The Welsh Government Working Together for Safer Communities Oversight Group

Working Together for Safer Communities Project

Working Together for Safer Communities (Community Safety Partnerships) Review 2017

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Executive Summary

Introduction

During 2015 and 2016 staff at the Wales Audit Office, on behalf of the Auditor General for Wales examined whether the Welsh Government, the four Police and Crime Commissioners and the 22 Local Authorities were working together effectively to tackle community safety issues in Wales (Thomas, 2016). The Auditor General concluded that there was no coordinated strategic approach to community safety in Wales due to a number of complex reasons related to organisational responsibilities, which weakened leadership and accountability, and could undermine the potential for people to stay safe (Thomas, 2016).

In response to the recommendations made by the Auditor General (Thomas, 2016: 12), the Welsh Government commissioned the Working Together for Safer Communities Project and set up the Working Together for Safer Communities Oversight Group to oversee the response to the recommendations made.

Aim and Objectives

The main aim of this Research is to assist the 'Working Together for Safer Communities Oversight Group' in achieving its main purpose of establishing a sustainable approach to partnership working in Wales to deliver safer communities for future generations, by utilising the four agreed key lines of enquiry (Carr, 2017: 9) described above. This may be achieved by meeting the following three objectives:
1. To develop a Baseline Assessment of Community Safety Partnership (CSP) service provision across Wales.
2. To review how community safety issues are identified and addressed from the Baseline Assessment.
3. To recognise the 'enablers' and 'barriers' to identifying, preventing and resolving community safety issues and to delivering appropriate and effective community safety services.

Methodology

Having considered the quantitative, qualitative and mixed methods research methodologies and the rationale for using such research methodologies, this research will use a qualitative methodology. The qualitative research method used was a postal survey self-completion questionnaire.

The Postal Survey Self-Completion Questionnaire

A postal survey self-completion questionnaire was believed to be the most efficient and effective method of systematically collecting qualitative data from a population of 22 Community Safety Partnerships (CSPs) (coterminous with the 22 Unitary Authorities), spread across the geographical area of Wales.

For the purpose of the postal survey self-completion questionnaire component of this research, the unit of analysis was specified as each individual respondent involved in the management of community safety and/or in the provision of VAWDASV services to women and girls across Wales from the 22 CSPs. The total number of self-completion questionnaires returned was 14. However, the total number of CSPs (including merged CSPs) to return a completed Questionnaire was 13 (out of 19 CSPs), providing an overall response rate of 68.42 percent.

Findings, Conclusions and Recommendations

Respondents
The titles (and roles) of the respondents (Community Safety Managers) from CSPs across Wales, were found to be quite varied.

Recommendation 1: The title and role of each individual who is responsible for community safety within a CSP be standardised to ensure corporacy across Wales. For example; the title of Community Safety Manager may be appropriate, with the role of the manager being determined by a central governing board for community safety in Wales.

Community Safety Issues/Problems

The findings indicated that the importance of community engagement in identifying community safety issues/problems is being underestimated, which may be for a number of reasons, including a reduction in funding and resources.

The findings suggest that there is a lack of knowledge and understanding of the National Intelligence Model (NIM) within CSPs and in particular, community intelligence. There appeared to be a greater understanding of problem-solving amongst respondents. However, only one respondent mentioned 'evaluation' in the problem-solving process and one respondent mentioned the police use of the NIM in problem-solving.

Recommendation 2: Consideration should be given to the implementation of further learning and development for all CSP staff and their managers, in relation to the importance of community engagement and the various engagement techniques available.

Recommendation 3: Consideration should be given to the implementation of further learning and development for all CSP staff and their managers, in relation to the NIM in general and to strategic assessments, control strategies, the tasking and coordinating process, and community intelligence in particular.

Recommendation 4: Consideration should be given to the implementation of further learning and development for all CSP staff and their managers, in relation to problem-solving and in particular the use of members of the community in problem-solving, through community engagement and community intelligence.

Community Safety Services

The main services provided by CSPs to address any identified issues/problems were found to include; ASB services, VAWDASV services, substance misuse services and Channel Project services. Respondents identified a plethora of services that were provided by CSPs five to 10 years ago, which are no longer provided today.

Recommendation 5: Consideration should be given to raising the status of community safety within all partner agencies that form CSPs, which may be achieved by a central governing board for community safety in Wales.

Enablers and Barriers

A number of common themes emerged when considering what enablers and barriers there were for service providers to establish, maximise and sustain their services and for the processes necessary to establish effective, responsive and collaborative delivery structures; the integration of community safety strategic assessments and the provision of visible and constructive accountability for community safety issues and problems.

The most consistently recurring themes that enable the processes highlighted above to reach positive outcomes were: Good Leadership, Management and Accountability; Funding and Resources and Effective Partnership Working. Other enablers across these processes include: Learning and Development; Professional Expertise; Statutory Requirements; Engagement and Communication; Effective Community Engagement and Planning and Accountability.

Similarly, the most consistently recurring themes that provided barriers to the processes highlighted above from reaching positive outcomes were the converse of the enablers above: Poor Leadership, Management and Accountability; Lack of Funding and Resources and Ineffective Partnership Working. Other barriers to these processes include: Poor Performance Management; Lack of Analytical Capacity and Lack of Community Engagement.

Recommendation 6: A central governing board for community safety in Wales, should ensure that they support the positive enablers and address the negative barriers to service provision and the processes to establish effective, responsive and collaborative delivery structures; the integration of community safety strategic assessments and the provision of visible and constructive accountability for community safety issues and problems.

Recommendation 7: A central governing board for community safety in Wales, should ensure that there is good strong leadership, good management structures, (including planning and performance management) and good accountability procedures in place within each CSP, which provides corporacy and consistency across Wales, and meets all statutory requirements.

Recommendation 8: A central governing board for community safety in Wales, should ensure that there is sufficient analytical capability within each CSP, (preferably capable of being networked across Wales), which will not only assist with intelligence-led business processes, but also with problem-solving and performance management.

Recommendation 9: Consideration should be given to the development of professional expertise within each CSP, through learning and development processes and via mentoring, to ensure succession planning for CSP staff and mangers.

Recommendation 10: In addition to Recommendation 2, consideration should also be given to the development of a corporate community safety engagement and communication strategy across Wales.

Recommendation 11: A central governing board for community safety in Wales, should address the disparity in service provision and the processes to establish effective, responsive and collaborative delivery structures; the integration of community safety strategic assessments and the provision of visible and constructive accountability for community safety issues and problems.

It is hoped that the findings and recommendations from this research may assist the 'Working Together for Safer Communities Oversight Group' in achieving its main purpose of establishing a sustainable approach to partnership working in Wales to deliver safer communities for future generations.

Introduction

During 2015 and 2016 staff at the Wales Audit Office, on behalf of the Auditor General for Wales, examined whether the Welsh Government, the four Police and Crime Commissioners and the 22 Local Authorities were working together effectively to tackle community safety issues in Wales (Thomas, 2016). The Auditor General concluded that there was no coordinated strategic approach to community safety in Wales due to a number of complex reasons related to organisational responsibilities, which weakened leadership and accountability, and could undermine the potential for people to stay safe (Thomas, 2016).

The Auditor General also made seven recommendations for the improvement of community safety provision in Wales, which included; improved strategic planning and partnership working, the creation of comprehensive action plans, the review of grant funding arrangements, effective performance management, a revision of the systems for managing community safety risks and improved engagement and communication with local people (Thomas, 2016).

In order to make the recommended improvements highlighted by the Auditor General, the Welsh Government commissioned the Working Together for Safer Communities Project and set up the Working Together for Safer Communities Oversight Group to oversee the response to the recommendations made.

Working Together for Safer Communities Project

In working to fulfil its main purpose of establishing a sustainable approach to partnership working in Wales to deliver safer communities for future generations, the Working Together for Safer Communities Oversight Group will need to:

- Provide effective leadership to the public service in Wales that supports the delivery of safer communities.
- Contribute to the achievement of the well-being objectives within the *Taking Wales Forward* Programme for Government.
- Establish the sustainable approach to partnership working within the Welsh Government Strategies for the four defined areas of work: *Prosperous and Secure; Healthy and Active; Ambitious and Learning; and United and Connected.*
- Provide an appropriate and considered response to the Auditor General's *Community Safety in Wales* report and recommendations.

In order for this to be achieved, the Working Together for Safer Communities Oversight Group commissioned the University of South Wales to undertake a review of Community Safety Partnerships (CSPs) across Wales, utilising four agreed key lines of enquiry (Carr, 2017: 9) as follows:

- 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?
- 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?
- 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)?
- 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?

Aim and Objectives

The main aim of this Research, therefore is to assist the 'Working Together for Safer Communities Oversight Group' in achieving its main purpose of establishing a sustainable approach to partnership working in Wales to deliver safer communities for future generations, by utilising the four agreed key lines of enquiry (Carr, 2017: 9) described above.

This may be achieved by meeting the following three objectives:

1. To develop a Baseline Assessment of Community Safety Partnership (CSP) service provision across Wales.
2. To review how community safety issues are identified and addressed from the Baseline Assessment.
3. To recognise the 'enablers' and 'barriers' to identifying, preventing and resolving community safety issues and to delivering appropriate and effective community safety services.

Contextual Information

Community Safety in the United Kingdom

In 1991, The Home Office Standing Conference on Crime Prevention chaired by James Morgan, which is commonly referred to as the Morgan Report (Home Office, 1991) made 19 main recommendations in relation to crime prevention and community safety. Recommendation five of the report advocated that local authorities 'should have clear statutory responsibility for the development and stimulation of community safety and crime prevention programmes' (1991: 6). However, it was not until 1997 that the Home Office produced a consultation document, 'Getting to Grips with Crime: A New Framework for Local Action' (Home Office, 1997), which set out the Government's intention to introduce legislation, in the form of a Crime and Disorder Act, 1998 (Home Office, 1998) to ensure that key partners worked together with communities to actively reduce crime and increase community safety. This document not only acknowledged the importance of the Morgan Report, but emphasised the introduction of the concept of community safety.

