

# Building Bridges, Safer Communities:

Citizens' Panel on Community Safety and Policing  
in the City of Liverpool, 2023

April 2024





## Acknowledgements

Thank you to the members of the Citizens' Panel, who placed their trust in the process and us as facilitators. This diverse, inspiring group of local people came together week after week to share their opinions and experiences with each other and us in the hope that their efforts, openness and commitment might make a difference to their own communities. We'd also like to thank the members of the Advisory Group and the Revolving Doors team in assisting this process.

## About the authors

The recommendations and comments produced by the members of the Citizens' Panel are reproduced here in their own words. The remaining content was written by Samuel Augustine and Jez Hall of Shared Future. No legal responsibility can be accepted for any loss or damage resulting from the contents of this document. It does not necessarily represent the view of Shared Future CIC in relation to particular policies or projects.

## About Shared Future

We are a community interest company (CIC) working across the UK. Our aim is to provide an excellent service that makes a difference to communities and individuals and works towards a fairer, more equal society. Our mission is to move those we engage with towards greater individual and collective authority and autonomy, by supporting their ability to act wisely, confidently and in community with others. Since setting up Shared Future in 2009, we've built a team of experienced practitioners with a diverse range of skills. We work together on worthwhile and stimulating projects that reflect our personal values.

## Note

There is an accompanying appendices report, giving the recommendations in depth and the list of questions asked of commentators.

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# Introduction by Revolving Doors

I am pleased to introduce the 'Building Bridges, Safer Communities' report, which presents the outcomes of an initiative aimed at enhancing community safety through collaborative and inclusive participatory approaches.

While Revolving Doors has traditionally concentrated on driving systemic change via research, policy and advocacy, the need to address the disconnect between the police and the communities they serve, including those who come into regular contact with the police, prompted us to design a specific methodology.

Working in partnership with Shared Future and testing the process in Liverpool with its storied history and robust communal identity, served as the ideal backdrop for our citizens' panel and we hope other areas across the country will also take up this approach.

The 'Building Bridges, Safer Communities' initiative was designed to integrate the lived experiences of both the general public and individuals who have had frequent interactions with the justice system and related services, due to a range of systemic challenges.

This project represents a widening of our usual remit, motivated by the conviction that a holistic understanding and reform of policing and prevention practices necessitates an inclusive approach to participatory processes to also capture the voices of those who are traditionally marginalised.

At the heart of this initiative was the Citizens' Panel, a diverse group of Liverpool residents convened to engage in in-depth discussions about community safety and the role of policing. The deliberations of the panel were significantly enhanced by incorporating peer research, involving individuals with direct experience of the complexities involved in frequent police encounters.

The decision to include peer research in this initiative was intentional, aiming to highlight the perspectives of those who have the most direct police contact. Through this process, we have arrived at set of recommendations for policing and prevention in Liverpool that are nuanced, empathetic, and grounded in the realities of those they impact the most.

The recommendations developed by the Citizens' Panel reflect a comprehensive array of viewpoints. They present robust recommendations for improving community safety, emphasising preventative measures, collaborative partnerships, and a respect for the dignity of all individuals.

These recommendations are not merely suggestions; they represent a concerted call to action for all engaged in public safety, public health and community welfare.

We envision these recommendations as catalysts, sparking innovative solutions to address the complex public health and safety challenges faced by Liverpool and serve as a blueprint for other areas to follow suit.



**Pavan Dhaliwal (CEO)**

# Background to the Citizens' Panel

Building Bridges, Safer Communities (BBSC) is a project delivered by Revolving Doors. A central feature of the project was convening an independent and diverse group of Liverpool residents to consider in depth what needs to change to create safer and more inclusive communities in Liverpool. That work was facilitated by Shared Future

Revolving Doors is a national charity that aims to break the cycle of crisis and crime. They focus on the 'revolving door' group, those who have repeat contact with the criminal justice system whose behaviours are largely driven by unmet health and social needs. These include combinations of problematic substance use, homelessness, mental ill health, neurodivergence and domestic abuse, often referred to as 'multiple disadvantage'. Revolving Doors combine policy expertise, independent research and lived experience to champion long-term solutions for justice reform that makes the revolving door avoidable and escapable. They do this by working alongside national and local decision-makers.

The Citizens' Panel was facilitated by Shared Future CIC, experts in delivering deliberative and participatory processes on diverse and complex issues. The model has been shown to be an effective way towards devising a shared vision and mutual understanding. We believe this is one of the first processes to focus on wider issues of crime, policing and community safety in the UK.

The aim of this part of the overall project was a deep and long running deliberative process, permitting informed recommendations being made on resourcing public safety. To achieve this, using an approach known as a 'Citizens' Jury', Shared Future recruited a diverse group of the public, randomly selected, to discuss public safety in Liverpool. To ensure there wasn't confusion amongst participants with a criminal or court jury it was agreed to use the alternative commonly used name of a 'Citizens' Panel'.



# Overview of the Methodology

## Why use a Citizens' Panel?

“Democracy is fundamentally about engaging people in the decisions that impact on their lives. But, citizens often do not have the opportunity to take part in democratic institutions and decision making. This has led to a lack of trust in democratic institutions around the world.”

Westminster Foundation for Democracy website 2023

The Liverpool Citizens' Panel process is one of a growing number of similar processes aiming to meaningfully engage with citizens on important and complex issues that communities are facing.

Typically, processes such as this (which are also known as Citizens' Juries and Assemblies) bring together a diverse group of between twenty and one hundred and fifty members of the public to consider a particular question and produce a set of recommendations.

The participants were chosen through a form of stratification to reflect the diversity of the local population and can be viewed as a mini version, or 'mini-public' of the wider public.

### What is deliberation?

Deliberation is at the centre of a Citizens' Panel process and is crucial to its success. A leading academic defined deliberation in the following way:

“Deliberation includes exchanges between two or more people around a common topic with back and forth reactions to each other's views, puzzling over an issue to work something out collectively, the sharing of reactions, trying to understand the position of others, a willingness to be persuaded by another's position.

There is the possibility of disagreement, conflict and argument and discussion of that disagreement. Ideally all this discussion should lead to a consensual resolution or of conclusion to the question being explored.”

(From *Citizens at the centre: deliberative participation in healthcare decisions*. Davies et al 2006).



Figure 2: Layout of the meeting room ready for the first session.

## What is their track record?

As the members of such 'mini-public' processes are often people who do not normally take part in public consultations, this form of citizen engagement is a valuable way for strengthening policy responses to complex issues. The recruitment process and structure of the sessions ensures that the voices heard can usually better reflect the diversity of viewpoints and experiences in a local population.

At a national level, large-scale Citizens' Assemblies have been used across the globe. In the last few years, numerous Citizens' Assemblies have taken place in Scotland, Ireland, Germany, Denmark, Finland and Austria and elsewhere.

The UK Climate Assembly was commissioned by six select committees of the House of Commons. In Ireland a Citizens' Assembly on the right to abortion helped instigate a referendum that led to a change in the constitution.

In France similar national processes have taken place on issues of climate change and assisted dying.

As documented by well-respected organisations such as the OECD, at a national and local government level Citizens' Assemblies and Juries are increasingly considered a legitimate way of ensuring that citizens are at the centre of policy responses to complex issues.

Since 2019 many deliberative processes have taken place in the UK on the issue of climate change, and for far longer on other topics such as health service reform, nanotechnology, mental health, food policy, the future of town centres, local recovery after Covid and traffic congestion.

The learning from processes in the UK at a local level suggest that they can create a renewed mandate for politicians and policy makers to take action. Their trust in the results stems from their in-depth nature, their impartiality, the use of independent oversight and the high quality of citizen informed deliberation.



Figure 1: Mara, one of our facilitators, preparing questions for a commentator surrounded by panel members.

# Designing the Citizens' Panel

“How can we prevent crime and improve community safety for everyone, particularly marginalised groups in Liverpool?”

Over seven sessions (3 full day and 4 evening sessions) between September and November 2023, the Citizens' Panel participants met to answer the question above, which was the focus of their deliberation. They heard from a range of commentators ('expert witnesses'), as well as sharing their own opinions, experiences and ideas with each other.

During the sessions, participants had the opportunity to question their commentators, to deliberate together, challenge each other and ultimately work to develop a set of recommendations; on how the City of Liverpool could best address some very long-standing issues of public concern.

These topics included, poor perceptions of community safety, with concern over high levels of crime and an overall lack of trust in Liverpool's capacity to reverse these trends. The level to which people perceive these as problems naturally varied depending on their background and life experience.

The process was led by Shared Future's team of independent and diverse facilitators with extensive experience in running inclusive Citizen's Panels, all passionate about bringing everyone together to explore these differences.

## The Advisory Group

In keeping with best practice for deliberative processes such as this, a project Advisory Group was recruited to work parallel to the Citizens' Panel. The Advisory Group, with its own terms of reference, was made up of diverse, informed and mainly local stakeholders. It met before and during the process.

### Who attended the Advisory Group?

The following people/representatives from organisations attended at least one meeting:

**Adam Elliot-Cooper** (Queen Mary University)

**Anthony Harden** (Everton Football Club)

**David Breakspear** (Revolving Doors Lived Experience Consultant)

**Helena Gosling** (Liverpool John Moore's University)

**Susan Cowell** (Liverpool City Council)

**Jeanie Bell** (Merseyside Office for the Police and Crime Commissioner)

**John Hughes** (Liverpool Nightlife CIC)

**Karen Downing** (Women's Health and Information Centre)

**Laura Hughes** (YMCA Liverpool and Sefton)

**Neena Samota** (St Mary's University)

**Peter Naylor** (Liverpool City Region Combined Authority)

**Richie Webster** (We Are With You)

**Sabi Kaur** (Merseyside Police)

## The role of the Advisory Group

1. Ensure that the project design is fair, unbiased and rigorous.
2. Agree upon and monitor the process of citizen recruitment.
3. Suggest themes to be considered by citizens in the Panel.
4. Identify 'commentators/witnesses' able to present on these topics.
5. Push for implementation of the Citizens' Panel's recommendations.

At the first and subsequent Advisory Group meeting we discussed the following issues:

## Agreeing the Question

One essential part of the role of the Advisory Group was to decide upon the overarching question which the Citizens' Panel would consider. After much discussion of different wording and a voting process, the decision was:

“How can we prevent crime and improve community safety for everyone, particularly marginalised groups in Liverpool?”

