Working Together for Safer Communities

Proposed Review Methodologies & Tools

1.   Purpose

1.1 The purpose of this paper is to outline in more detail the recommended methodologies and tools to be utilised in conducting the *Working Together for Safer Communities* Review and to seek agreement in our approach.

2.   Background

2.1 The framework for the review – as outlined in **Item 3** – breaks the review into six key phases, some of which can run concurrently. These are:

- Community Safety Strategic Assessment & Planning Refresh
- Desktop review and analysis of existing evidence and data
- Consultation and submission of new evidence (including case studies)
- Formulation of recommendations based on findings
- Testing – or reality checking – draft recommendations
- Announcement of final recommendations

2.2 As agreed in the terms of reference (**Item 2**) and framework (**Item 3**), the review will utilise and rely on the Sustainable Development Principle, known as the Five Ways of Working, to examine current public service frameworks (including legislative and budgeting), structures, policies and processes.

3.   Lines of Inquiry

3.1 The Lines of Inquiry have been developed in collaboration with the Future Generation Commissioner's office to conform to the Sustainable Development Principle (known as the 'Five Ways of Working'):

- Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;
- Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their well-being objectives;
- **Involving** a diversity of the population in the decisions that affect them;
- Working with others in a **collaborative** way to find shared sustainable solutions;
- Understanding the root causes of issues to **prevent** them from occurring.

3.2 The suggested approach is to frame the lines of inquiry in an active and challenging way, such as: "*What needs to change to enable public services/statutory partners in Wales to…*"

3.3 In addition to the Sustainable Development Principle, the lines of inquiry could potentially also take account of the following approaches:

- The former 'Hallmarks of Effective Partnership' originally developed as part of the Assessment of Policing & Community Safety (APACS) but still used in Overview & Scrutiny of English CSPs –
  - ✓ Empowered & Effective Leadership
  - ✓ Intelligence-led business process
  - ✓ Effective & Responsive Delivery Structure
  - ✓ Visible & Constructive Accountability
  - ✓ Appropriate Skills & Knowledge
- Traditional Best Value/Improvement in Wales type thematic inspection questions;
- The SWOT model (Strengths, Weaknesses, Opportunities & Threats);
- Appreciative Inquiry approach (e.g. 'Constructing Positive Provocations');
- A combination of the above (e.g. appreciative inquiry for citizen 'involvement' but Five Ways/Hallmarks for professionals).

3.4 The following have been proposed as key lines of inquiry that combine both the Sustainable Development Principle and the Hallmarks of Effective Partnership:

1. What needs to change to enable public and third sector services in Wales to maximise/establish and sustain intelligence-led business processes that identify the root causes of community safety issues in order to **prevent** them from occurring?
2. What needs to change to enable public and third sector services in Wales to establish and sustain effective and responsive delivery structures that work **collaboratively** to find **long-term** solutions to community safety issues?
3. What needs to change to enable public and third sector services in Wales to better **integrate** community safety strategic assessments and plans into other statutory assessment and planning processes (e.g. Programme for Government, PSB single planning processes, Police & Crime Plans)?
4. What needs to change to enable public and third sector services in Wales to provide visible and constructive accountability around community safety issues that engages and **involves** a diversity of the population in the decisions that affect them?

3.5 **Recommendation:** That a version of the four key lines of inquiry outlined in *3.4* are adopted as the core approach for the review, although leaving scope for use of other approaches outlined in *3.3* (e.g. appreciative inquiry) for specific activities.

4.   Community Safety Strategic Assessment & Planning Refresh

4.1 Police & Crime Commissioners in Wales have begun to work with their local partners to refresh the way in which community safety is delivered in local areas within each force and activity is already in progress in a number of areas. Each Commissioner is working with the Chief Constable and local authorities to revive community safety work in their area and will provide information on progress to inform the work of the Oversight Group.

4.2 Analysis of the refresh and how successful it has been will be undertaken once the Police & Crime Commissioners have completed this piece of work and there may be opportunity for a 'findings and lessons learned' workshop hosted by the PCCs and their teams.

4.3 Although the analysis of the refresh could be framed using the agreed lines of inquiry, it may prove more effective to utilise a more traditional SWOT approach or similar.