The Crime and Disorder Act was enacted in 1998 and Section 5 of the Act (Home Office, 1998: 5-6) placed a statutory obligation on the 'responsible authorities' (the local authorities and the police service of England and Wales), to 'act in co-operation with' police authorities, the probation service, health authorities and any other person or body 'prescribed by order of the Secretary of State' for Home Affairs (the Home Secretary). Furthermore, Section 6 of the Act (Home Office, 1998: 6) also placed an obligation on the responsible authorities to 'formulate and implement' a crime and disorder reduction strategy and Section 17 (Home Office, 1998: 14) placed a duty on authorities 'to prevent, crime and disorder in its area'. This saw the creation of Crime and Disorder Reduction Partnerships (CDRPs) in England and Community Safety Partnerships (CSPs) in Wales (Home Office, 1998).

In the police reform, White Paper; 'Building Communities, Beating Crime: A Better Police Service for the 21st Century' (Home Office, 2004: 158) the Government announced that it would be undertaking a detailed review of the partnership provisions of the Crime and Disorder Act, 1998, as amended by the Police Reform Act, 2002 (Home Office, 1998; 2002). In 2006 the Home Office published the findings of the review and as part of the Government's delivery programme they outlined their intention to adapt the 'principles and practices behind NIM [National intelligence Model]' to ensure that partnership working became intelligence-led and actually tackled the problems highlighted by communities (Home Office, 2006c: 3). This was also reiterated in the Communities and Local Government (CLG) White Paper of the same year, to encourage partnerships to focus their 'action on the drivers of crime, anti-social behaviour and substance misuse' (Home Office (CLG), 2006: 8).

Community Safety and the National Intelligence Model

In 2000, the National Criminal Intelligence Service (NCIS) created the NIM as a business excellence model, which considers inputs, processes and outputs (NCIS, 1999; 2000; 2002). The NIM has five main elements, which are essential to business planning and performance management; the Tasking and Coordinating Process, Analytical Products, Intelligence Products, Knowledge Products and System Products. The Tasking and Coordinating Process takes place on a number of levels, which is generally based on geographical areas and the seniority of the participants in the process. Analytical Products are prepared by specialist analysts as a result of the analysis of information from a number of sources. Intelligence Products are generally divided into Strategic Assessments, Tactical Assessments, Target (Subject) Profiles and Problem Profiles. Knowledge Products are a range of products that assist in

professionalising the business model, creating protocols and defining effective practice for the processes used within the model. System Products are associated with the information and communication technology systems that support the processes for the collection, retention, analysis, use, evaluation and deletion of information.

The Strategic Tasking and Coordinating Group produce a strategic assessment, which takes into consideration Government policy, aims and objectives, police and partnership aims and objectives, and information provided by the analytical products mentioned above. The Government directed that all CDRPs in England produced a joint strategic assessment by April 2008. The Welsh Assembly Government (WAG) extended this period to April 2009 for CSPs in Wales. The aim of the strategic assessment is to highlight and prioritise problems, such as crime and disorder, criminal activity, persistent offenders (targets or subjects) and local issues (problems), which have been identified in the geographical area, for which the Strategic Tasking and Coordinating Group has responsibility. The assessment should also be instrumental in developing the intelligence requirement for the area. This should allow senior managers to manage and coordinate their response as part of their business plan. The strategic assessment should be reviewed every three months (NCIS, 2000; ACPO, 2006b).

As a result of this assessment a control strategy should be developed, which should outline the priorities identified by the group and control the focus of operational response and activity for that geographical area (NCIS, 2000; ACPO, 2006b). The NIM was designed to operate at three levels; Level One (Local Level), Level Two (Cross Border Level) and Level Three (National and International Level). Level One is concerned with local crime and disorder issues, which can be managed locally

at a police Basic Command Unit (BCU) level. Level Two is concerned with crime and disorder issues, which cross borders between BCUs in one force or borders between neighbouring forces and thus, should be managed at a regional level. Level Three is concerned with serious and organised crime and disorder issues, which require national or international management (NCIS, 2000; ACPO, 2005).

Stoner and Ridgman (2006) undertook a study of the Crime and Disorder Act Review implementation process and as part of their consultation they found that for the NIM to work effectively in partnerships, there needed to be robust information sharing processes and a clear understanding of the different cultures that exist within the partner agencies. Partnership strategies should therefore, take into account short, medium and long-term problem-solving initiatives as part of the NIM process to accommodate the inevitable cultural issues and priorities. For example, the police tend to deal with critical incidents in a relatively short timescale, whereas local authorities tend to plan their service provision and engagement over a far longer period.

Community Safety and Problem-Solving

Herman Goldstein is credited with being the first to develop the concept of problem-oriented policing, the foundations for which originated in his book entitled; 'Policing a Free Society' (Goldstein, 1977). He developed this concept further in an article entitled; 'Improving Policing: A Problem-Oriented Approach' (Goldstein, 1979) and in greater detail in a later book; 'Problem Oriented Policing' (Goldstein, 1990). It was to effectively tackle behavioural and social problems, (many of them crime and disorder problems), that Goldstein (1979) put forward his problem-oriented approach to policing by arguing that problems should be defined with greater specificity, should be researched and alternative responses should be explored.

Eck and Spelman (1987) are believed to be the first to use the term 'problem-oriented policing' in 1984, in their research into solving persistent community problems in Newport News, United States of America (USA). Eck and Spelman (1987: xix-xx) give credit to the Newport News Police Department Task Force, for designing a four-stage problem solving process, involving Scanning, Analysis, Response and Assessment (SARA). This process is now commonly referred to as the SARA problem solving model and is widely used by policing agencies in the United Kingdom (UK) and USA. The analysis stage of the SARA process also utilises the Problem Analysis Triangle (PAT), which has developed out of environmental criminology and in particular, Routine Activity Theory.

Routine Activity Theory was originally promulgated in the late 1970s by Cohen and Felson (1979) and Felson and Cohen (1980), and was based on

Human Ecology Theory, as espoused by Hawley (1950). Cohen and Felson (1979: 589) argue that a predatory crime occurs when a motivated offender and a suitable target come into direct-contact in space and time in the absence of a capable guardian. This theory has been further developed by Felson (1986; 1987; 1995) and Eck (1995) and is summarised by Eck (2003: 88) as follows: '… a crime is highly likely when an offender and a target come together at the same place at the same time, and there is no one nearby to control the offender, protect the target, or regulate conduct at the place'. This statement can also be expressed in diagrammatic form, as the Routine Activity Theory Problem Analysis Triangle, where the Handler controls the Offender, the Guardian protects the Target or Victim and the Manager regulates conduct at the Place. (See Figure 1 below).

Figure 1: Routine Activity Theory Problem Analysis Triangle
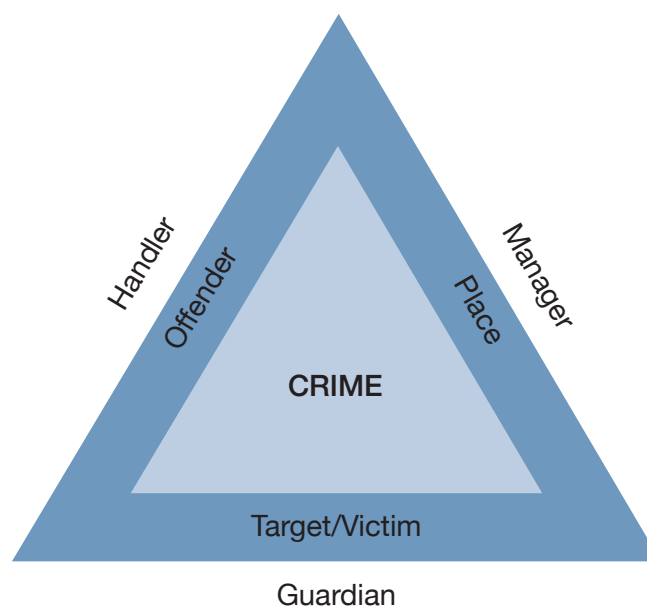
Adapted from the 'Routine Activity Theory's Crime Triangles' (Eck, 2003: 89)

Read and Tilley (2000: vi & 11) have identified a number of strengths and weaknesses of problem-oriented policing and introduced the acronym 'PROCTOR' (PROblem, Cause, Tactic or Treatment, Output and Result) as an alternative to the SARA model. Other alternatives, such as the 5Is Model (Intelligence, Intervention, Implementation, Involvement and Impact) (Ekblom, 2008) and CAPRA (Clients, Acquire/Analyse information, Partnerships, Response and Assessment of action taken) (Royal Canadian Mounted Police, 2008) have also been suggested.

Attempts have also been made to include greater community involvement in crime and disorder problem-solving (Forrest, Myhill & Tilley, 2005; Innes, 2005) and to introduce problem-oriented partnerships (Lancashire Constabulary, 2003). Bullock and Tilley (2009: 382) describe problem-oriented partnerships as follows:

'Problem-oriented partnerships' describe larger or smaller groups (including statutory police services, but extending beyond them) that aim to reduce, ameliorate or remove significant community crime-related crime and disorder issues that it is the responsibility and/or interest of members to address them.

Bullock, Erol and Tilley (2006: 171) suggest that in practice there is a mixture of problem-oriented policing/partnerships and ad hoc problem solving taking place between the police and their partners, which is indicated by the shaded area 'E' in Figure 2 below. The amount of problem-oriented work using the full SARA process is relatively small and is represented by areas 'A' and 'C'. Partnership problem solving occurs in the area designated as 'D' and only appears to deal with standard issues using standard methods and analysis. The area of police only/ad hoc problem solving shown as area 'B', may involve some use of the National Intelligence Model (NIM). Even the work being undertaken at 'E' falls short of Goldstein's vision of problem-oriented policing, but does show some tentative steps away from the traditional incident oriented policing.