Members of the Advisory Group ultimately favoured this broad question over more targeted or jargonistic wording. Central to this decision was the desire to enable Citizens' Panel members to consider issues outside of the boundaries of a discussion set by professionals and academics, and to also encourage often neglected issues or marginalised perspectives to be articulated.

It was hoped that such an open framing would enable participants to consider the role of many diverse organisations in the city, rather than only referring to Local Government and the Police, and that the question would further enable participants to use their own creativity and unique lived experience to its full potential.

## Title for the Process

The Advisory Group discussed what to call the overall process, before the public recruitment process commenced. Communicating the purpose of the Citizens' Panel clearly and concisely was important to ensure an effective recruitment process, and to allay any fears that the process was simply about critiquing or passing judgement on the Police or other Public Authorities. Calling the process a Citizens' Jury might have conflated it with a court or criminal jury, which pronounces simply upon guilt or innocence after hearing evidence.

After a discussion within the Advisory Group, it was agreed to use the name "Citizens' Panel" instead, and the overall framing of "Building Bridges, Safer Communities: Citizens' Panel on Community Safety and Policing in the City of Liverpool", hence the title of this report.

## The Venue and Online Participation

Ensuring that there would be an accessible venue for face-to-face meetings was important, and we took advice from the Advisory Group before deciding on using the Friends Meeting House in Liverpool City Centre.



Figure 3. Developing a problem tree, one of the exercises used in session 1.

It was agreed that the process would be held partly online and partly in person. This was for mainly practical reasons, primarily linked to ensuring participants could join the process as fully as possible. Shared Future has delivered many of its deliberative processes in this hybrid way. Each has its advantages and drawbacks but we worked hard to ensure everyone was supported at all stages.

## Recruitment and Invitation letters

One of the defining features of the Citizens' Panel process is the way that participants are chosen. Many practitioners and academics argue that a Citizen's Panel gains its legitimacy through random selection and the notion that everyone has an equal opportunity to participate. The first stage is to send out recruitment letters and how this would be done was discussed within the Advisory Group. More information on the agreed recruitment strategy is given in the next section.

## Supporting participation

It is important to note that to encourage diverse participation, and reward the time being given by residents, an incentive or reward in the form of shopping vouchers would be given for each session attended, alongside expenses such as travel or caring costs, this is done to ensure that there are no financial barriers to potential participants taking part in the process.

There was support given to access the technology needed for online sessions, including training. Three participants were loaned laptops, two were loaned dongles with data, and one participant was able to access computers at a dedicated community sector venue.

We developed a private micro-site for participants, which was updated after each session with recordings of commentator presentations and any work produced by participants. This meant they were able review and catch up on what had occurred at their leisure.

## Commentators

Additionally, the Advisory Group helped with the recruitment of our commentators, with initial suggestions being collated and invitations sent by Revolving Doors. Shared Future then managed which commentators attended which session, taking into consideration the wishes of the Citizens' Panel, once it had convened. Further information on their role and who the commentators were is given below in the sections on 'Sessions' and 'Delivering the Citizens' Panel'.

## Observers

Members of the Advisory Group were invited to be observers at some sessions, alongside other interested parties and stakeholders. Observers can help inform their stakeholders of the quality of the deliberation and understand the process. It was important to agree that observers were unable to participate in the deliberation, or influence the recommendations in any way.

## The sessions

The Advisory Group was asked to give their views on the timing, format and which themes the deliberation needed to cover, this informed both the design of each session and the selection of commentators. As the deliberation progressed the facilitators worked hard to ensure that the participants were able to influence the direction of the process and asked for specific input or evidence if they felt they required more information on certain themes.

## Safeguarding

The Advisory Group was very clear that the sensitivity of the topic might be difficult for some participants, and that there needed to be provision for this. This included providing quiet safe spaces where people could withdraw, and a dedicated and experienced person with whom they could talk 'in the moment' if needed.

In addition, every participant would regularly receive signposting advice and information to access professional support as and when required.

# Recruitment and Participation

Most mini-publics, such as the Liverpool Citizens' Panel use 'near random selection'. This typically means a stratified sampling, whereby the population is divided into a number of separate demographic groups. A random sample is then drawn from each group.

The Advisory Group agreed that the profile of the 30 people initially selected should reflect local diversity in terms of gender, age, ethnicity, disability, housing tenure, sexual orientation, religion, geography and attitude to community safety and policing.

## Recruitment process

Shared Future worked with the **Sortition Foundation** (an independent, not-for-profit organisation that are experts in the use of stratified, random selection in decision-making) to design and run the recruitment process.

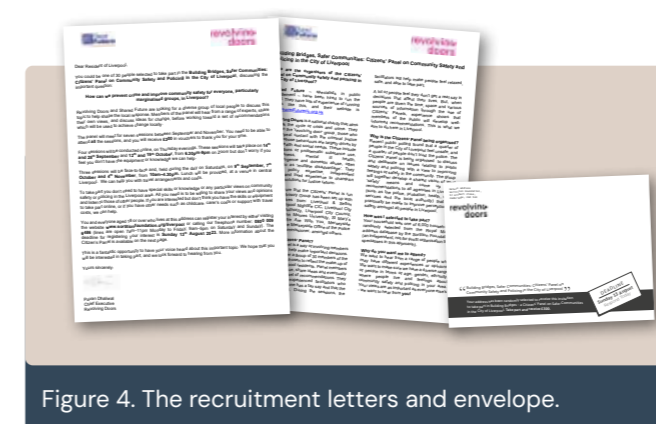


Figure 4. The recruitment letters and envelope.

In July 2023, 6,000 households across Liverpool City received a recruitment letter, invitation card and customised envelope (shown above) explaining the purpose and remit of the Citizens' Panel and inviting any person living in that household who are interested to either complete a very simple online form or use a free-phone number to register their interest.

The letter made clear that participants would not need any specialist skills, knowledge or equipment to take part, the commitment required, and that each participant would receive £300 in vouchers as an incentive to ensure wider participation. The provision of financial incentives as part of the process helps ensure that those who are not normally engaged in processes such as this are heard.

The Sortition Foundation working with Shared Future randomly selected the 6,000 addresses from the Royal Mail's address database. The letters were sent to a selection of different geographies across the city. 67 people applied to join the Panel. 32 people were selected based on the finally agreed profile. Once people had been selected to take part, they were contacted by phone to talk through how the Panel will work and to chat through any concerns that the prospective participants may have. Everyone was asked 'Is there anything that we can do to make it easier for you to take part?' This ensured that any potential barriers to attendance are addressed wherever possible.

## Stratification model

To ensure that the profile of Panel participants reflected the diversity of the population across Liverpool, local statistics including data from the latest Census (2021) were used to recruit participants across 8 different demographic categories. Based on survey work undertaken by Revolving Doors there was a 9th category added, based on feelings of safety.

There was a discussion within the Advisory Group meeting on ensuring diversity and participation. Having more traditionally marginalised voices present in the room can reduce the chances of such voices being drowned out by others. Thereby increasing the legitimacy of the process for many people, especially those who are from marginalised communities themselves.

For example, the Advisory Group discussed the categories of ethnicity, sexual orientation and religion, and Shared Future advised, based on previous practice, to overrecruit in those categories by 2-3 people to try to ensure that the Panel had sufficient diversity of participants, even if some members were no longer able to take part.

Additionally, the Advisory Group felt it important to have 2-3 people who have experienced homelessness, or insecure housing. This was addressed by including a question about housing tenure for those registering their interest.

## Incentives and supporting participation

In keeping with similar processes of long form deliberation, each member of the Panel was offered incentives and support to attend. The invitation letter made clear that participants would not need any specialist skills, knowledge or equipment to take part, the commitment required, and that each participant would receive shopping vouchers as an incentive to ensure wider participation.

The provision of such incentives as part of the process helps ensure that those who are not normally engaged are heard. A £30 gift voucher for each online session and £60 gift voucher for each 'in person' session was given to each participant. There was also a budget available for participants to claim travel or support expenses (e.g. childcare or other support costs).

## Ensuring diversity

The Advisory Group repeatedly discussed the importance of ensuring traditionally marginalised voices were not lost. They felt that many groups have been and continue to be marginalised from decision making processes and initiatives such as these. As a result, their voices are seldom heard. Inevitably such groups are bearing the brunt of the effects of crime or poor community safety.

They also reiterated the importance of emotional or other safeguarding support, as discussed above.

**On the following page is the agreed stratification model. A variety of sources were used to identify the local population profile including census and other datasets.**

The table overpage shows, in the first column, the percentage breakdowns of the wider population according to age, ethnicity etc. The second column shows statistics for those who were invited to attend the first session.

### The Citizens' panel final attendance breakdown was:

Session 1: 22/27 (81%)

Session 2: 26/27 (96%)

Session 3: 21/27 (78%)

Session 4: 19/27 (70%)

Session 5: 20/27 (74%)

Session 6: 19/27 (70%)

Session 7: 17/27 (63%)

**Average attendance: 76%**

Unfortunately, 4 members of the Panel were not able to attend any of the sessions. To ensure that the make-up of the Panel continued to reflect the diversity of the City of Liverpool no further Panel members were recruited.

# Stratification Model

Criteria	Local Population (%)	Number of participants
<b>Gender</b>		
Female	51.1	14
Male	48.9	12
Non-binary or Other	0.68	1
<b>Age</b>		
18-24	19.3	2
25-34	18.7	6
35-49	21.7	6
50-64	21.7	7
65+	18.5	6
<b>Ethnicity</b>		
Asian or Asian British	5.7	2
Black or African or Caribbean or Black British	3.5	2
Mixed or Multiple ethnic groups	3.5	2
White	84	19
Other ethnic group	3.3	2
<b>Disability</b>		
Yes	23.8	7
No	76.2	20
<b>Socio-economic indicator Housing Tenure</b>		
Owned	46.8	10
Social Housing	26.4	9
Private Rented	25.08	6
Other	1.12	2
<b>Religion</b>		
Christian	57.3	14
Jewish	0.4	0
Muslim	5.3	3
Hindu	0.8	0
Sikh	0.4	0
Other	0.8	1
No Religion	29.4	9
No Answer	5.9	0
<b>Sexual Orientation</b>		
Heterosexual	88.03	23
Gay or lesbian	2.13	1
Bisexual	1.86	1
Any other sexual orientation	0.5	1
Prefer not to say	7.5	1
<b>Feelings of Safety (source: RD Local Survey)</b>		
Feel safe all of the time	16	3
Feel safe most of the time	60	13
Feel unsafe some of the time	20	7
Feel unsafe most of the time	3	2
Don't know	1	2

# Delivering the Citizens' Panel

## Preparing Participants

After the stratification was completed and a sample of residents selected, they were contacted by Shared Future to confirm their participation, ask about any support needs and whether they needed any IT support, data bundles or other equipment to participate in online sessions. This process is often called 'on-boarding'.