5.   Desktop Review:

5.1 Research and analysis of a wide range of existing evidence and data can also be commenced with immediate effect and the potential source material for this desktop review could include:

- Evidence from any recent CSP/PCC scrutiny inquiries within Wales?
- Evidence gathered for the WAO report?
- Any contemporary and relevant academic research papers?
- Any citizen consultation data recently collected around CS themes (e.g. PCCs, PSBs)?
- Any recent and relevant thematic inspection regime reports within Wales (e.g. HMI on ASB, partnership working or offender management)?
- Data collected for any recent C&DA 1998 'audits'?
- Data collected for current PSB well being assessments?
- Data collected for any recent HSC&WB needs assessments?
- Evidence gathered for any other recent relevant reports/case studies (e.g. Safe Lives)
- Evidence-based reviews or evaluation of 'effective practice' elsewhere in the UK – Scotland, Northern Ireland, England (particularly Manchester/Birmingham mayoral models)
- Evidence-based reviews or evaluation of 'emerging practice' within Wales

5.2 In order to provide a clear focus for the analysis of such materials, it is recommended that the agreed 'lines of inquiry' (*3.4*) are also utilised by those tasked with undertaking the desktop review and analysis. Oversight Group members are also encouraged to highlight suitable documentation for consideration.

5.3 Post-graduate research and analysis support on a pro bono basis has been offered by Cardiff University's Criminology Department, working through the Welsh Centre for Crime & Social Justice (WCCSJ). A memorandum of understanding has been drafted and discussions are currently taking place between Welsh Government's Knowledge & Analytical Service and the university to finalise this arrangement. This support will extend to analysis of the consultation evidence (see *section 6* below).

5.4 It is envisaged that this support could be enhanced by co-operation with other analytical resources offered via the Oversight Group and through links with analyst networks such as the Integrated Research Analytics & Performance (IRAP) executive committee and working group established via IOM Cymru Board.

5.5 **Recommendation:** That the Oversight Group endorses the approach outlined in *section 5* and considers available source material for review and analysis.

6.   Consultation:

6.1 As outlined in the recent statement by the Cabinet Secretary for Communities and Children (9 March), the review will need to be "as inclusive as possible", and engaging and involving both devolved and non devolved agencies. In the spirit of the Well-being of Future Generations Act and the Sustainable Development Principle, it will also need to involve the diversity of citizens likely to be affected by the final recommendations of the review.

6.2 At the same time it is important to avoid the creation of a 'review industry' and to seek to maximise the use of existing resources and exploit existing networks and structures, only adding if there are obvious gaps to be filled. To this end, initial 'stakeholder mapping' is being undertaken with the aim of engagement over the coming months using the agreed lines of inquiry. The review team, including Oversight Group members, are therefore encouraged to utilise their existing networks and involvements to stimulate discussion and responses based around the agreed lines of inquiry.

6.3 Other consultation tools recommended for consideration include:

- Eliciting individual 'expert' written responses or submission of evidence;
- Creation of a narrative-focused web-based survey (e.g. SenseMaker);
- Use of a branded social media campaign (e.g. #SaferCommunities Twitter feed);
- Conducting a small number of structured interviews with representative sample of key stakeholders;
- Organising specific focus groups or workshops (could be held as part of existing/established meetings such as IOM Cymru and AWCJB);

- Use of Kafka-model activity with individuals or small groups for the examination of specific case studies (e.g. to test administrative complexities or user experience);
- Arrange to 'shadow' specific projects/activities – particularly emerging or innovative practice;
- Conduct site visits to evidence-based or evaluated effective practice.

6.4 Evidence gathered using one or more of these consultation tools will also be analysed as outlined in *section 5*.

6.5 **Recommendation:** That the Oversight Group endorses the approach outlined in *section 6* and agrees which additional consultation tools (*6.3*) the review team should adopt, with particular attention to meeting citizen involvement requirements.

7. Testing Draft Recommendations

7.1 Once the Oversight Group has had the opportunity to consider the analysis and findings from the evidence gathering phases outlined in *sections 4-6* and drawn together a number of evidence-based recommendations within the scope (as detailed in the terms of reference), it is suggested that a final 'reality check' testing of the draft recommendations is undertaken.

7.2 In addition to publishing the draft recommendations, alongside the key findings of the review, it is proposed to co-ordinate a limited number of regional multi-agency *Working Together for Safer Communities* Review events around Wales during the early Autumn. These events could be 'hosted' by existing regional networks – such as the Safer Gwent regional community safety partnership board or North Wales Safer Communities Board.

7.3 The format of these events will be based around some form of summary presentation of the key findings and the recommendations followed by facilitated interactive discussion to 'test' the recommendations, the rationale behind them and potential issues arising from them.

7.4 **Recommendation:** That the Oversight Group endorses the approach outlined in *section 7*.

8 Resource Requirements

8.1 Welsh Government has made arrangements for a secondee with expertise in the community safety field to lead and co-ordinate review activity on behalf of the Oversight Group, along with analysis and research support provided by WCCSJ.

8.2 **Recommendation:** That the Oversight Group considers the potential additional resource requirements of this paper and how best to meet them.