Figure 2:   Problem-Oriented, Policing, Partnership and Problem Solving
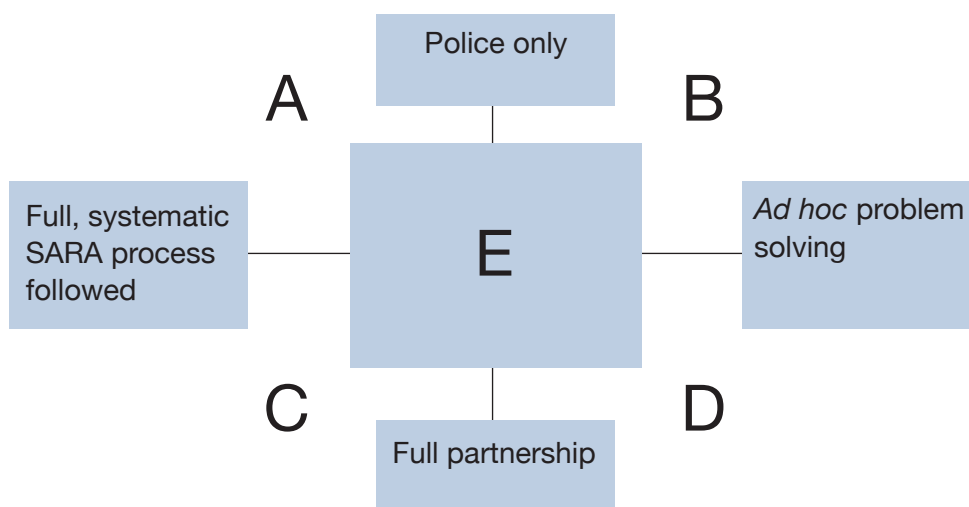
Adapted from Problem-Oriented Policing and Partnerships (Bullock, Erol & Tilley, 2006: 171)

From the research conducted by Bullock, Erol and Tilley (2006) it would appear that the integration of problem-oriented policing with the NIM is at best ad hoc, even though the NIM as a business model could be utilised to deliver problem-oriented policing (John and Maguire, 2003; Tilley, 2003). Another factor which may have contributed to the lack of integration is the competition between other alternative styles of policing such as; reassurance policing, neighbourhood policing, knowledge-based policing, evidence-based policing and in particular, intelligence-led policing (Cordner and Biebel, 2005; Herbert, 2005; Tilley and Scott, 2012).

By integrating problem solving within the NIM it would enhance the NIM products and should provide more successful and sustainable solutions to the problems identified (Kirby and McPherson, 2004; McPherson and Kirby, 2004: 24). The CDRPs in England (now CSPs) and CSPs in Wales are essential to this process and the NIM enables partners to share information and intelligence, and to influence strategic and tactical tasking and coordinating processes.

Community Safety and Community Engagement

Myhill (2006: 8) defines community engagement in policing as follows:

The process of enabling the participation of citizens and communities in policing at their chosen level, ranging from providing information and reassurance, to empowering them to identify and implement solutions to local problems and influence strategic priorities and decisions.

The police, citizens and communities must have the willingness, capacity and opportunity to participate. The Police Service and partner organisations must have a responsibility to engage and, unless there is a justifiable reason,

the presumption is that they must respond to community input.

At the heart of this definition is the proposal that the engagement process enables members of a community to become involved in and influence policing at a level that is most appropriate for that individual or the community. However, this definition may be equally applicable to CSPs. Thus, community engagement with a CSP allows members of the community to express their needs, fears and expectations of community safety, including the fear of crime and perceived risks, threats and harms to the community and for the CSP to respond by providing a service that the community wants and not what the CSP believe the community wants (Lowe and Innes, 2012). It also allows the CSP to gather community information and intelligence on many issues, including anti-social behaviour, organised crime and terrorism.

To ensure comprehensive and effective community engagement, it may first be necessary to identify a community or neighbourhood, prepare a neighbourhood profile, identify a Key Individual Network (KIN) and undertake a partnership resource audit. This process may serve to enhance the quality and completeness of community engagement, as it could provide the information necessary to develop bespoke engagement techniques for every section of our diverse communities. In order to engage with the more-hard to reach or hard to hear groups, it may be necessary to use a combination of engagement techniques that are tailored to individual needs and consideration may need to be given to other factors, such as; race, gender, sexual orientation, disability, age, religion, faith, ethnicity and culture (NPIA, 2010).

The 'Practice Advice on Professionalising the Business of Neighbourhood Policing' (ACPO, 2006a: 15) highlights a number of critical success factors for community engagement, which has been modified for CSP use:

- *Sharing resources with local authorities to develop community engagement plans.*
- *An approach to neighbourhood engagement that goes beyond public meetings to include, for example, street briefings, house-to-house calls, 'have a say' days, use of KIN and other innovative methods.*
- *Tailoring community engagement processes to the specific needs of individual communities – including … going to the community rather than expecting communities to come to them.*
- *Ensuring that engagement strategies specifically address the needs of hard-to reach/hear groups and minority groups.*
- *Dedicating [Officers] … to neighbourhoods in order to increase community engagement.*
- *Developing … visibility and familiarity to incorporate accessibility and the delivery of interventions to improve public confidence.*
- *Using community engagement processes as opportunities to actively involve community participants in problem-solving processes.*

Rogers and Robinson (2004: 50) argue that community engagement can assist in building stronger active communities through; 'socialisation' (informal social controls), 'guardianship' (social support networks) and 'information flows' (providing public bodies with information on how services could be made more effective). Thus, community engagement may be considered a key factor in the development of community cohesion, citizen focused services, problem solving and community intelligence (NPIA, 2009).

Community Safety and Statutory Requirements

The Home Office Police and Crime Standards Directorate (PCSD) outlined 'six hallmarks of effective practice' for CDRPs and CSPs, namely; (1) Empowerment and effective leadership, (2) Intelligence-led business processes, (3) Effective and responsive delivery structures, (4) Engaged communities, (5) Visible and constructive accountability and (6) Appropriate skills and knowledge. Each of the six hallmarks is comprised of two main elements, namely; 'new statutory requirements for partnership working' and 'suggested practice to achieve increased effective partnership working, using the statutory requirements as a foundation' (Home Office (PCSD), 2007: 11).

The new statutory requirements for partnership working were introduced under Sections 19 to 22 and Schedules 8 and 9 of the Police and Justice Act, 2006 (Home Office, 2006b), which amended the Crime and Disorder Act, 1998 (Home Office, 1998). These statutory requirements came into force in August 2007 in England and November 2007 in Wales.

Section 115 of the Crime and Disorder Act, 1998 (Home Office, 1998) as amended by the Police Reform Act, 2002 (Home Office, 2002) and the Police and Justice Act, 2006 (Home Office, 2006b) identified the responsible authorities within these partnerships as the police, police authorities, local authorities, local probation boards, fire and rescue authorities, strategic health authorities, primary care trusts, local health boards (in Wales) and registered social landlords.

The Police and Justice Act, 2006 (Home Office, 2006b) made it a statutory requirement for the responsible authorities to share certain anonymised data on a quarterly basis and to

prepare a strategic assessment annually. The Home Office also produced a number of Crime and Disorder (Formulation and Implementation of Strategy) Regulations to strengthen the obligation of the responsible authorities to conform to existing legislation (Home Office, 2007b; 2011b), to formulate and implement a strategy to reduce reoffending and to establish the Probation Service as a responsible authority on the CSP for a particular area, rather than just a co-operating body (Home Office, 2009; 2010a: 1; 2010b: 11-14).

As a result of the 2007 Regulations (Home Office, 2007b) the Home Office recommended that partnerships adopt the NIM 'as a framework for partnership working' (Home Office (PCSD), 2007: 126) and produced a toolkit to assist CSPs in the development of their strategic assessments (Home Office, 2007a).

In November 2012 police authorities were replaced by elected Police and Crime Commissioners (PCCs), which were introduced under Section 1 of the Police Reform and Social Responsibility Act, 2011 (Home Office, 2011a: 1-2). Section 5(10) of the Police Reform and Social Responsibility Act, 2011 (Home Office, 2011a: 6) requires a PCC to send a copy of their police and crime plan to the relevant chief constable and responsible authorities for that police area. Sections 10(1) and 10(2) of the same Act (Home Office, 2011a: 10) requires a PCC for a police area to 'have regard to the relevant priorities of each responsible authority' and for the PCC and responsible authority when exercising their functions to 'act in co-operation with each other'.

Community Safety in Wales

In 2007 the Wales Association of Community Safety Officers (WACSO) commissioned Edwards, Hughes and Tregidga (2007) to undertake research into the capacity of Community Safety Officers in Wales to meet the challenges posed by the 'six hallmarks of effective practice' required by the

Home Office PCSD (2007: 11). This research was believed to be the first comprehensive review of the work of Community Safety Officers in Wales.

The findings from this research indicated that, Community Safety Officers in Wales had various job descriptions and roles, and had to balance strategic planning with tactical practicalities. The capacity of CSPs to undertake community safety work across Wales also varied, CSPs used differing auditing processes to manage performance and disparate funding processes and sustainability were compounded by separate Home Office and Welsh Government targets. This appears to cause tension between central government drivers and those identified locally through two of the six hallmarks; 'intelligence-led business processes' and 'engaged communities' (Edwards, Hughes and Tregidga, 2007: 40-45; Home Office (PCSD), 2007: 11; Edwards and Hughes, 2008: 62-68; 2009: 77-79). Edwards, Hughes and Tregidga (2007: 52-58) suggest that the work of Community Safety Officers in Wales may be reformed by considering economies of scale (e.g. the regional amalgamation of CSPs) and a strategic and operational split in problem-solving (e.g. every CSP should appoint a Community Safety Manager with appropriate strategic problem-solving skills).

Cartwright's (2016) research on *Community Safety in an Age of Austerity*, focuses on the local governance regimes operating within Cardiff, (as the capital of Wales) and how they adapt to the current economic and political climate of austerity, particularly in relation to partnership working. Cartwright (2016) identified that there had been a radical reformulation of governing arrangements in Cardiff by integrating partnership structures, including CSPs into a single Cardiff Partnership Board. The Partnership Board had produced a 'What Matters' strategy (Cardiff Partnership Board, 2011), together with a strategic governing agenda for all partnerships for the period 2010 to 2020, with an emphasis on tackling social inequalities and responding to local priorities.

However, Cartwright (2016) found that there was a variance between the 'What Matters' strategy agenda and the tactical delivery of services, as practitioners were more influenced by their own immediate concerns and motivation, and perceived the governing arrangements to be more detrimental to community safety, as there were no clear lines of responsibility, and a reduction in operational oversight and community safety expertise. Thus, the attempt to integrate all partnership structures within Cardiff at a time of austerity, into a single Cardiff Partnership Board and organise all partnership work in line with the 'What Matters' strategy agenda appears to have failed, resulting in a degradation of community safety delivery (Cartwright, 2016).