It is important to provide reassurance and emotional support, alongside financial incentives, where needed, through-out the process, as this is likely to be the first time anyone has participated in such a long running forum or engagement.

## Commentators

We prefer to use the term 'commentator' rather than 'expert witness' in recognition of the fact that as local residents, all members of the jury can be described as experts. They bring their own unique and valuable experience and perspectives.

A key feature of deliberative processes such as this Citizens' Panel is the 'commentator' or 'expert witness'. Their role is to offer participants particular expertise or perspectives on the issue, before being questioned by the Panel. It is through this aspect that the Citizen's Panel model draws most heavily from the features of the court or legal jury.

Each commentator was briefed in advance of their appearance at the Panel. They were given the following guidance:

1. Use clear, simple, easy to understand language. We are all guilty of slipping into professional language (acronyms, jargon etc) but this is something that we must avoid if we want people to get the most out of the session.
2. We will use a red card system, where people are encouraged to show the red card if they are having difficulty understanding what is being said. Try to make your talk as stimulating as possible. You may want to show pictures, but this is not essential. Lengthy PowerPoint presentations with lots of text were discouraged.

3. After a presentation of usually 10–12 minutes, commentators are asked to leave the room to allow participants the space to talk with each other about their learning and think of questions they would like to ask.
4. Commentators will then be asked questions identified during the previous activity. Participants will decide if the questions are asked by the facilitators or by themselves. This might last approximately 30 minutes.

It was stressed to the commentators that this format is flexible and that it may change in response to the needs of the Citizens' Panel members.

A record of questions asked during the commentator sessions is included in a separate linked report, alongside additional information.

Please note that in some of the later commentator sessions small face to face group conversations took place, which meant it was difficult to record in full the questions asked.

## Observers

At each of the sessions we allowed observers to attend. Representatives from Revolving Doors attended each session, as well as members of the Advisory Group or other stakeholders at one or more sessions. Observers were not able to participate directly or influence the deliberations.

Having observers at sessions can be helpful in building the legitimacy of the process, and also in the way recommendations might later be understood and implemented.

Shared Future also occasionally bring in experienced facilitators or deliberative democracy experts as observers of our facilitation approach to help improve our own practice. A list of the observers who attended is contained in the next section on the sessions.

## Facilitation approach

The key elements of deliberative processes are: the provision of information, learning amongst participants and consideration of varied and diverse viewpoints.

Our facilitation also recognises a number of considerations that underpinned the way we design and facilitate a deliberative process. These include a recognition that as citizens we constantly demonstrate a huge diversity of ways of being. This in turn influences each individual's ways of communicating and ways of learning.

In order to design a process that recognises this we used a range of approaches that enable a diversity of voices to be heard and valued.

We made a significant commitment to creative techniques within the process. We have noted how some people in previous processes can feel intimidated by a very intellectual and factual discussion. Methods to engage other ways of learning, such as drawing, story-telling, storyboarding, model making, and techniques borrowed from theatre practitioners were used.

Visioning exercises enabled the assembly to think of the kind of future they wish to create rather than solely focussing on the current situation.

Exercises such as roleplaying, or putting oneself in the shoes of different members of the community, also build the sense of empathy with different points of view, deepen appreciation of complex trade-offs and can ease discussions towards finding solutions destined to work for the whole community.

## Process planning

In the first two meetings of the Advisory Group the broad structure for each of the Citizens' Panel was discussed and agreed.

Advisory Group members were invited to make suggestions for who may be best placed to act as commentators for these sessions. Potential commentators on a long list were then approached to check their availability.

Inevitably any deliberative process that works on the topic of community safety and policing has to deal with the challenge of how to best structure the sessions to do justice to the immense complexity of the issue.

This means difficult decisions must be made about which issues are considered and which are not. It was important that the Panel members themselves should be involved in making this decision. For example, in sessions 2–4 participants were invited to consider which topics they would like to investigate in more depth in sessions 5, 6 and 7.

The facilitation team was: Peter Bryant (session 1), Jez Hall, Caroline Tosal-Suprun, Samuel Augustine (session 1-7), Mara Livermore (sessions 1 and 4-7) and Amanda Preece (sessions 3-7). Zoe Quick provided administrative and safeguarding support. Jayne McFadyen on recruitment, onboarding and online technical support.



Figure 5. Group discussion circle led by facilitator Caroline.



In general, up to 3 spaces for people wishing to observe the process were allocated. These opportunities were taken up by a number of people who were briefed in advance of each session.

All of the face-to-face sessions of the Panel were held in the **Liverpool Quaker Meeting House**. This venue was chosen due to its central location, onsite catering, flexible and friendly layout, and its good disabled access.

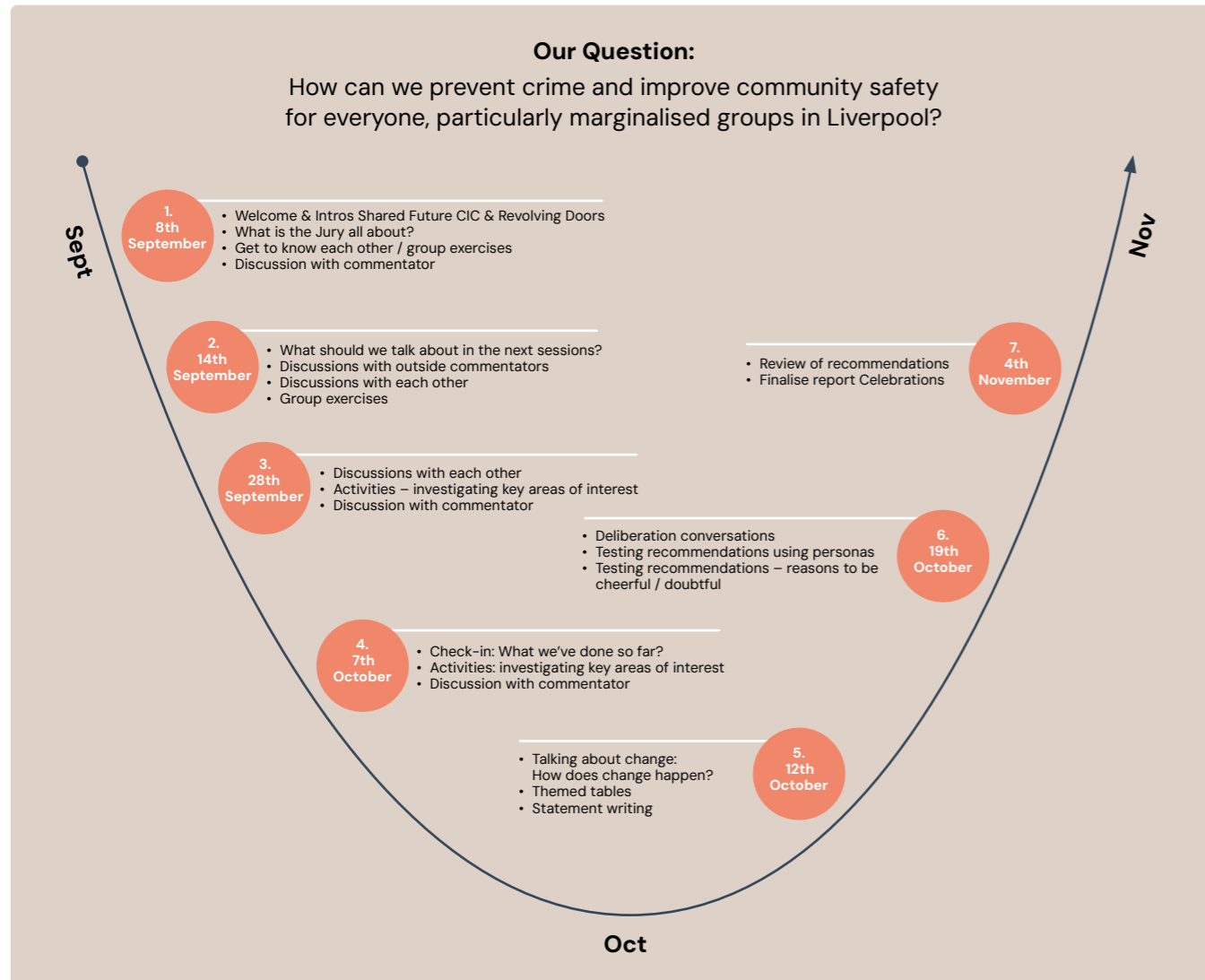


Figure 6. A Miro board planning tool used in preparing sessions. Facilitators met regularly between sessions to adjust the session content based on the needs of the participants.

# The Sessions

## Session 1 (in person)

### Commentators:

- **Stephen Riley** – Lived Experiences Consultant.
- **Revolving Doors.**

### Observers:

- **Zahra Wynne** – Policy Manager, Revolving Doors.

The first session (September 9th, 10:00 am – 16:30 pm) started with introductions by the Shared Future facilitation team, the Revolving Doors team as partners of the Citizens' Panel, the observers, the overall structure, and the introduction of the Panel question:

“How can we prevent crime and improve community safety for everyone, particularly marginalised groups in Liverpool?”

This gave the participants an opportunity to better understand the process and to start to get to know each other. The Policy Manager of Revolving Doors, Zahra Wynne, explained why the Citizens' Panel was being organised. She gave a presentation on the background of Revolving Doors, the project and its overall aims. This also included an explanation of why Liverpool was chosen, which included:

- Its strong sense of community, identity and history of activism leading to change.
- Historical examples of high-profile police and community interactions.
- Many examples of positive work being done in the area.

An informal 'getting to know you' activity (called People Bingo) was next conducted with participants. Participants were then divided into four "home groups" (to which they would return to throughout the process) and were asked to set guidelines for working together to make it easier for everyone to be able to take part in the sessions.

