- Is there a greater impact by working together? If so, is this something that you set out to do, or did it emerge naturally over time?

Interaction between Community Safety and Community Justice

- Where do you see a joint partnership or partnership(s) making the most impact in the justice ‘journey’? (pin on the timeline)



- Within your joint partnership(s) do CJ and CS have a mutual understanding of roles and resources and skills and experience? Do you think this is important? Why?

Members and Roles

If you have a joint partnership:

- Can you give us an idea of what kinds of partners you have represented on your partnership?
- Are all partners represented at all meetings? Who takes responsibility for driving work forward?
- What does the balance of ‘commitment / activity’ look like from each partner in the partnership(s)? Do partners have equal status and esteem?
- Is there a formal induction when someone joins the partnership? What is expected of participants when they join the partnership?
- What is it that you get as merged partnerships that you don’t get separately? i.e. how is the integrated partnership more than the sum of its parts?
- Do you have a shared commitment and vision?
- If yes, what does this look like? If not, is one planned?
- Do you have a partnership Terms of Reference (ToR)?
- What sort of thing is contained within the ToR?
- Is there a risk register or a way of identifying and tracking and mitigating risk for the partnership(s)? If not: are there any particular reasons why not?

Community Participation

- What does community engagement look like in your partnership(s)? How are you doing things? And with whom?
- Are there joint conversations with communities, co-design around projects and plans?

Reporting

- Within your strategic plans do you have shared priorities for community safety and justice? If so, do you go through a process to identify your shared priorities and objectives?
- What does scrutiny look like within the partnership(s)? Is the purpose of the scrutiny process to drive things forward or is it more a checking/quality assurance role? How efficient / effective is this?

Data and Resources

- Are the partnership(s) analysing data collectively from both 'sides' of the partnership?
- Are the partnership(s) creating their own evidence, and how are they using this?
- Are there any shared resources in the partnership(s)?

Reflections

- What are the benefits and challenges of operating either separate or joint Partnerships?
- What works well? Do you find any particular areas or aspects more challenging than others?
- Do you think joint arrangements/working have strengthened partner engagement and/or commitment?
- Have there been any new and/or unanticipated relationships or outcomes as a result of merging CJ and CS arrangements?
- Do the joint working or partnership arrangements give a stronger or broader influence in/on other partnerships e.g. the CPP, public protection?
- In our survey you said that your partnership would / would not consider expanding joint practices in future – is this still the case? Can you provide more detail as to why this is?

Contact Details

- Permission to use these.



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