In 2016 the Auditor General for Wales published an audit report on community safety in Wales (Thomas, 2016). For the purpose of the audit review the Auditor General judged the effectiveness of the delivery of community safety against the same 'six hallmarks of effective practice' for CSPs, as proposed by the Home Office PCSD in 2007 (Home Office (PCSD), 2007: 11; Thomas, 2016: 9). The main conclusion reached by the Auditor General was that; 'complex responsibilities make it difficult for public bodies to coordinate a strategic approach to community safety, which weakens collective leadership and accountability and undermines the potential to help people stay safe' (Thomas, 2016: 10).

This conclusion was based on the findings that; policy responsibilities are split between the UK Government, the Welsh Government and Local Authorities, policing in Wales is not devolved, no single body takes the lead or responsibility for community safety in Wales, the Welsh Government has no single strategy for community safety and has been focussed on delivering the Programme for Government, community safety plans are not based on good quality information and intelligence, changes to funding processes and reductions in budgets mean that current community safety

structures may not be sustainable, and as there are no statutory performance indicators, performance management is ineffective (Thomas, 2016).

The Auditor General also made seven recommendations for the improvement of community safety provision in Wales, which included; improved strategic planning and partnership working, the creation of comprehensive action plans, the review of grant funding arrangements, effective performance management, a revision of the systems for managing community safety risks and improved engagement and communication with local people (Thomas, 2016: 12).

As a result of these findings and the recommendations made by the Auditor General (Thomas, 2016), it became evident that it would be necessary to undertake a review of CSPs in Wales to develop a baseline assessment of CSP services across Wales, including the identification of community safety issues, the services necessary to address those issues and the 'enablers' and 'barriers' to effectively identify and address those issues.

Methodology

Grix (2002: 179) suggests that research methodology 'is concerned with the logic of scientific inquiry; in particular with investigating the potentialities and limitations of particular techniques or procedures'. Having considered the quantitative, qualitative and mixed methods research methodologies and the rationale for using such research methodologies, this research will use a qualitative methodology.

Creswell (2003: 21) suggests that; '… a qualitative approach is one in which the inquirer often makes knowledge claims based primarily on constructivist perspectives (i.e., the multiple meanings of individual experiences meanings socially and historically constructed, with an intent of developing a theory or pattern) or advocacy/participatory perspectives (i.e., political, issue-oriented, collaborative, or change oriented) or both'. Thus, a qualitative methodology is used to gather 'open-ended' information from an 'open-ended' process, particularly during interviews with participants (Creswell and Plano Clark, 2007: 6; Kidder and Fine, 1987: 59-60) and is 'much more fluid and flexible than quantitative research in that it emphasizes discovering novel or unanticipated findings', which may provide a better understanding of the phenomena being researched (Bryman, 1984: 78; Creswell, 2009; Vasilachis de Gialdino, 2009; Denzin and Lincoln, 2011).

Research methods aligned to this research methodology include; social surveys (questionnaires), case studies, field studies, observational studies, interviews, descriptive studies and document studies (Newman and Benz, 1998; Denzin and Lincoln, 2011). This Research will therefore, utilise the qualitative research method of postal survey self-completion questionnaires.

Baseline Assessment of Community Safety Partnership (CSP) Service Provision Across Wales

The Postal Survey Self-Completion Questionnaire

Denzin (1978: 158) defines a survey as; 'a methodological technique that requires the systematic collection of data from populations or samples through the use of the interview or the self-administered questionnaire'. Neuman (2000: 247) also adds that; 'Surveys are appropriate for research questions about self-reported beliefs or behaviors', which also includes attitudes, opinions, characteristics, expectations, self-classification and knowledge.

A postal survey self-completion (or self-administered) questionnaire was believed to be the most efficient and effective method of systematically collecting data from a population of 22 Community Safety Partnerships (coterminous with the 22 Unitary Authorities), spread across the geographical area of Wales (Bryman, 2012: 233).

For the purpose of the postal survey self-completion questionnaire component of this research, the unit of analysis was specified as each individual respondent involved in the management of community safety and/or in the provision of services across Wales from the 22 CSPs. Potential respondents and partnerships were identified from lists of CSPs and Community Safety Managers/Coordinators provided by the Welsh Government Violence Against Women, Domestic Violence and Sexual Violence (VAWDASV) Sustainable Funding Model Task and Finish Group and the Welsh Government Working Together for Safer Communities Oversight Group.

Unfortunately, the lists provided were found to be inaccurate and many of the Community Safety Managers/Coordinators listed were no longer working in that role or had retired. Further enquiries by the Authors were necessary to establish the most up-to-date list of Community Safety Managers/Coordinators for use in this research. See Appendix 2: Working Together for Safer Communities Review Analysis Spreadsheet below for a full list of respondents.

Although there were 22 potential respondents identified (a population of 22), the authors decided that this population group would not be sampled and the whole population would be used in order to achieve the objectives of this research.

Twenty-two (22) postal survey self-completion questionnaires were sent individually via e-mail to an identified Community Safety Manager/Coordinator within each of the 22 Community Safety Partnerships, with an initial completion and return date of 14 days.
The self-completion questionnaire consisted of 11 pages, which included an introductory section (pages 1 to 2), followed by a personal and organizational details page (page 3), 18 qualitative open questions requiring a more contextualised response (pages 4 to 10) and an additional information page (page 11). See Appendix 1: Working together for Safer Communities Review Questionnaire below.

Follow up enquiries were made with those who had been sent a questionnaire initially, but had not responded within the requested completion and return date of 14 days. These enquires consisted of sending 16 reminder e-mails after an additional 21 days and a further 11 reminder e-mails after an additional 21 days, in an attempt to increase the response rate. Thus, a total of 49 individually addressed e-mails were sent to recipients over this period. This total, excluded e-mails in response to general enquires, which in turn generated additional e-mail trails.

Response Rates

Neuman (2000: 268) suggests that; 'A response rate of 10 to 50 percent is common for a mail survey'. Bryman (2012: 199) agrees and states that research studies suggest that response rates have declined over the last forty years, with some response rates being as low as 10 and 15 percent. Bryman (2012: 235) argues that when considering response rates, the researcher should not despair if they achieve a low response rate, as; 'The key point is to recognize and acknowledge the implications of the possible limitations of a low response rate'. Implications for the research include; the reduced number of respondents may not fully represent the sampled population, the increased possibility of bias and weakened validity (Bryman, 2012).

Bogen (1996) also suggests that basic follow up procedures can negate any distinction between questionnaire length and response rate. Neuman (2000) and Bryman (2012) agree that two or three follow up reminders can greatly increase response rates.

Results and Analysis

Twenty-two (22) self-completion questionnaires were sent via e-mail to an identified Community Safety Manager/Coordinator (or equivalent) within each of the 22 CSPs across Wales. However, it became evident that a number of CSPs had merged to form larger regional CSPs, (i.e. Conwy CSP had merged with Denbighshire CSP to form Conwy and Denbighshire CSP, Gwynedd CSP had merged with the Isle of Anglesey CSP to form the Gwynedd and Anglesey CSP, and Merthyr Tydfil CSP had merged with Rhondda Cynon Taf CSP to form Cwm Taf CSP).

Therefore, the changes outlined above had reduced the number of CSPs from 22 to 19 and the regionalisation of services had the potential to reduce the number of respondents even further. However, it was found that in one CSP, the Questionnaire was completed by more than one respondent, (e.g. the Flintshire CSP returned three completed Questionnaires).

Respondents

Even though the self-completion questionnaires were sent to an identified Community Safety Manager/Coordinator (or equivalent) within each of the 22 original CSPs across Wales, the titles (and roles) of the respondents were found to be quite varied. For example; Community Safety and Civil Contingencies Manager, Community Safety and Licensing Manager, Community Safety and Partnership Team Leader, Community Safety Delivery Manager, Community Safety Manager, Community Safety Officer, Community Safety Partnership Co-ordinator, Corporate Policy Manager, Equalities, Cohesion and Community Safety Manager, Partnership and Commissioning Manager, Partnership Coordinator, Policy Team Leader and Lead for Community Safety, Public Service Board Lead and Safer Communities Partnership Officer.

As with the Violence Against Women, Domestic Violence and Sexual Violence (VAWDASV) Sustainable Funding Model Review 2017 (Rogers & Thomas, 2017), there does not appear to be any continuity in the respondent type across the 19 (22) CSPs in Wales and it is thus difficult to assess if the roles of the respondents are similar due to the variance in job titles. See the Conclusions and Recommendations section below for further commentary.

Response Rates

The total number of self-completion questionnaires returned was 14. However, the total number of CSPs (including merged CSPs) to return a completed Questionnaire was 13 (out of 19 CSPs), providing an overall response rate of 68.42 percent. Five of the identified Community Safety Managers/Coordinators (or equivalent) indicated that they wished to participate in the research, but did not return a completed questionnaire. Thus, the Conwy and Denbighshire, Monmouthshire, Neath Port Talbot, Newport and Wrexham CSPs are not represented in this research. The Swansea CSP only completed the first two questions of the questionnaire and thus are only partially represented. One of the CSPs (Carmarthenshire) failed to respond to the request to complete the Questionnaire and thus, are also not represented in this research.

It would appear that the response rate may have been affected by a similar Welsh Local Government Association (WLGA) CSP Survey, which was being undertaken concurrently with this research and may have caused some confusion amongst potential respondents. One Respondent (R3) made the following comment:

> *I got confused between this one and the WLGA call for views which I have just submitted. Attached for your reference.*

Another Respondent (R14) made the following comment:

I met with [Name] this morning to discuss the CSP Review. [Name] has also received a r equest for information from WLGA so she has written a comprehensive response to the WLGA which will cover the review questionnaire as well. The response needs to be approved by our new CS Cabinet member. If you require any supporting papers please let me know and I would be happy to supply them.

A further Respondent (R19) made the following comment:

I have started to complete the Community Safety questionnaire, but this to has recently moved into my area and I am struggling to answer some of the questions, especially looking backwards – however I have attached a briefing I did for the WLGA which may be of use and I am meeting with the Welsh Government Working Together for Safer Communities Oversight Group in August to discuss. I have attached 2 PowerPoints we did recently whilst reviewing the SCP which may be useful for context.

Questions from the WLGA survey/review included the following:

How effective do you think Community Safety Partnerships have been over the past 4 years or so in tackling crime and disorder and promoting community safety? What has supported/enabled any successes and/or have there been any barriers/specific difficulties to progress you would wish to highlight?