The participants next took part in a visioning activity. This activity enabled the participants to build relationships with each other, create trust, share with each other the reality of their lives and recognise the expertise they held. Each of the five groups was asked to create a drawing, a poem, hold a group discussion, perform a freeze frame tableau or make objects using junk materials, prompted by the following questions:

“What are our visions for our communities and neighbourhoods in twenty years' time? What kind of place do we want to live in? What should our neighbourhoods and communities look like and feel like?”



Figure 7. Revolving Doors presentation slide



Figure 8. Zahra Wynne presenting at session 1

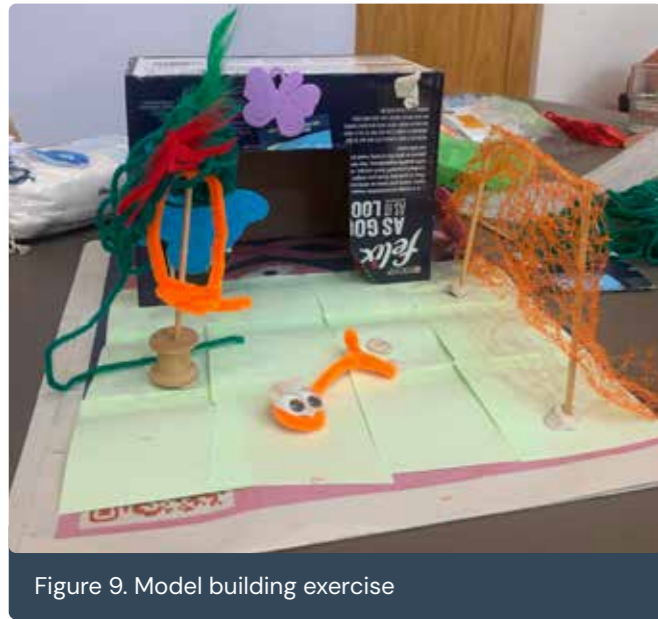


Figure 9. Model building exercise

The participants then took part in a problem tree activity designed to encourage deeper thinking around the topic. Five groups worked on large tree shapes hung in different parts of the room.

Each group was asked to consider this problem, written on the trunk of the tree:

“Many people do not feel safe in their local communities.”

Participants were invited to consider what the root causes of the problem may be. These were written on the 'roots' on post-it notes. Each group was encouraged to dig deeper and consider what factors may lay at the bottom of the roots.



Figure 10. Slide from second presentation



Figure 11. Drawing exercise

The first commentator slot of the Citizens' Panel was Stephen Riley from Revolving Doors, sharing their research findings on public attitudes towards policing and community safety.

The participants went back into groups to discuss what they had heard and to write any questions they would like the commentator to consider. After a short break the commentators were invited back into the room for a 30-minute question and answer session.

The first session closed off with a reflection, encouraging participants to share (with another person who they've not yet spoken to) anything that struck them so far, or information they found interesting and important.



Figure 12. Stephen Riley commentating for session 1

## Session 2 (online)

### Commentators:

- **Jenny Ewels** – Head of Stronger and Safer Communities, Liverpool City Council.
- **Rick Muir** – Director, The Police Foundation.

### Observers:

- **Zahra Wynne** – Policy Manager, Revolving Doors.
- **Stephen Riley** – Lived Experiences Consultant, Revolving Doors.
- **Pavan Dhaliwal** – Director, Revolving Doors.

The second session (September 14th, 18:30 pm – 21:00 pm) was held online. In the introduction to the evening, the process for online sessions and the commentator recruitment and observer attendance was explained. Prior to the online session individuals were supported with any unfamiliar technology, as required. After a welcome, the participants went into their home groups and discussed their thoughts about

Session 1, and reviewed their list of guidelines for working together, developed in Session 1.

The second commentator slot of the Citizen's Panel, and the first of this session, saw Jenny Ewels of Liverpool City Council share information on Liverpool's Community Safety Partnership and its CitySafe 2023-24 strategy.



Figure 13. Slide showing the range of partners engaged within Liverpool's Community Safety Partnership.

### Our guidelines, for ourselves and for how we work with others:

“Be open, honest and truthful in what we say. Be responsible for ourselves, and don't take things too personally. Be mindful of time and give space to others. Be purposeful. Help everyone keep to time and limit our own distractions. Speak clearly, use everyday language, and speak up when needed. To help others understand better, try to put information or experiences in context.

Don't make judgements about others. Don't assume we always know what might trigger or upset others. Respect our different opinions and experiences, as they are all equally valid. Listen carefully to what's being said.

Respect the anonymity of others. Keep confidential or sensitive information inside the room. Support and value others, be aware of their needs. Accept we all listen, think and learn differently. Or may use eye contact differently.

Always be polite. Be patient, allow others the time to speak, be aware of our vulnerabilities. Take time to decompress and allow others to do that too. Silence is ok. Enjoy ourselves, stay relaxed, and be kind to others.”

The participants then went into facilitated breakout groups to discuss what they had heard and to write the questions they would like Jenny Ewels, to answer. After a short break the commentators were invited back into the room for a 20-minute question and answer session.

The third commentator slot of the Citizens' Panel saw **Rick Muir of The Police Foundation** share polling and research findings on citizen engagement with the police across the UK.

The participants repeated the process of using a breakout group to develop their questions. After a short break Rick Muir was invited back into the room for a 20-minute question and answer session.

The second session closed off with a home group discussion and reflection activity.



Figure 14. Slide from Ricks Muir's online presentation.

Participants were given a few minutes for quiet reflection and then shared what they would like to hear more about from the discussions so far. The three main themes (and sub-themes) the participants wanted to explore more were:

- **Police reform:** Neighbourhood policing, Recruitment processes, joining of police services, systematic homophobia.
- **Community engagement and relationships:** Social and neighbourhood relationships, communication between the public and police, community education.
- **Policing as an institution:** The role of the criminal justice system, humanising the police, accountability in answering to the law and community.

## Session 3 (online)

### Commentators:

- **Sonia Bassey** – Chair and Trustee, Mandela8.
- **Jason Kew** – Senior Innovative Practice Officer, Centre for Justice Innovation.

### Observers:

- **Stephen Riley** – Lived Experiences Consultant, Revolving Doors.

The third session (September 28th, 18:30 pm – 21:00 pm) was also facilitated online. In the introduction to the evening, an additional member of the facilitation team was introduced to provide operational and in session support. A reminder that the project officer was available for 1-2-1 well-being support was also given. The participants went into their home groups and reflected on their week and discussed perspectives from the previous sessions.

The fourth commentator slot of the Citizens' Panel saw **Sonia Bassey from Mandela8** share that group's work on community responses to crime affecting young people, criminal exploitation and social and cultural issues affecting marginalised communities.



Figure 15. Introductory slide from Mandela8 presentation.

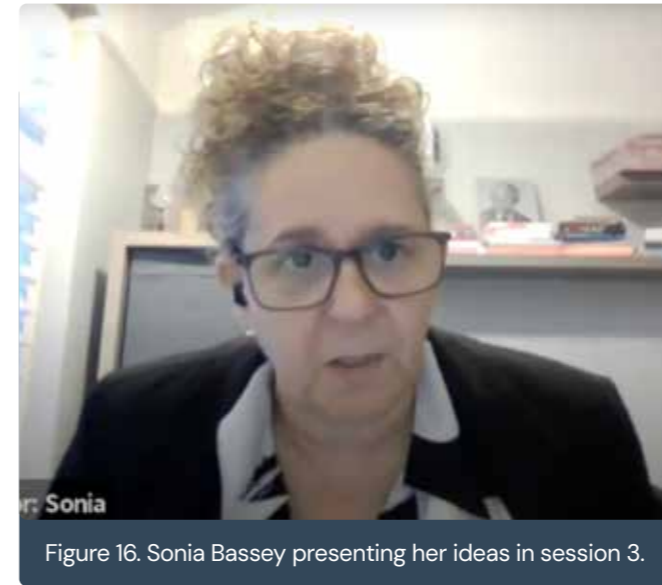


Figure 16. Sonia Bassey presenting her ideas in session 3.

The participants went back into their breakout groups to discuss what they'd heard and to write questions they would like the commentator to consider. After a short break, Sonia Bassey was invited back into the room for her 20-minute question and answer session.

The fifth commentator slot of the Citizens' Panel saw **Jason Kew from The Centre for Justice Innovation** discuss alternative policing practices

### What is the one thing to remember?

Selected items reported by participants. (such as pre-arrest divergent and community support schemes).

Using the same format as before, the participants went back into breakout groups again. After a short break, Jason Kew was invited back into the room for a 20-minute question and answer session.

The third session closed off with all participants sharing their responses to the following question:

### 'What is the one thing to remember?'

This was an opportunity for the participants to create their own ideas and express what they felt was important after talking through the issues explored in the session. Some of their reflections are given below.

- “ Why can't the parents play a part in bringing up the children, give them training to support them, to teach children good manners. It will help children to be good citizens. ”
- “ We need broader conversations about society, what works what doesn't, what do we want in society, it's easy to live by headlines, a whole holistic approach sometimes has better outcomes for society. ”
- “ We need a lot of things that are not just words, giving people an equal opportunity to thrive no matter what the organisation is. ”
- “ Early intervention is crucial, at early stages of the person's life. Assistance in having enough of the other to pull away from offending, not enough of that idea – carrot and the stick. ”
- “ Root cause in social issues, put money in supporting those issues in more and different ways. ”
- “ To hear more about divergence, and the impact of the political mainstream, more funding is right, but makes it political suicide? ”
- “ Governments don't always take into account the long-term vision. ”
- “ Really interesting. Generational poverty, maybe need to talk more about this? How we can get the next generation on track. ”

## Session 4 (in person)

### Commentators:

- **Michelle Charters** – Chief Executive Officer, Kuumba Imani Millennium Centre.

### Observers:

- **Linn Davies** – Programme Co-director, Healthy Democracy (USA).
- **Wayne Leibman** – Founder, Public Access Democracy (USA).
- **Stephen Riley** – Lived Experiences Consultant, Revolving Doors.
- **Pav Dhaliwal** – Director, Revolving Doors.