Is there still the same level of commitment and involvement from partners in the work of CSPs? Are the statutory responsibilities of the CSP still being met? Please explain your response.

What effect, if any, has the changed and reduced funding mechanisms of CSPs had in terms of the work it can undertake? If resources have reduced, what impact has this had? Have you been able to secure appropriate levels of funding from PCCs? Have you been able to secure funding from other sources to support the work of your CSP?

What do you think could or needs to be changed/amended to make the work of CSPs more effective and impactful? How can they more effectively link in and influence the work of local/regional strategic partnerships (e.g. PSBs) and maximise impact?

What are your views on regional working in tackling community safety (with community safety highlighted as a potential area for regional working in WG's White Paper on local government reform)? Do you have any views on any preferred footprint or governance arrangements for working regionally on community safety issues?

Please feel free to add any other comments or observations you may wish to make (taking into account the Terms of the Review).

The analysis of the findings from the WLGA survey/review (when available) would provide additional information, but the questions in the survey/review appear to be outside of the Working Together for Safer Communities Oversight Group's four key lines of enquiry mentioned above.

The Postal Survey Self-Completion Questionnaire

The following is a summary of the responses received in relation to the 18 questions that appeared in the self-completion questionnaire. Questions 1 to 3 (Q1 to Q3) (Community Safety Issues/Problems) and Questions 4 to 7 (Q4 to Q7) (Community Safety Services) were concerned with Objectives 1 and 2 of this research, i.e. Developing a baseline assessment of CSP service provision and reviewing how community safety issues are identified and addressed. The remaining questions; Questions 8 to 18 (Q8 to Q18) (Enablers and Barriers) were concerned with Objective 3, i.e. Recognising the 'enablers' and 'barriers' to identifying, preventing and resolving community safety issues and to delivering appropriate and effective community safety services. See Appendix 2: Working Together for Safer Communities Review Analysis Spreadsheet below for a comprehensive analysis of the responses received.

Community Safety Issues/Problems

Question 1 (Q1) enquired into how CSPs identify community safety issues/problems within their areas. From the responses received it was found that of the **13** CSPs that participated in this research, over half (eight or 61.54 percent) directly referred to *community engagement,* which included; 'Your Voice' meetings, community meetings and an annual community engagement event, as a means of identifying community safety issues/problems. Seven CSPs (53.85 percent) use *monitoring* (e.g. anecdotal information, open source data, police data, partners data and incident data) and referrals (e.g. referrals from other agencies, elected members, the Third Sector and Problem-Solving Groups). Over a third of CSPs (five or 38.46 percent) use *strategic assessments*, whilst four CSPs (30.77 percent) use *community intelligence* (e.g. social media, neighbourhood watch and complaints/requests for service from members of the public) and *partner agency intelligence* (e.g. via multi-agency meetings

and monthly Anti-Social Behaviour (ASB) tasking processes). Two (15.38 percent) of the five CSPs who use strategic assessments also use *joint tasking and coordinating groups* to identify community safety issues/problems. Two further CSPs (15.38 percent) use *community profiling* as a means of identifying community safety issues/problems.

Other methods of identifying community safety issues/problems were found to include; Contact from Local Elected members, Partnership networking, Data analysis and performance management, Research, Visual Audits, Annual local partnership workshops, Questionnaire every three years to a panel of residents, Complaints from members of the public and councillors, Consultation exercises (surveys), Governance arrangements (strategy, policy, action plans, audits, and Home Office and Welsh Government directives), Neighbourhood management and Task and finish groups on topical matters.

Question 2 (Q2) asked; what intelligence-led business processes were in place to identify the root causes of these issues/problems and to prevent them from occurring. Over four-fifths (11 or 84.61 percent) of the CSPs that responded use *strategic assessments*, in their intelligence-led business processes. In relation to strategic assessments, only three CSPs (23.08 percent) mentioned they use *joint tasking and coordinating groups* in this process and only one (7.69 percent) mentioned the National Intelligence Model (NIM). Similarly, only one CSP (7.69 percent) mentioned a control strategy, but in the context that this was a 'police control strategy'. Also, three of the 11 CSPs that mentioned strategic assessments indicated that they were annual assessments. This would suggest that there is a lack of knowledge about the NIM within CSPs. See the Conclusions and Recommendations section below for further commentary.

Respondents from nine CSPs (69.23 percent) indicated that they use partner agency intelligence in their intelligence-led business processes. However, only three CSPs (23.08 percent) appeared to use *community engagement* and only one CSP (7.69 percent) used *community intelligence* in their intelligence-led business processes. The one CSP who did mention community intelligence, referred to it in the context of 'monitoring the impact' of action taken by the CSP on the community. Again, this would suggest that there is a lack of understanding about community engagement and particularly, community intelligence within CSPs. See the Conclusions and Recommendations section below for further commentary.

Five of the CSPs (38.46 percent) also indicated that they use data analysis, mainly from the police service, to monitor tensions in communities and to track changes and trends (e.g. in ASB, youth crime and sexual violence). Other sources of data included, data from partners, the Probation Service and the Home Office.

Other intelligence-led business processes used to identify the root causes of issues/problems and to prevent them from occurring were found to include; Wellbeing, future generation and population needs assessments, Public perception, Compass and Mosaic surveys, Multi-agency meetings, Referrals from other agencies, Regular review of cases to identify possible reoffenders, Steering groups, Operational groups (e.g. Trouble Shooting and Tension Monitoring Group), Networks (e.g. Safer and Cohesive Communities' Network), Neighbourhood Partnership Boards, Executive Boards, Local Service Boards (LSB), Public Safety Boards (PSB), Police and Crime Plans, Single Integrated Plans (via LSBs and PSBs), and Scanning, Analysis, Response and Assessment (SARA). Also, a small number of respondents chose to reiterated what they had stated in the previous question (Q1).

Similarly, **Question 3 (Q3)** asked; what problem-solving processes/models are in place to resolve these issues/problems and to prevent them from reoccurring. Just over half of the CSPs (seven or 53.85 percent) indicated that they use a specific model (i.e. the *SARA Model*) to resolve issues/problems and to prevent them from reoccurring. Three of the seven CSPs stated that they use the Problem Analysis Triangle (PAT) in tandem with the SARA Model, whilst two of the seven mentioned that the SARA Model was only used by the police as part of the partnership and one indicated that SARA was only used in neighbourhood management. When considering the PAT, just under a half of CSPs (six or 46.15 percent) indicated that they use *target hardening* as part of the problem-solving processes, particularly in relation to crime reduction, domestic abuse and violence, ASB and victims of crime. Only one CSP mentioned the NIM's use in problem-solving, but stated that it was used by the police, which inferred that it was not used by the CSP as a whole.

Respondents from eight CSPs (61.54 percent) indicated that *Integrated Offender Management* (IOM) was the main problem-solving processes to prevent problems from reoccurring. Three of the eight CSPs also mentioned the Wales Integrated Serious and Dangerous Offender Management (WISDOM) scheme and two of the eight mentioned Multi-Agency Public Protection Arrangements (MAPPA) as part of this process. One Respondent (Cwm Taf CSP) presented their IOM services in a very comprehensive manner. See Appendix 2: Working Together for Safer Communities Review Analysis Spreadsheet.

Five CSPs (38.46 percent) indicated that they also use *problem-solving group* meetings as part of the problem-solving processes and three CSPs (23.08 percent) stated that they use data analysis as part of the process. Two Respondents from the same CSP (Gwynedd and Isle of Anglesey CSP)

highlighted; that due to a lack of resources, (mainly staff), there was little progress being made in problem-solving.

Other problem-solving processes to resolve issues/problems and to prevent them from reoccurring include; Neighbourhood Management, Crime Reduction Guides, Crime Reduction Programmes, Road Safety initiatives, Regional Safeguarding in VAWDASV and Child Sexual Exploitation, Youth Restorative Justice, Multi-agency meetings, Multi-Agency Risk Assessment Conferences (MARAC), Regional Boards, Regional and Local CONTEST Boards, Substance Misuse Area Planning Boards, Local Operational Groups and Early Intervention Clinics. Only one CSP (Cardiff CSP) mentioned 'evaluation of practice'.

Community Safety Services

Question 4 (Q4) referred to the services provided by a CSP to address any identified issues/problems. Respondents from eight CSPs (61.54 percent) indicated that their CSP provides ASB services to address any identified issues/problems, whilst just under a half of CSPs (six or 46.15 percent) stated that they provide *VAWDASV* services. However, by comparison out of the 14 CSPs who took part in the VAWDASV Sustainable Funding Model Review 2017 and completed the self- completion questionnaire, **all** stated that they provided or commissioned VAWDASV services (Rogers & Thomas, 2017).

Five CSPs (38.46 percent) indicated that they also provide *substance misuse* services and encouragingly, just under a third of the CSPs surveyed (four or 30.77 percent) stated that they provide services under the *Prevent* strand of the UK Government's counter-terrorism CONTEST strategy, (which is concerned with tackling the radicalisation of individuals), and particularly in relation to the Channel Project (Home Office, 2006a), as this is a statutory duty placed on Local Authorities under Section 26 of the Counter-Terrorism and Security Act 2015 (Home Office, 2015).

Other services provided by CSPs to address identified issues/problems are very varied and include; Tailored education, prevention, intervention and support services for young people, Victim Support services, Mediation teams, Closed Circuit Television (CCTV) systems, Road Safety initiatives, IOM, Neighbourhood Wardens, Community Cohesion events, Bullying research, Night time economy, Crime Prevention, Fire Safety checks, Trading Standards, Neighbourhood Management, Regulatory and Enforcement Services (e.g. Licensing and Noise Nuisance) and a Multi-Agency Safeguarding Hub (MASH). However, two CSPs (Gwynedd and Isle of Anglesey, and Powys) stated that due to a lack of funding and resources they are only able to commission a few essential services and concentrate on services that do not require investment. By comparison, one Respondent (Cwm Taf CSP) presented the services their CSP provided in a very comprehensive manner. See Appendix 2: Working Together for Safer Communities Review Analysis Spreadsheet for a comprehensive review of community safety services.

Question 5 (Q5) asked; who provided the services identified in Q4 above. Respondents indicated that the services were provided by three main categories of provider; *Statutory Agencies, Third Sector Agencies and Private Sector Agencies*. Some respondents only provided basic information that providers were from one or more of the categories mentioned above, whilst other respondents gave more details of the service providers within the categories of *Statutory Agencies* and *Third Sector Agencies* as follows:

Statutory Agencies

Responsible Authorities and Cooperating Bodies including; Local Authority, Office of the Police and Crime Commissioner, Community Safety Teams, Social Services, Education, Licensing, Neighbourhood Services, Environmental Health Services, Trading Standards, Highways, Police,

National Probation Service, Fire Service, Youth Offending Service (YOS), Youth Services, Children and Youth Justice Services, CRC, Health Boards, Registered Social Landlords, Public Health Wales, Community Rehabilitation Company (Wales), and Planning and Public Protection.

Third Sector Agencies
Care and Repair Charity (e.g. target hardening), Gwalia and Drug Aid Cymru.

Some respondents also used this section to provide details of what services Statutory Agencies, Third Sector Agencies and Private Sector Agencies provided.

Statutory Agencies (Services)
Substance misuse, Children's Services, Youth Justice, Road Safety, Neighbourhood Management and YOS.

Third Sector Agencies (Services)
Substance misuse, VAWDASV, Slavery/Human Trafficking, Victim Support, Families First and Supporting People for domestic abuse, Domestic Violence, Positive engagement for young people, Road Safety Initiatives, Neighbourhood Management, Positive Futures and Street Games.

Private Sector Agencies (Services)
Neighbourhood Management and Target hardening.

Question 6 (Q6) enquired into what services were CSPs providing five and 10 years ago that they are unable to provide now. The responses from respondents were very varied and appeared to be dependent on what economic cuts had to be made during a time of austerity. A selection of responses are presented below to give an overview of the type of community safety services that are no longer provided in some CSP areas:

Services Five Years Ago
Partnership analyst, Neighbourhood Management, Multi-agency training, Dedicated ASB coordinators, Greater outreach and diversionary activities, Attendance at community events, Local service needs, Victims Champion advocacy service, Target hardening for domestic violence victims and MARAC cases, Community reassurance campaigns, Neighbourhood Watch support, Intergenerational clubs in local schools, Health awareness (alcohol), Substance misuse, ASB re-deployable cameras, Red cross youth outreach, graffiti removal, Business crime coordinator, community engagement, IDVA, direct intervention and preventative programmes, Large scale crime and disorder prevention projects, Opportunities to be more innovative and pilot new services and More visibility in communities.

Services Ten Years Ago
Full Community Safety Officers/Team, Multi-agency community safety thematic conferences, Dedicated ASB co-ordinators, Substantially higher outreach and diversionary activities, Attendance at community events, Local service needs, Youth Services Youth Participation Worker, Graffiti clean-up service through Probation, Victim Restorative Justice DVD and packs through Youth Offending Service, Substance misuse and violent crime teaching sessions in the Youth Offending Service, No Cold Calling Zones, Young Firefighter Scheme, Drinkwise, Bobby Van for target hardening, community communications campaigns, Domestic Abuse support, Large scale crime and disorder prevention projects, Safer Neighbourhood Groups and Environmental Visual Audits.

Following on from Q6 above **Question 7 (Q7)** asked; why CSPs were not able to provide those services now. The respondents' responses were again very varied, but focused on a lack of funding as the reason for not being able to provide the CSP services that they were able to provide five

and ten years ago. A selection of responses are again presented below to give an overview of the reasons why community safety services are no longer provided in some CSP areas.

Services Five Years Ago
Changed partnership landscape to regionalisation, Austerity, Introduction of competing legislative and policy frameworks, Lack of a community safety leadership, governance and accountability framework, Budget restrictions (criteria for funding much stricter), Difficult to access Welsh Government funding, Regionalisation of PCC funds, Removal of grants by PCCs, Reduction in grants, Significant reduction in staff, Lack of clear integrated strategy and delivery plan, Focus now on the Wellbeing of Future Generations and Funding streams no longer given to CSPs.

Services Ten Years Ago
Loss of budgets, Loss of prioritisation of community safety agenda, Budget restrictions (criteria for funding much stricter), Difficult to access Welsh Government funding, Regionalisation of PCC funds, Structures have been streamlined and Lack of capacity to deliver intensive support for each ward.

It can be seen from the above that that the main service providers are Statutory Agencies, with Third Sector Agencies providing more varied service provision. It would also appear that the sustained period of austerity and corresponding reductions in funding for CSPs has seen a decline in the services provided by CSPs over the last five to 10 years. However, funding does not appear to be the only issue affecting reductions in service provision. See the Conclusions and Recommendations section below for further commentary and Appendix 2: Working Together for Safer Communities Review Analysis Spreadsheet for a comprehensive review of community safety services.

Enablers and Barriers
Question 8 (Q8) and **Question 9 (Q9)** enquired into what were the enablers and barriers that allow and prevent respectively, Public Sector, Third Sector and Private Sector service providers to establish, maximise and sustain their services. Respondents identified some of the enablers and barriers as follows:

Enablers
Enablers were found to fall within four main categories: *Good Leadership, Management and Accountability; Funding and Resources; Effective Partnership Working and Learning and Development.*

Good Leadership, Management and Accountability
Clear legal and policy frameworks including national and local strategies, Strategic direction and governance arrangements, Clear strategic assessments and joint commissioning frameworks, Clear shared vision, Strong leadership, Rationalised structures, Positive outcomes, Public Services Board single planning arrangements and the most senior police officer as chair of the local CSP.

Funding and Resources
Adequate and sustainable funding, resources and staff, Technology, Shared data and analysis and Support for the senior management team within the local authority and police to enable budgets to remain focused on community safety.

Effective Partnership Working
Commitment to partnership working, Better, smarter partnership working, Co-location of services, Elected-member representation at the local CSP, Good community focussed PCC and good relationship with the Office of the PCC, Good clear and transparent communication, Partnership approach to problem solving and Good engagement with communities.

Learning and Development

Training and ongoing professional competence, Expertise of staff, Innovation, Pride in service delivery and search for excellence.

Barriers

Barriers were found to fall within three main categories: Poor Leadership, Management and Accountability; Lack of Funding and Resources and Ineffective Partnership Working.

Poor Leadership, Management and Accountability

Lack of clarity on national, regional and local leadership, governance and accountability frameworks, Challenge of devolved and non-devolved functions, Commissioning of services creates competition between providers, so they become unwilling to share good practice, resources, etc., Range of funders means numerous reports and monitoring commitments, Competing agendas, Different performance indicators across each service provider, Confused governance and accountability, Welsh Government funding process, Welsh Government regionalisation agenda for VAWDASV and Substance Misuse disrupted the pre-existing arrangements, Poor relationship with or inadequate support from the Community Safety Division in Welsh government, no consistency of staffing, unanswered e-mail queries, etc., Lack of clear vision by Welsh Government, Lack of drive and commitment from the top, Not seeing the connection between services provided and the wider community safety agenda, Conflicting priorities, and Changing priorities and 'kick and rush' approach for short term gains.

Lack of Funding and Resources

Short term funding makes long term planning difficult, Lack of capacity, Cuts to funding and uncertain future funding provision, Lack of flexibility from funding providers (e.g. funding only available to certain organisations), Continuous budget cuts, Unsustainable funding for capital resources, Restricted training arising from financial pressures and capacity issues, Short term grant funding, Inability to retain and develop workforce,

Ineffective Partnership Working

Changes to personnel in partner agencies makes building relationships difficult and leads to changes in strategic direction, Loss of partnership staffing, Complexity of partnership landscape, Over-proliferation of partnership structures, Issues with information sharing, Data systems that don't speak to each other, Damage to reputation and Poor external and internal perception of the organisation.

Question 10 (Q10) asked; what processes are in place to establish effective, responsive and collaborative delivery structures that provide long term solutions to community safety issues/problems. The responses to this question were again very varied and the majority of respondents indicated that governance processes are the most popular way of establishing effective, responsive and collaborative delivery structures. A selection of responses are presented below to give an overview of the type of processes used in some CSP areas:

Wales Review of Community Safety, Leadership from Public Service Boards, Leadership from elected member and portfolio holder, Strong and Visible Leadership, Community Safety Partnership Executive Board, Safer South Wales Action Group, Potential for regionalisation, Aligning Governance arrangements between Public Services Board and Community Safety Partnership, Strategic Assessment, Multi-agency tasking process, Safer and Cohesive Communities' Programme Board, Safeguarding Boards, Legislative and Policy Reviews, Ongoing accountability, monitoring, and effective performance management, People Are Safe Board, Multi-agency development days to ensure that the message/engagement with partners is inclusive and to share updates/improve knowledge and networking, Local CSP delivery groups, Regional collaborative groups, Very strong

operational partnership that is very responsive to local need, Ward profiling to address current and possible future issues, Well-Being of Future Generations (Wales) Act 2015 – Well-Being plans include community safety objectives, Successful partnerships, Quarterly monitoring, Partnership Action Plan, Annual workshop, Task and finish groups, Community Demand Reduction Partnership, MARAC, IOM, ASB multi-agency process meetings with legal advocacy paid for by the local authority, Solid analytical base and engagement arrangements, Structure supports operational & strategic interchange and allows resource re deployment where identified.

On respondent indicated that traditional delivery structures have been systematically and incrementally dismantled over the last five years through reduced funding and increased regionalisation, and processes had become more convoluted and confused.

Question 11 (Q11) and Question 12 (Q12)
enquired into what the enablers and barriers were that allowed and prevented the processes mentioned in Q10 above from being successful or unsuccessful respectively. Respondents identified some of the enablers and barriers as follows:

Enablers
Enablers were found to fall within five main categories: *Effective Partnership Working; Good Leadership, Management and Accountability; Professional Expertise; Statutory Requirements and Funding and Resources.*

Effective Partnership Working
Engagement with strategic players, Good will and commitment amongst partners, Common understanding of the benefits of partnership working, Shared understanding of community safety issues/partnership approach, Transparency and commitment to partnership working principles, Buy in from all partner agencies at all levels, The desire to work in partnership across the counties

on some issues and regional in other matters, Continuity of key personnel across partnerships, Better partnership working with private sector, licensing, community groups / members, ward members, Better partnership working with primary schools, play services, early years providers and social services, Strong links between agencies, good communication, engaging, Each partner is clear about the governance and accountability, Trust, integrity and confidence, Successful data and intel sharing, Successful communication is clear to everyone, Shared priorities, Multi Agency Safeguarding Hub or MASH, Successful collaborative work, Support local political processes and Subsidiarity, dealing with matters at a local level consistent with their resolution.