The fourth session (October 7th, 10:00 am – 16:30 pm) was our second in-person session, which began with an overview of the process so far, the Citizens' Panel question and an introduction to what was involved in recommendation writing.

The warmup activity was a playful 'Homage to Magritte'. Based on Magritte's famous painting of pipe titled "this is not a pipe", it was reinterpreted by giving each group an everyday object, such as a water bottle. Each participant then silently enacted a different use for it. Their colleagues would try to guess the new item. The participants were asked to think about their lived experience as Liverpool residents and turn their object into something they would like to see in relation to preventing crime. Games like these, whilst fun, also help people to think outside the box, activate their radical imagination and perceive what they see differently.



Figure 17. Michelle Charters presentation slide.

The sixth commentator slot of the Citizen's Panel saw **Michelle Charters from the Kuumba Imani Millennium Centre** speak about the programmes and services the centre provides, and its history in facilitating activism and advocacy for marginalised groups.

The participants went back into small groups to discuss what they'd heard and to write any questions they would like the commentator to consider (15 minutes). After a short break the commentators were invited back into the room for a 20-minute question and answer session.



Figure 18. Question and answer session with Michelle Charters.

“The biggest learning of the day for me concerned the power game where we paired and one person gave the other something they valued and then tried to get it back...

I was the “taker” and only after it was done did I realize how in the grip of a power trip I was – I had absolutely no compassion for my partner, who grew increasingly worried he wasn't going to get his pen back.

This exercise worked on so many levels, but primarily because it was experiential – created an experience that was felt so it wasn't just ideas...

I think its potential is to make panellists aware of subtleties in the questions they're deliberating that they might not appreciate from simple instruction, and so lead to deeper recommendations.”

Participant in a role play game on power imbalances, Session 4

In the game, the participants were put into pairs with someone they don't know well and asked to choose the role of 'giver' or 'taker'. The 'taker' is handed a personal object of 'value' by the giver (usually a phone, watch, keys, ring, etc). The givers then asked to leave the room for a short period of time. The facilitators briefed the takers on their challenge; to hold onto the object unless the giver asks 'what would it take to get my object back?' The givers received no instructions. The givers returned to the room and were given one minute to negotiate back their item.

Upon completion of the game, the group had a ten minute debrief on what it felt like being in such roles, reflecting how negotiation links to positions of power and authority and the importance of asking open questions to gain new information or insights.

The next activity, the Power Pot, continued our exploration around power, influence and authority by examining different perspectives on stakeholders (groups, organisations, individuals), in differing positions in society. Participants were split into four groups and asked to suggest stakeholders who they thought have the power to influence community safety.

A 'power pot' was introduced, placed in the centre of the room to represent levels of power to influence (the closer to the pot, the more power and vice versa). The lists of stakeholders, generated by participants, were put onto individual pieces of paper. Each suggestion was held up by a participant and then they chose to stand nearer or further from the power pot.

This activity was to encourage deliberation; on why people have placed themselves where they have, who had power, and why some are seen as powerful and others not. During a lively debate, the group was asked whether a person's original choice could be moved closer or further from the pot. Further questions were raised, such as asking the group to consider where the Citizens' Panel itself might sit.

The participants were finally put into small groups of two or three, to begin their first practice of recommendation writing. Each person could suggest an idea on what they thought could "prevent crime and improve community safety for everyone, particularly marginalised groups in Liverpool". The other group members would act as a 'cheerleader', arguing the positive aspects of the idea, or as a 'voice of doubt'; giving critique and providing reasons why they don't agree.

In preparation for the latter activities in session 4, the participants were next asked to reflect again on the question motivating the Citizens' Panel and then share their hopes and ideas for how things might change (on paper and post-its), and then to peg out their thoughts onto an 'ideas washing line'. The washing line included a few ideas captured by the facilitators at earlier sessions to stimulate their thinking.

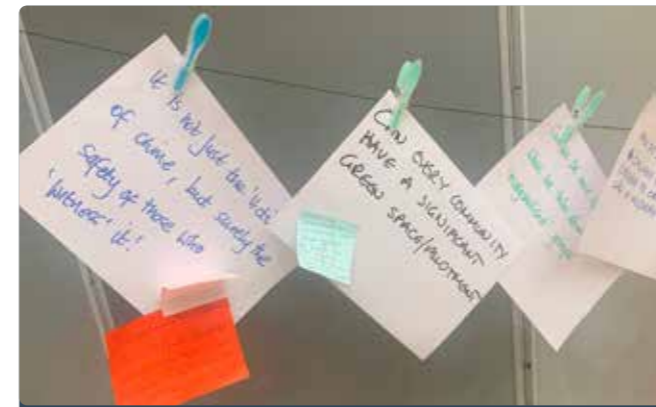


Figure 19. Items hung on the ideas washing line.

After a lunch break, the participants took part in two energising and participatory activities; the 'give and take' game and the power pot.



Figure 20. Papers left in position after Power-Pot exercise.

Once each participant had completed the process, the group then voted on one idea to present to another group, each alternating as the cheerleader or voice of doubt roles. As well as generating initial ideas that would be later worked up as full recommendations, the exercise was designed to encourage critical and reflective thinking.

Our fourth session, a very intense and interactive day, closed off with a small reflection activity, encouraging participants to express their thoughts and feelings of the process thus far by choosing which of a range of visual emotions or avatars they most identified with. This is sometimes called the 'blobby tree'.

## Session 5 (online)

### Commentators:

- **Gemma Buckland** – Director, Do It Justice Ltd.
- **Khan Odita** – Founder and Director, Mulgrave Street Action Group.

### Observers:

- **Stephen Riley** – Lived Experiences Consultant, Revolving Doors.
- **Hayley Dunstan** – Resources and Business Change Officer, South Gloucestershire Council.
- **Neena Samota** – Senior Lecturer, St Mary's University.

The fifth session (October 12th, 18:30 – 21:00 pm) was held online. In the introduction to the evening, the process for the remaining three sessions was explained, with activities focussed on recommendation building and seeking commentators based on perspectives the participants felt were missing. To warm up, the participants went into their home groups and discussed 'what is your favourite thing about Liverpool?'

The seventh commentator slot of the Citizen's Panel saw Gemma Buckland of Do It Justice Ltd share her research on public budgets and funding for policing services in Liverpool.

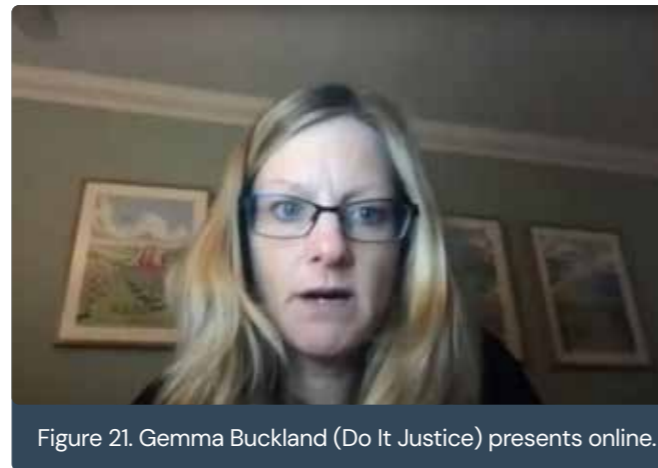


Figure 21. Gemma Buckland (Do It Justice) presents online.



Figure 22. Gemma Buckland's slide on budgets.

### Some highlighted draft recommendation ideas:

- “ Change the training of police to be much more focussed on prevention and human centred, rather than a physical force... more soft skills, that is proactive not reactive... ”
- “ Community safety is what you get from community engagement! Can't over emphasise the importance of this. Local community assemblies – making real decisions... ”
- “ A lot of grassroots initiatives seem to be really making positive impacts on the areas they are active in. Bring them together? Recommend supporting hyper local projects that are embedded in the community and can happen on a wider scale. Projects born in the area... ”

The participants went back to their home groups to discuss what they had heard and to write any questions they would like the commentators to discuss. After a short break, Gemma Buckland were invited back for a 20-minute question and answer session.

The eighth commentator slot of the Citizens' Panel was Khan Odita, a teenager who set up the **Mulgrave Street Action Group**, talking about his work on community activism in Toxteth, Liverpool.

The participants again went back to their home groups to discuss what they had heard and to write any questions for Khan Odita. After a short break he was invited back into the room for another 20-minute question and answer session.

The participants were next split into three groups and continued with their recommendation building practice. These were split into the following themes:

- Policing process, resource and capacity: reflecting on presentation from Gemma Buckland, projects and programmes discussed from previous sessions, and reflecting on recommendation ideas from the session 4 exercise.
- Community engagement: How to expand awareness of community groups, discussions on social attitudes, relationship building within communities and how communities can help younger people.
- Community safety: Policing prevention, physical environments being safe, isolation and vulnerability of peoples, and if more awareness and education was needed.



23. Khan Odita makes his commentator presentation.

## Session 6 (online)

### Commentators:

- **Zoe Thornton** – Chief Superintendent Head of local policing, Merseyside Police.
- **Martin Earl** – Superintendent Crime Prevention Team, Merseyside Police.
- **Laura Hart** – Victim Care Team Leader, Merseyside Police.

### Observers:

- **Stephen Riley** – Lived Experiences Consultant, Revolving Doors.

The sixth session (October 19th, 18:30 – 21:00 pm) was the last to take place online. In the introduction to the evening, a change to the commentator process was explained, and one of the facilitators gave an overview of 'what made for an effective recommendation', based on previous processes to prepare participants for the final recommendation writing in session 7:

- Build on ideas – we want to hear your thoughts no matter how frivolous or silly you think they might be.
- Workshop them based on what you hear, and the group will also do this as we discuss.
- Target them at who you want to take action.
- They don't have to be perfect.
- They don't always have to be practical – it's about what you want. The Advisory Group and Revolving Doors, or the policy makers get to worry about what happens.
- You don't all have to agree.

### What does community safety mean for you?

Selected responses from participants

“where I know people, where I feel like people will help me if I need it.”

“...It's a priority for families, we want our children to be safe, we feel good when we feel safe...”

“be around places all day and night without fear.”

“Having facilities, using community assets and green spaces being well kept, and maintained, have lighting, people should feel able to go where they want.”

The participants then went into their home groups and were asked for a final time to consider: 'what does community safety mean for you?'