Good Leadership, Management and Accountability
Chief Executive/Organisational lead buy-in, Strong leadership, Leadership, Clear outcome(s) and direction of travel national/regional/local, Shared vision/goals, Open and transparency, Dissemination of progress against the review, Data analysis and performance management, Effective Process monitoring to be able to report on the positive outcomes for the benefit of residents, Achievement, One Public Service Board and CSP structure that feeds into that Board, Delivery of the Well-Being plans through the PSB and Positive culture embedded to pilot new ways of working.

Professional Expertise
Professional knowledge and expertise in the field, Expertise and flexibility of partners and Experienced staff in community safety issues has enabled consistency.

Statutory Requirements
Future Generations Act and the creation of PSB, Legislation that places requirements on the CSP e.g. for domestic homicide reviews and counterterrorism arrangements and Statute.

Statutory Requirements

Future Generations Act and the creation of PSB, Legislation that places requirements on the CSP e.g. for domestic homicide reviews and counterterrorism arrangements and Statute.

Funding and Resources

Funding/Resources, Sufficient resources and Securing of funding.

Barriers

Barriers were found to fall within three main categories: *Ineffective Partnership Working; Poor Leadership, Management and Accountability and Lack of Funding and Resources.*

Ineffective Partnership Working

Distrust and inability to work collaboratively, Trust between agencies, Failure of some agencies to buy into the ongoing work programs, Failure to share data and intel, Possible lack of 'buy in' from internal and external partners, Possible lack of 'buy in' from education and private sector early years providers, and Lack of knowledge and understanding.

Poor Leadership, Management and Accountability

Poor leadership, Lack of clear Government mandate, Lack of strategic buy-in, Over-proliferation of 'strategic' groups, leading to dilution of strategic advocacy, Changes in personnel and areas of responsibility amongst CSP and PSB members, Different Health Board and BCU Footprints, Competing agendas, Lack of buy in to the agenda/not seeing the connections between services and community safety, Data systems that don't speak to each other/nor sharing information, Culture of blame, Lack of clarity in terms of the current CSP structures/legal framework/relationship with PCC's etc., PCCs came, but Welsh Government didn't really support them so there was no direction given – working it out has and continues to be difficult, Fighting for political supremacy between the councils and

between individuals, Additional layers of planning, strategy and reporting, No national recognition in terms of performance – results in duplication across regions as we are all looking to demonstrate the same outcomes, Increasing view of regional picture rather than local impact and delivery consequences, and There shouldn't be any barriers as long as there is a shared emphasis on effective service delivery.

Lack of Funding and Resources

Simply, resources, particularly staff and the time to commit, Lack of funding/resources, Lack of resources, Limited resources, Limited staff resources, Future funding is dependent on the Office of Police and Crime Commissioner at present, priorities may change.

Question 13 (Q13) asked; what processes are in place to better integrate community safety strategic assessments and plans into other statutory assessment and planning processes? The responses to this question were again very varied, which serves to highlight the disparity between individual CSPs. A selection of responses are presented below to give an overview of the responses received in answer to this question:

Public Service Board Well Being Assessments, PCC Police and Crime Plans, Community Cohesion Plans, Supporting People Plans, Integrate the community safety strategic assessment and plan into the Wellbeing Plan, Police and Crime Commissioner developing a baseline audit on community safety which will be included in the Wellbeing Assessment, The PSB well-being assessment and planning process has integrated traditional community safety activity, Programme for Government, PSB/Future Generations and Well Being Act, The People Are Safe Board reports to the Public Safety Board, Area Planning Board Plan, PCC plans are considered within the regional Board and local plans are derived from those debates and the strategic assessment, Police Strategic Tasking

Review Meetings, Local Community Safety Plan sits within the wider Planning and Environment action plan, Communities Board sets priorities in conjunction with the PCC Plan and these are fed down to the six local Community Safety partnerships, Local Authority Single Integrated Plans (SIPs), The Population Needs Assessment undertaken for the Social Services and Wellbeing (Wales) Act, The Well Being Assessment undertaken for the Well Being and Future Generations Act, The Police and Crime Plan and other sources of intelligence available to the CSP, Strong links between the community safety partnership and Public Service Board support officers, Member of the PCC's team sits as a partner on the CSP and Director within the Local Authority chairs the CSP.

On respondent indicated that no processes were in place to better integrate community safety strategic assessments and plans into other statutory assessment and planning processes, as they all appear to sit separately.

Question 14 (Q14) and **Question 15 (Q15)** enquired into what the enablers and barriers were that allow and prevent respectively, better integration of the assessments mentioned in Q13 above. Respondents identified some of the enablers and barriers as follows:

Enablers
Enablers were found to fall within five main categories: *Good Leadership, Management and Accountability; Statutory Requirements; Effective Partnership Working; Engagement and Communication and Funding and Resources.*

Good Leadership, Management and Accountability
Government clarity on national priorities, Strategic buy-in, Strong leadership at all levels (Political, Senior and Operational), Senior management commitment, Clear reporting Structures, Clarity of accountability, Strategic partnership planning at

PSB level and stakeholder buy in, Commitment from PSB, Evaluation of the process, Clarity of purpose for each requirement, Get resource/experts to compare assessments and collate the main messages and Get experts to determine the best way to integrate all systems

Statutory Requirements
Legislative requirement, Future Generations Act (Embedding the sustainable development principle - five ways of working), Clear legal and policy frameworks across the devolved and non-devolved functions, The Well-Being and Future Generations Act (WBFGA) Assessment will allow better integration of assessments across all sectors, The Well-being Planning process and PSBs need to be aware of all the various assessments produced in the first instance - As CSPs and crime and disorder is not referenced within the Wellbeing Act, and Police are no longer a responsible authority of the PSB – there is no direction/impetus for the PSB to consider the CSP assessment.

Effective Partnership Working
Effective Partnership working, Awareness of shared responsibilities and benefits, Willingness to collaborate, Innovation, Joint ownership, Assess what's out there already, Professional knowledge and expertise and Experienced staff across different partnerships that meet on a quarterly basis to share updates and look at joint opportunities.

Engagement and Communication
Wide consultation with Public Sector partners, the Third Sector and communities, Communication strategy/plan, Sharing of data and User-friendly data recording system (CAMS) that allows agencies to record and share data effectively

Funding and Resources
Funding security, Sufficient staff and Capacity.

Barriers

Barriers were found to fall within five main categories: *Poor Performance Management; Lack of Analytical Capacity; Lack of Funding and Resources; Poor Leadership, Management and Accountability and Ineffective Partnership Working.*

Poor Performance Management

Timeline for assessments and plans are not aligned, which could be an issue, No clarity of focus/scope of assessments, Diverging agendas and differing planning cycles, Restrictive performance requirements, Ineffective reporting structures, Lack of agreement of what is needed and why, No clarity of accountability and No strong performance management arrangements in place for community safety – heavy reliance on police data.

Lack of Analytical Capacity

Different systems by different institutions in order to capture the information for Assessments, Analytical capacity of CSP, Not sharing information and data, Robust intelligence data and analysis of that data specific to Community Safety issues, No specific community safety analyst, Lack of consistency in data collection and Out of date data, Lack of experts to collate and analyse the assessments and setting priorities

Lack of Funding and Resources

Funding/resources "Shrink apart not together", Financial pressures, Time and appropriate resources, Capacity, No funding security, Insufficient staff, Dwindling resources,

Poor Leadership, Management and Accountability

Lack of Government mandate, PSB and CSP member commitment to providing resources can differ, Lack of leadership, Ensure Community Safety has sufficient stature to be embedded into cross departmental plans and Senior management commitment.

Ineffective Partnership Working

Silo working, Silo mentality, Poor engagement and communication, No joint ownership and Inadequate buy in from partner agencies.

One respondent indicated that that there were too many barriers to mention.

Question 16 (Q16) asked; what processes are in place to provide visible and constructive accountability for community safety issues/problems that engage and involve our diverse communities in the decisions that affect them? The responses to this question were again very varied, which serves to further highlight the disparity between individual CSPs. A selection of responses are presented below to give an overview of the responses received in answer to this question:

Police Community Engagement – Your Voice, Elected Member involvement, Complaints Process/Community Trigger, Community Cohesion meetings, Community Cohesion plans, Community Cohesion Group, Community Cohesion Co-ordinator, Local Authority Scrutiny process, Community involvement in developing 'steps' to contribute to wellbeing objectives, Publication of Annual Report, Embedding, five ways of working in all activities, The performance scorecard is part of the PSB's current single panning performance management arrangements, Third Sector – Safer and Cohesive Communities Network, Neighbourhood Partnership Boards, Neighbourhood resolution Panels, Ongoing community engagement and links with BME Networks/Faith Groups, Annual Consultation and engagement arrangements, Information available on Council Website, CSP Website, Public accessibility to full Partnership and Strategy meetings, Regular Performance monitoring and reporting to PSB/Overview and Scrutiny, Media releases, People Are Safe Board is the board to deal with strategic Community Safety matters, Operational meetings such as CDRP, IOM and

MARAC have the responsibility to action responses to day to day demands, On-Line Watch Link is commissioned by the partnership as two-way system enabling the collection of intelligence and dissemination of messages to the local community, Presentations at the Town and Community Forum and an opportunity to raise specific issues in more detail, Annual Workshop with representatives of all partners, Individual agencies/services have their own processes, Engagement through consultation via the WBFGA, Equalities Forum, Community Safety Trigger process and Service user groups for substance misuse / domestic abuse.

One respondent indicated that there was no community engagement with the exception of the Police - Your Voice process.

Question 17 (Q17) and Question 18 (Q18)

enquired into what the enablers and barriers were that allow and prevent visible and constructive accountability, and engagement with our diverse communities in relation to the processes mentioned in Q16 above. Respondents identified some of the enablers and barriers as follows:

Enablers

Enablers were found to fall within three main categories: *Effective Community Engagement; Planning and Accountability and Effective Partnership Working.*

Effective Community Engagement

Clear published, promoted and accessible national/regional/local Community Safety Strategy, Helping communities to understanding opportunities to access, engage, influence and become involved in partnership business, Effective engagement and participation strategies and plans, Engagement with wide range of people, not just community leaders/elders and seeing communities as the solution and not the problem,

Regular and ongoing engagement and feedback process, Neighbourhood Wardens who attend events and disseminate information on Community Safety matters and crime prevention, On-Line Watch (OWL) system, More resources are needed to consult with our communities and/or make sure that we use them to 'talk' about everything, CSP partners community engagement initiatives, Greater use of social media/IT, Open communication and willingness to engage communities for the CSP, Visible presence, social media, face to face, telephone and email, Communities wanting to be involved to make a difference, Community Tension monitoring system, currently administered by OWL, Service user groups and Third sector and community representation and engagement.