The last set of commentators of the Citizens' Panel were Chief Superintendent Zoe Thornton, Superintendent Martin Earl, and Laura Hart of Merseyside Police. They spoke in turn about local policing, crime prevention and victim care services in Liverpool.

Chief Superintendent Thornton spoke around her overall responsibility for local policing, the way responding to crimes were divided between five policing areas of the city, how crimes were monitored and reported, and the role of Community Safety Partnerships. She also covered the 13 neighbourhood policing teams linked to different city council wards and their hubs.



Figure 24. Slide by Chief Superintendent Zoe Thornton.

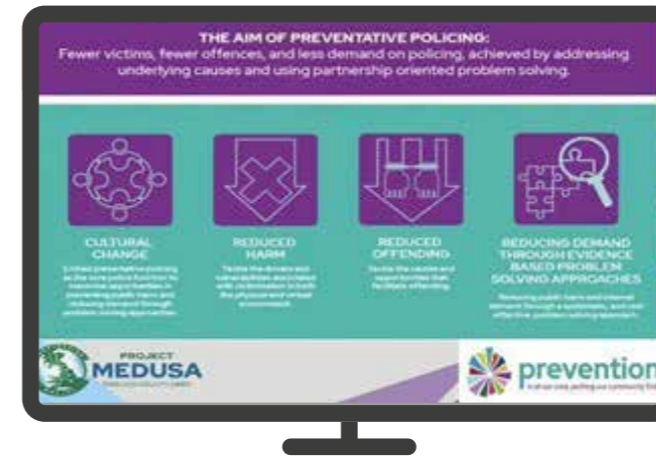


Figure 25. Slide by Superintendent Martin Earl.

Superintendent Earl spoke on Crime Prevention and the priority areas being focused upon to go upstream and stop people falling into criminal behaviour. Understanding better why individuals are committing crime and what might prevent their future offending. And importantly reducing demand through evidence based approaches towards reducing demand upon the police service and the impacts on residents.



Figure 26. Slide by Laura Hart.

Laura Hart spoke on her work with Merseyside Police's Victim Care Hub, specifically on domestic violence. She explained victims are referred to the Hub via a range of routes, and can include those who don't wish to progress a reported crime, and their families, as well as those that do. Support can be practical, emotional, and through referrals to charities or other agencies.

We then conducted a round-robin Q&A session, where the commentators shifted between three breakout groups to answer questions directly, made by the Citizens' Panel members, in a conversational format.

The closing online activity split the participants into four groups, and they continued sharing ideas and creating recommendations based on what they heard during the session.

For each recommendation that was suggested, the facilitators asked the rest of the group for the flipside, or alternative perspectives. A sample of responses is given in the box on this page.

### Ideas and alternative perspectives

Selected responses from participants

“Diversions activity keeps coming up, great to hear about preventative action from police...”

“...Grass roots preventative work is not within the police's gift to provide, a lot of it is done by local authority, but that money is gone! Is the police's role to advocate and explicitly say it will save money in the long term.”

“Shift resources to improve those whose difficult lives are forcing them into crime. Improve the lives of people who are easy targets of crime or fall into crime...”

“...Community responsibility to each other? Children need to be the responsibility of everyone, but many are at risk. Who engages first?”

## Session 7 (in person) Recommendation writing

### Observers:

- **Stephen Riley** – Lived Experiences Consultant, Revolving Doors.
- **Kelly Grehan** – Project Officer, Revolving Doors.
- **Pav Dhaliwal** – Director, Revolving Doors.
- **Joanne Anderson** – Consultant, Revolving Doors.

The seventh session (November 4th, 10:00 am – 16:30 pm) was the final in-person session, where participants were informed on the final recommendations and statement writing process, referencing the Citizens' Panel question. An explanation of the voting booklet process was given.

The participants started off with some icebreaker and reflection activities. The previous works from previous sessions were printed off and displayed on the walls of the room, including a compiled list of overall themes that would help structure the final recommendations writing. These were:

- Preventing crime – all the wider causes of crime and what can be done to prevent it.
- Dealing with crime – Policing and alternative models.
- Partnerships and collaboration – community interventions, education, NHS and local authority etc.
- Inequality – power, money, accountability, inclusion and diversity.
- Trust and communication, support after a crime – Victims and Perpetrators.

The participants were split into three groups for two rounds of recommendation and statement writing:

### Round 1:

- Preventing crime – all the wider causes of crime and what can be done to prevent it.
- Partnerships and collaboration – community interventions, education, NHS and local authority etc.

- Trust and communication, support after a crime – victims and perpetrators.

### Round 2:

- Dealing with crime – policing and alternative models.
- Inequality – power, money, accountability, inclusion and diversity.
- Statement writing.

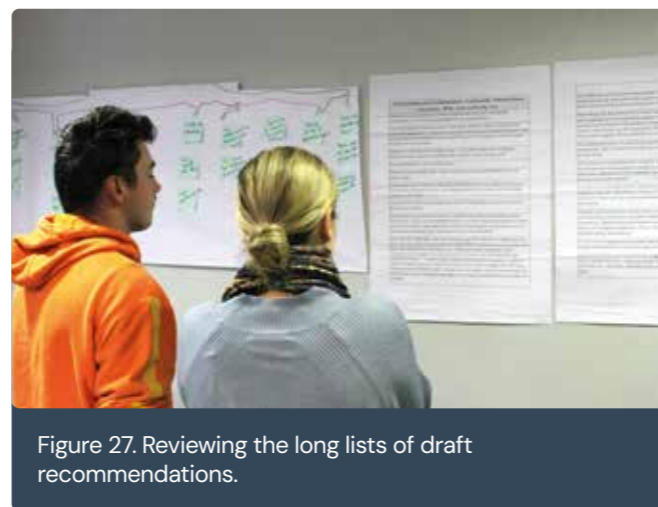


Figure 27. Reviewing the long lists of draft recommendations.

Each round was given approximately 60–65 minutes to produce a list of nearly complete recommendations, based on ideas taken from each participant, previously drafted recommendations and through discussion as a group.

Each group could also circulate between different themes to make comments on recommendations, providing feedback, making suggested changes or to propose another recommendation.

The original group then had a final 10 minutes to consider the feedback and make any final alterations they felt made sense.

Round 2 included a group that would draft a statement. This statement would sum up the feeling of the citizens' panel and its overall conclusion, and their hopes for positive outcomes from the recommendations.



Figure 28. Small groups drafting recommendations.

Facilitators showed an example of a previous voting booklet and explained how the voting process would be conducted, i.e. anonymously and after the session. The participants next practised the voting process with two participatory activities:

- The draft statement was presented to the group. It was explained by the facilitators that we were asking for a minimum of 80% of participants feeling able to strongly support or support the statement for it to pass. There was an opportunity for the whole group to make small amendments. The actual voting would occur after the session and people would be able to add comments on their votes.



Figure 29. Final recommendation reviews.

- Each facilitator that had hosted a discussion of the five themes then presented some recommendations and asked everyone to position themselves in the room, with one side voting 'strongly support' and the other 'strongly oppose' and others standing in between. Participants shared their reasoning, and sought final clarification.

The last session finished with closing remarks from Pavan Dhaliwal, Director of Revolving Doors and the facilitation team at Shared Future, followed by a group photo by those who wanted to be in it.

# Voting on Recommendations

Over the next few weeks after the last session Citizens' Panel members received their 46 recommendations in a booklet, by email or post as requested, ready for voting.

To aid voting due to their number recommendations were grouped into 5 broad themes within the voting booklet.

- Preventing Crime.
- Dealing with Crime: Policing processes, alternative models and new structures.
- After a crime: Supporting victims and perpetrators.
- Reducing inequality and creating stronger communities.
- Other.

- Strongly support.
- Support.
- Neither support nor oppose.
- Oppose.
- Strongly oppose.

A space at the bottom of each recommendation was left for participants to 'write a sentence or two explaining your choice'. These additional comments, that provide a richer perspective on each recommendation are recorded in the appendix report.

Twenty Panel members returned voting booklets in the month following the last Citizens' Panel session.

The recommendations in rank order can be found on the next few pages.

The voting instructions reminded everybody of the Citizens' Panel's question and then asked them to indicate their level of support for each recommendation. They were asked to rate each recommendation as either:



Figure 30. Members of the Citizens' Panel and facilitation team at session 7.

# Citizens' Panel Statement

The following statement was written by a group of Panel members and then edited and discussed by the rest of the Panel. All of the Panel members who voted either 'strongly support' or 'support' the statement:

Liverpool is the world in one city. We came together at the beginning of this process feeling curious, unsure, intrigued, hoping to make a difference but aware the question creates a big challenge to solve.

Liverpool is surviving widespread disinvestment, and we recognise the depth and breadth of the impact increasing poverty has on the issues faced by all of us and especially marginalised communities.

We brought lots of strong views, differing life experiences, nationalities, religions and opinions to the table, reflecting the best of Liverpool in our diversity, but also in our passion and engagement in this process, to face challenges head on and not back down.

These recommendations come from the people and from the heart. We heard from a range of commentators with diverse experience, from 16-year-old activist Khan Odita to the Chief Superintendent of Merseyside Police. We valued all the perspectives and are blown away in particular by the quality of the homegrown leaders taking charge in their communities – and think their work should be much more widely known, funded and replicated.

It's a huge challenge to answer the question 'How can we prevent crime and improve community safety for every, particularly marginalised groups in Liverpool?' and services impacting community safety are gone or going. The community needs to step in, whether out of desire or necessity. We aim to set a strong example through the energy and dedication we have put into this project and put our trust in the advisory group to do everything in their power to use these recommendations to make Liverpool a healthier, happier, safer place for all.

30 strangers with different views, beliefs, opinions, experiences came together and at the end we've produced something we are proud of. We've become a new community; we stepped in and gave full effort and want the advisory group to take full responsibility and do us and the wider Liverpool community proud. We want to see visible, consistent work on our recommendations, which we intend to be the seeds of long lasting, positive impact on every community.



# Recommendations

The **overall ranking** of each recommendation is based upon a calculation of the level of support each recommendation received. If it received a 'strongly support' vote it received two points and a 'support' vote, one point. A 'neither support nor oppose' vote got no points. An 'oppose' vote got minus one point and a 'strongly oppose' vote got minus two points.

The total votes are listed below plus a ranking based on these numbers.

All recommendations are also arranged in themes and the overall ranking with a theme is also given.

Recommendations in order of priority	Points	Overall rank	Rank in theme
<p><b>5. Preventing crime relating to supporting families and parents:</b></p> <p>Parents are foundational to their child's development. If parents are struggling, the child will struggle, so there is a need to better understand what is making life difficult for parents, in a non-stigmatising way, and then offer them effective support networks, training, incentives and parenting classes, with more support for families with additional needs.</p> <p><b>Theme: Preventing Crime</b></p>	35	1	1
<p><b>36. Develop a Community Fund to create stronger communities:</b></p> <p>We want to see that money is spent where it is needed. There needs to be more transparency around spend and where funding could be accessed to develop a community fund. Annual council tax statements currently break down how money is spent across the city, we'd like to see this broken down by ward and for there to be a focus on the things we believe contribute to people feeling safe, such as environmental work, youth services, fly tipping, lighting, etc. Identify sources of funding that are not being currently accessed, such as Proceeds of Crime funding, a percentage of business rates or a review of council tax spending. The Proceeds of Crime fund should be used to invest in community activities and spaces, with an increase in publicity of how the money has been spent and why, to increase accountability.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	34	2	1
<p><b>29. Focus on Inclusion and Diversity to reduce inequality:</b></p> <p>We want a community cohesion and inclusion strategy to break down barriers, increase understanding between different communities and help people to feel connected. Focusing initially on intergenerational, (dis)ability, neurodivergence, race and low incomes. We want to see a culture of inclusion and cohesion spreading throughout the city starting with public spaces such as libraries, schools, health centres, faith centres and community centres. This should include using food, sports and arts as a connector, more community events, an increase in community spaces both indoors and outdoors where people are made to feel welcome regardless of their social status or income, an increase in grants available for resident led action and activities, and better promotion and support to access what is on offer and prevent an underspend. We should invest in community champions who can connect people with ideas, activities and opportunities to ensure community groups can influence and contribute to strategic decisions.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	33	3 =	2
<p><b>19. Dealing with crime through restorative justice:</b></p> <p>There should be a deeper understanding as to why offenders offend and the core issues that are happening to them when they partake in crime. The police need to meaningfully capture those understandings and information and see where strain theory applies. [strain theory proposes that pressure derived from social factors, such as lack of income or lack of quality education, drives individuals to commit crime.</p> <p><b>Theme: Dealing with Crime: Processes, models and structures</b></p>	33	3 =	1

Recommendations in order of priority	Points	Overall rank	Rank in theme
<p><b>1. Preventing crime relating to supporting young people:</b></p> <p>Prevention is a long-term endeavour that needs to be properly resourced. It needs to be seen as an investment to reduce further costs upon society. It needs to be expanded, with ways for every young person to find the support they need. There needs to be multiple ways to engage in prevention. Give young people improved access to fun opportunities for leisure, sport or play. Or activities where they can access training for future work. Support needs to be given to the agencies and groups that can provide this. Those opportunities need to be made more visible and accessible. What is new or already exists needs to be publicised better.</p> <p><b>Theme: Preventing Crime</b></p>	32	5 =	2
<p><b>33. Invest in schools and education to reduce inequality:</b></p> <p>A school-based youth volunteering scheme where children from aged 12 are encouraged to develop compassion, responsibility and learn nonacademic skills by undertaking a placement in different community spaces each year to learn about other people, cultures and environments. With an increase in youth leadership opportunities, including an involvement in decision making.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	32	5 =	3
<p><b>25. Responding to domestic violence after a crime:</b></p> <p>Domestic abuse needs to be easier to report via a number of different methods including but not limited to a text line, WhatsApp, a 24-hour phone line, as well as 101. We need an App with resources for domestic violence, that can connect you to services with no wait times, ideally through GP and health services. It can also connect you with other survivors, communities and resources. All Liverpool bodies should publicise the use of 101 and other services across its venues, communications and more.</p> <p><b>Theme: After a crime: Supporting victims and perpetrators.</b></p>	31	7 =	1
<p><b>23. Dealing with crime through making those in positions of authority as equally accountable:</b></p> <p>There needs to be more accountability in the hiring and firing process when it comes to the police and politicians. No one is exempt from the law, so even when an individual retires, they should still be subject to prosecution.</p> <p><b>Theme: Dealing with Crime: Processes, models and structures</b></p>	31	7 =	2
<p><b>2. Preventing crime relating to supporting young people:</b></p> <p>Schools and colleges should be supported to actively bring people into schools and colleges with practical experience of issues of crime and community safety. This would make real to young people the impacts of certain lifestyles and behaviours. There needs to be appropriate advice on what works from a multi-agency body. There is also a need to reach young people not in school through youth clubs, as well as reaching those being home schooled.</p> <p><b>Theme: Preventing Crime</b></p>	31	7 =	3
<p><b>35. Invest in schools and education to reduce inequality:</b></p> <p>Free school meals at least for primary school pupils but ideally for all children and young people in education. This should include vouchers during holidays to destigmatize accessing support. An increase in youth leadership opportunities, including an involvement in decision making.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	31	7 =	4
<p><b>24. Victims and Victim care after a crime:</b></p> <p>Victims need to feel heard and feel like they matter. Liverpool should integrate and evolve restorative justice strategies into how it does victim care. All organisations should develop victim support frameworks and investigate reaching hidden victims in their community. All organisations should strive to provide long term continuous support, with mental health and wellbeing service referrals.</p> <p><b>Theme: After a crime: Supporting victims and perpetrators</b></p>	30	11 =	2

Recommendations in order of priority	Points	Overall rank	Rank in theme
<p><b>32. Invest in young lives to reduce inequalities:</b> We shouldn't give up on young people. Liverpool should offer a needsbased support to young people no matter how many times the support is needed. Young people need positive enticing activities, with incentives to attend, if necessary, to divert them away from criminal activities.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	30	11 =	5 =
<p><b>40. Financial support for Neighbourhood Watch schemes that create stronger communities:</b> Funding to support safety related activities, that encourage and support community activities (an example would be a neighbourhood watch group that holds street parties and other community activities). Police could come along to activities held to build trust and develop active citizenship. Funding could be sourced from a Community Fund and distributed via a new community empowerment role.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	30	11 =	5 =
<p><b>38. Create a Community Hub in each ward to reduce inequality:</b> With the aim of bringing people together, providing a range of services and navigating to others outside the hub. Its services can be linked to safety, diversionary activities and bringing the community together, with activities that drive positive reinforcement. Tackling issues locally and developed via community asset transfer. Consider cutting red tape to enable communities to quickly build their own Community Hub. Things that might happen in the Hub could include better use of technology for collaborations, networking and partnerships. Crime and community safety discussed in a low-pressure environment. Encouraging participation and the sharing of information. Or developing community based fun activities that enable people to discuss difficult subjects at the same time.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	30	11 =	5 =
<p><b>14. Dealing with crime through feedback mechanisms:</b> The Police need to build a much broader communications network that includes grass roots community leaders of all kinds, including those that represent marginalised groups, to create a two-way communications process that functions much nearer to ground zero and in real time.</p> <p><b>Theme: Dealing with Crime: Processes, models and structures</b></p>	29	15 =	3
<p><b>27. Responding to domestic violence after a crime:</b> There should be city wide strategies to help perpetrators of domestic violence to deal with their problems. This could be done by raising awareness and promoting behaviour change strategies.</p> <p><b>Theme: After a crime: Supporting victims and perpetrators</b></p>	29	15 =	3
<p><b>37. Invest in community empowerment to reduce inequality:</b> Create a community empowerment role to support and facilitate local communities. They would own and drive community building projects (not referring to physical buildings) They would be an individual or team embedded in the community but employed by the council as a key communication and link role. Their role would be to bring community initiatives together, empower communities to take action themselves, manage a community fund to which community groups and initiatives could apply for funding, and provide or navigate residents to active citizen training.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	29	15 =	8
<p><b>16. Dealing with crime through feedback mechanisms:</b> To help reduce re-offending improve real-time multi-agency feedback mechanisms when tackling crime. Social workers, aftercare and rehabilitation services should be included to give their feedback on policing issues.</p> <p><b>Theme: Dealing with Crime: Processes, models and structures</b></p>	28	18 =	4

Recommendations in order of priority	Points	Overall rank	Rank in theme
<p><b>39. Mapping of community leaders to create stronger communities:</b> Identify areas where community leaders and active citizens are located. This will enable identification of areas and wards that don't currently have community leaders. Help foster and develop future leaders where they are not located and where needed most.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	28	18 =	9 =
<p><b>42. Participation in decision-making to create stronger communities:</b> We want more people to be included in strategic decision making. We must develop more civic spaces and explore why people feel excluded and explore ways to involve as many people as possible, using technology where appropriate. We want to see more devolved powers from central government to local government and then passed onto local communities, to make decisions about community safety and shift money towards prevention and cohesion. We have had access to information during this process which should be available to all. This can happen in different ways, including by having localised meetings with the NHS, Police, Local Councillors, Local Authority and residents, where information is shared and collective decision making about priorities and how budgets are spent happens. This Citizens' Panel should be reconvened every six months to follow up on any changes that have occurred and share any opportunities to influence change and contribute to the development of strategies.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	28	18 =	9 =
<p><b>44. Explore and develop one stop App to build stronger communities:</b> The Local Council should explore and develop a one stop App for community safety and cohesion. At a high level this should highlight Liverpool wide priorities, community organisations and wins. At a local level this can promote neighbourhood watches, support reporting of positive and negative events and offer neighbourhood leaders a platform to share news, actions, and invite volunteers.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	28	18 =	9 =
<p><b>20. Dealing with crime through sentencing and rehabilitation:</b> In the rehabilitation process, there should be less 'box ticking' exercises and less trivialisation of punishment. Sentencing guidelines need to be rethought. Far too many people are in jail and caught in the system, which leaves them exposed to the negative aspects of custody. This includes rethinking overly modest sentences being given to dangerous people.</p> <p><b>Theme: Dealing with Crime: Processes, models and structures</b></p>	27	22 =	5
<p><b>41. Encourage a strong sense of neighbourliness to create stronger communities:</b> We need to nurture non-official frameworks in communities and societies. Support communities to apply and access community funds and resources, offer community neighbourliness guidelines for community networks and also individual activities. Support small clusters to do visible activities. Encourage a blend of online and offline activities including door knocking and mail drops. Offer suggestions and strategies for neighbourliness. Explore the potential for community officers to get it started.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	27	22 =	12 =
<p><b>43. 'This is us' City-wide festival to create stronger communities:</b> We believe our city is better if we know more about it and the people in it. So come and tell the city what you do, what you are and why. Get to know your city, teach it how you can contribute and find out how it can help. We propose a yearlong festival of Liverpool, showcasing work, hobbies, religions, interest, locating businesses, cultures, innovation and everything else. Run across the city by the people for the people, get to know more about where we live and who our neighbours are.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	27	22 =	12 =

Recommendations in order of priority	Points	Overall rank	Rank in theme
<p><b>26. Responding to domestic violence after a crime:</b> Police should develop, upgrade and follow a specific process laid out on paper for how they handle domestic violence situations caused by substance abuse that is comprehensive and accountable. There should be exit strategies in place to help victims. Records should be kept about who did what, with a combination of triage / crisis solutions and ongoing 'empowerment to leave' support. Domestic violence training and process in the police service should be mandatory. <b>Theme: After a crime: Supporting victims and perpetrators</b></p>	26	25 =	4
<p><b>8. Preventing crime linked to social factors:</b> Policy making agencies should consider what criminalises people inadvertently. This might include policy on drugs such as cannabis, policies on homelessness, or mental health. Ensure there is greater diversity feeding into this policy process, so that there are fresh perspectives. This includes community voices. This needs to be well structured. We realise this might be restricted by legislation. <b>Theme: Preventing Crime</b></p>	26	25 =	4 =
<p><b>12. Preventing Crime linked to the Environment:</b> Every community needs access to greenspace for growing and for leisure. This is especially important for building community spirit, so there needs to be something for everyone. For example, community food schemes, chatty benches to reduce loneliness, and play facilities. These can help people feel safer, and more visible. We should see 'pride' as a part of 'prevention'. <b>Theme: Preventing Crime</b></p>	26	25 =	4 =
<p><b>21. Dealing with crime through sentencing and rehabilitation:</b> We need to further help people after they leave rehab services, not 'troll them out' after their time is up. There needs to be a more multi-layered approach to rehabilitation, offering more care for those with accessibility needs and from diverse backgrounds. There should be more support with social services and housing. On a case-by-case basis, there needs to be more diversionary programmes. Businesses should come into rehabs to see the process at work and get more involved in offering employment opportunities. <b>Theme: Dealing with Crime: Processes, models and structures</b></p>	25	28 =	6 =
<p><b>15. Dealing with crime through feedback mechanisms:</b> There should be more feedback of grassroots information into the police system, including more feedback from front line police officers. Change from having a top-down to a bottom-up led approach. Police should then use this information to review their processes and policy recommendations, with more time given to changing policy. Burdens and barriers to do their work needs to be reduced so as to more effectively use technology and improve the handling of evidence. <b>Theme: Dealing with Crime: Processes, models and structures</b></p>	25	28 =	6 =
<p><b>9. Preventing crime linked to the visibility of policing:</b> There must be more visibility of the police and PSCO's, so we see them not just when there is trouble in the public, and they have more positive interactions. Make opportunities for more awareness that police are around, facilitating 'community days' or 'police days' with the public, to better humanise the police. The police could drive around more to increase their visibility. <b>Theme: Preventing Crime</b></p>	25	28 =	6 =
<p><b>4. Preventing crime relating to supporting families and parents:</b> The relationship between families and schools should be stronger, with more regular communication. We recognise that this is a very big task. For example, families can have had a negative experience of authority and as a result will close down that contact. If the risk of criminality is identified through that contact, there needs to be a way to safely report this and respond to it before it develops, creating the 'earliest interventions' possible. <b>Theme: Preventing Crime</b></p>	25	28 =	6 =

Recommendations in order of priority	Points	Overall rank	Rank in theme
<p><b>30. Support marginalised people to reduce inequality:</b> Improve the response of the Independent Office for Police Conduct (formerly known as Independent Police Complaints Commission) in holding police responsible for marginalising people. Reform how complaints are processed and the severity of sanctions on the police. <b>Theme: Reducing inequality and creating stronger communities</b></p>	25	28 =	14
<p><b>28. Liverpool should strive to have a high percentage of employed exoffenders:</b> Employers should be encouraged to hire ex-offenders and maintain and improve fair and equitable (blind) hiring processes that reduce bias. Liverpool should consider full or partial record amnesties for petty and non-violent crimes where there is evidence of marked personal improvements. Offender Information should be more limited from employers. <b>Theme: After a crime: Supporting victims and perpetrators</b></p>	24	33 =	5
<p><b>18. Dealing with crime through restorative justice:</b> There should be more mandatory restorative justice processes, with more opportunities for offenders to take part in those mandated processes. <b>Theme: Dealing with Crime: Processes, models and structures</b></p>	24	33 =	8
<p><b>3. Preventing crime relating to supporting young people:</b> A digital leisure card scheme, like or connected to travel cards, should be available to young people. The young person should be able to choose the rewards they want. This could be linked to completing some positive community activities that they engage with, such as volunteering. This could include out of school learning. It should be promoted to all young people, as a form of enrichment within the curriculum. There needs to be a way to demonstrate or measure how the most positive change can be achieved. <b>Theme: Preventing Crime</b></p>	24	33 =	8
<p><b>34. Invest in schools and education to reduce inequality:</b> Examine school catchment areas – it feels like young people are segregated, their needs need to be supported to access better opportunities for young people in marginalised areas. Increased funding for schools in marginalised areas. Examining the role of fee-paying schools and how they are contributing to their wider area. <b>Theme: Reducing inequality and creating stronger communities</b></p>	23	36	15
<p><b>22. Dealing with crime through sentencing and rehabilitation:</b> When discussing inclusion and diversity as a contributory factor affecting crime and community safety, we need to focus on drug rehabilitation. Getting people off drugs may reduce NHS drug service admittances. By reducing the visible use of drugs in the community, people feel safer. We need to focus money on including isolated and excluded groups. People are social co-habitual creatures. We need to replace the drug users' bond to substances with human connection. <b>Theme: Dealing with Crime: Processes, models and structures</b></p>	22	37	9
<p><b>10. Preventing crime linked to the visibility of policing:</b> More funding should be brought in for PSCO's to engage actively within communities. Whereas the police should be more visible in the public, PSCO's can be more present in areas like schools. <b>Theme: Preventing Crime</b></p>	21	38	9
<p><b>11. Preventing crime linked to the visibility of policing:</b> Increase the redeployment into front-line policing, for which efficiencies will need to be identified, for example by minimising office work. <b>Theme: Preventing Crime</b></p>	20	39 =	10

Recommendations in order of priority	Points	Overall rank	Rank in theme
<p><b>46. Journalism in Liverpool:</b> There should be regulations in place to set higher journalistic standards in Liverpool. Media outlets should more regularly share positive content about the city. Journalists must more consistently cite sources and demonstrate how to understand them. There should be media education available to the public to increase general awareness of journalism tactics. All articles referencing sensitive or traumatic events should signpost relevant services. There should be limits on the amount of indulgence in criminal fetishisation. Plain and factual versions of each story must be publicly available.</p> <p><b>Theme: Other</b></p>	20	39 =	1
<p><b>13. Preventing crime through reducing the risk of attacks on women and girls:</b> Many women and girls continue to suffer from attacks. To reduce this, offer all schoolgirls and female university students a free personal alarm, together with a brief pamphlet covering essential do's and don'ts of personal safety. Ideally this should be funded by the central government</p> <p><b>Theme: Preventing Crime</b></p>	18	41	11
<p><b>31. Create inclusive and diverse public services to reduce inequality:</b> We want our public services to reflect and represent the diversity of the city region. One way to do this could be to have hiring quotas. We need to challenge the barriers people face in accessing these roles and progressing within them. Language barriers, neurodivergence and access to skills to progress need to be considered. We want a dedicated officer to oversee the inclusion, engagement and cohesion to ensure that there is progress and accountability.</p> <p><b>Theme: Reducing inequality and creating stronger communities</b></p>	16	42	16
<p><b>7. Preventing crime linked to social factors:</b> Bring in social workers to better understand and assess the community. Living on the dole, criminality is almost institutional in some families, and becomes a part of the fabric of their existence.</p> <p><b>Theme: Preventing Crime</b></p>	13	43	12
<p><b>17. Dealing with crime through feedback mechanisms:</b> The police should create a simple, publicly accessible database capturing GDPR compliant basic information about serious crimes and policing issues. This should be updated each month and accessible to all members of the public. The police should also provide discreet feedback to all informants at an appropriate point in time, to let them know if the information they provided was useful and was acted upon. Additionally, there should be training and marketing so the public can better use the Freedom of Information Act, police services website, etc.</p> <p><b>Theme: Dealing with Crime: Processes, models and structures</b></p>	10	44	10
<p><b>6. Preventing crime relating to supporting families and parents:</b> Parents should be held more accountable for the behaviour of their children. This could include a fine or community payback. This will create an incentive for the parents to be more involved in their child's behaviour.</p> <p><b>Theme: Preventing Crime</b></p>	2	45	13
<p><b>45. We should get rid of PSCOs</b> As they have no powers, are not respected, and are not an effective use of resources.</p> <p><b>Theme: Other</b></p>	- 7	46	2

## Rank Within Themes

The following table summarises the most popular recommendations within each theme.

The number below the theme relates to the number originally given to a recommendation within the voting booklet and can be cross referenced to the results given in the table above, and within the appendix report with the commentator questions and the detailed comments given by participants in their voting booklets.

Rank	Preventing Crime	Dealing with Crime: Policing processes, alternative models and new structures	After a crime: Supporting victims and perpetrators	Reducing inequality and creating stronger communities	Other
1st	5	19	25	36	46
2nd	1	23	24	29	45
3rd	2	14	27	33	
4th	8 & 12	16	26	35	
5th		20	28	32 & 38 & 40	
6th	4 & 9	15 & 21			
7th					
8th	3	18		37	
9th	10	22		39 & 42 & 44	
10th	11	17			
11th	13				
12th	7			41 & 43	
13th	6				
14th				30	
15th				34	
16th				31	

To read the full rationale for how each participant made their voting see the accompanying appendix report, recommendations in full.



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