Planning and Accountability

Clear integrated strategy and delivery plan around the community safety agenda, Ongoing planning and development of opportunities, Innovation, Ongoing improvements to Service delivery and Community Safety for our communities, Community based services and hubs at a local level, Achievement and value for money, Commitment to transparency, Objectives set and audited for meeting WBFGA goals, Embedding the Future Generations Act (including the five ways of working), Objectives set and audited for meeting Welsh Government Community Cohesion Plan, Public Sector Equality Duty, scrutinised annually, Ensure that we use the well-being assessment recently conducted to determine priorities, More frameworks and people in place to undertake the work and More staff, resources and budgets.

Effective Partnership Working

Commitment from partners, diversity officers who link in with partner agencies, Use of voluntary sector and Reputation of the CSP within the community.

Barriers

Barriers were found to fall within three main categories: *Lack of Community Engagement; Lack of Funding and Resources and Ineffective Partnership Working.*

Lack of Community Engagement

No effective community engagement, No established mechanisms or processes for communities to access, engage, influence and become involved in partnership business, Poor communications and engagement, No clear routes for people to raise concerns, Limited engagement opportunities, Too much engagement/surveys/questionnaire's equals disengagement, Not joined up engagement – individual agency engagement on individual issues, Diverse communities are often the hardest to reach and not necessarily in a specific community, this can be difficult when trying to engage with minority groups, Tendency to have the same people wanting to be involved – therefore can be limiting in terms of having a wider representation, Some communities not wanting to be engaged, No effective or coherent communication and marketing strategy and No visible partnership.

Lack of Funding and Resources

Funding, Capacity, Resources to provide communication mechanisms that demonstrate Accountability, Over-stretched public services/reduction on funding, Finance and Resources, Difficulty in long term planning due to year on year funding issues, Turn-over of staff, Staffing levels and visibility in the community, Workloads, Lack of Resources, Lack of staff and resources, Dwindling Resources, Limited resources and Risk to services with cut backs.

Ineffective Partnership Working

Lack of drive re the agenda by Councils/key partners, Lack of desire to do nothing/to change, Being too introverted/isolated and want to keep control, Lack of communication between partners/agencies and the sharing of information/data, Lack of Clear integrated strategy and delivery plan around the community safety agenda, Not adopting a problem solving approach that listens to communities and lack of local services that are accessible - adopting a one size fits all approach.

Additional Information

Respondents to the questionnaire were asked if they would like to provide any additional information that may benefit this Research. Additional information was received from the Ceredigion, Cwm Taf, Monmouthshire, and Torfaen CSPs as follows:

Ceredigion Community Safety Partnership

Community Safety in Wales has a proven track record of success and, not-with-standing a number of barriers including the absence/ restriction of funding provision, a lack of understanding and consistent support from the WG, and an absence of harmony as regards WG and HO policy, CSP's have continued to provide an effective vehicle for community safety matters at a local level for their communities.

Monmouthshire Community Safety Partnership

With respect to the Violence Against Women, Domestic Abuse, Sexual Violence (VAWDASV) Agenda, Gwent as a whole is now (since 2015) operating on a regional basis, under the auspices of the Gwent VAWDASV Board with representation from all the local authorities in Gwent on the Board.

With these governance arrangements now in place, the move is towards working more and more regionally, so that there is consistency and effective working across the region, working towards local authorities meeting their duties under VAWDASV (Wales) 2015 Act.

Work is on-going, but in time the impact on local services, commissioning arrangements, local authority staff training and referral pathways etc. will be seen.

There is a new VAWDASV Team tasked with supporting relevant authorities in Gwent on this journey. For more information on the work of the VAWDASV Team, the VAWDASV Board and its various sub groups and links with other Boards etc. please contact Rebecca Haycock - **rebecca.haycock@newport.gov.uk**

The VAWDASV Team currently ensures representation at Safer Gwent meetings, as well as local CSP's, Safer Monmouthshire, Safer Newport, Safer Torfaen, Safer Caerphilly, Safer Blaenau Gwent meetings.

Torfaen Community Safety Partnership

Torfaen Council is raising awareness of and delivering training to ensure compliance with the Prevent Duty. A training programme aim to reach all staff, starting with those in front line services.

Additional Information and Reports Not Included in the Questionnaire

Additional unsolicited information and reports were received from the Caerphilly, Neath Port Talbot and Swansea CSPs as follows:

Caerphilly Community Safety Partnership

Safer Caerphilly Community Safety Partnership (2017) *Response to WLGA Review of Community Safety by Welsh Government, Caerphilly: Safer Caerphilly Community Safety Partnership* [The above document was prepared from an e-mail sent to the WLGA]

Neath Port Talbot Community Safety Partnership

Safer Neath Port Talbot Community Safety Partnership (2017) *Neath Port Talbot Community Safety Team, Neath: Safer Neath Port Talbot Community Safety Partnership*

Swansea Community Safety Partnership

Bartlett, L. and Williams, M. (2017) *Safer Swansea Community Safety Partnership 2017, Swansea: Safer Swansea Community Safety Partnership*

Safer Swansea Community Safety Partnership (2017) *Response to WLGA on Review of Community Safety by Welsh Government, Swansea: Safer Swansea Community Safety Partnership*

Safer Swansea Community Safety Partnership (2017) *Safer Swansea Community Safety Partnership Workshop (5th April 2017), Swansea: Safer Swansea Community Safety Partnership*

See Appendix 3: Additional Information and Reports Not Included in the Questionnaire below for the information and reports mentioned above.

Contacts and Additional Information/ Data Available for Further Analysis

Ms Naomi Alleyne
Director, Social Services and Housing,
Welsh Local Government Association
naomi.alleyne@wlga.gov.uk

Ms Alleyne can provide information and data on the following areas of research from the WLGA CSP Survey/Review:

- How effective do you think Community Safety Partnerships have been over the past 4 years or so in tackling crime and disorder and promoting community safety?
- What has supported/enabled any successes and/or have there been any barriers/specific difficulties to progress you would wish to highlight?
- Is there still the same level of commitment and involvement from partners in the work of CSPs?
- Are the statutory responsibilities of the CSP still being met? Please explain your response.
- What effect, if any, has the changed and reduced funding mechanisms of CSPs had in terms of the work it can undertake?
- If resources have reduced, what impact has this had?

- Have you been able to secure appropriate levels of funding from PCCs?
- Have you been able to secure funding from other sources to support the work of your CSP?
- What do you think could or needs to be changed/amended to make the work of CSPs more effective and impactful?
- How can they more effectively link in and influence the work of local/regional strategic partnerships (e.g. PSBs) and maximise impact?
- What are your views on regional working in tackling community safety (with community safety highlighted as a potential area for regional working in WG's White Paper on local government reform)?
- Do you have any views on any preferred footprint or governance arrangements for working regionally on community safety issues?

Conclusions and Recommendations

Respondents

It became evident that even though the self-completion questionnaires were sent to each individual Community Safety Manager/Coordinator within each of the 22 original CSPs across Wales, the titles (and roles) of the respondents were found to be quite varied (e.g. Community Safety and Civil Contingencies Manager, and Policy Team Leader and Lead for Community Safety).

Recommendation 1: The title and role of each individual who is responsible for community safety within a CSP be standardised to ensure corporacy across Wales. For example; the title of Community Safety Manager may be appropriate, with the role of the manager being determined by a central governing board for community safety in Wales.

Response Rate

The response rate for the return of the self-completion questionnaires by respondents for this research was found to be 68.42 percent. Although, this may be considered to be a good response rate for this type of survey, there appear to be a number of factors that need to be considered, which may assist in increasing future response rates.

Firstly, it would appear that a similar research survey/review into CSPs was being undertaken concurrently with this research by the Welsh Local Government Association (WLGA), which may have caused some confusion or conflict amongst potential respondents and a reduction in the response rate for this research. As a result, the Carmarthenshire, Conwy and Denbighshire, Monmouthshire, Neath Port Talbot, Newport and Wrexham CSPs have not responded and therefore, are not represented in this research. The Swansea CSP only completed the first two questions of the questionnaire and thus are only partially represented.

Secondly, the current lists of Community Safety Managers/Coordinators (or equivalent) from the CSPs appear to be out of date and in some cases inaccurate, including inaccurate e-mail addresses. The current lists do not take into account the mergers between the Conwy and Denbighshire CSPs, Gwynedd and the Isle of Anglesey CSPs, and the Merthyr Tydfil and Rhondda Cynon Taf CSPs, reducing the total number of CSPs from 22 to 19. This appeared to cause some confusion between merged CSPs as to whom should respond to the self-completion questionnaire.

Thirdly, where details are inaccurate it is extremely difficult to access the contact details of Community Safety Managers/Coordinators (or equivalent), who are responsible for community safety services. For example, e-mail addresses may be listed as; communitysafety@ … . A similar problem, arises when attempting to access details from organisational websites. A Community Safety Managers/Coordinators (or equivalent) may be named, but the contact details, including e-mail addresses are omitted. This leads to a research issue generally referred to as 'gatekeeping'. Where, 'Gatekeepers are people or groups who are in positions to grant or deny access to a research setting' and 'Gatekeepers may be formal or informal watchdogs who protect the setting, people, or institutions sought as the target of research' (Berg & Lune, 2014: 218). Thus, unless researchers can persuade gatekeepers to provide access to the target of the research, (in this case Community Safety Managers/Coordinators), access will be denied. This is made even more difficult when the gatekeeper is not known. For example, by the use of anonymous e-mail addresses, as provided in the example above. This also reduces accountability and affects senior management decisions and the cascading of information within organisations.

Finally, consideration should also be given to; what incentives or disincentives there are for Community Safety Managers/Coordinators (or equivalent) to disclose information on what services they provide, as this will undoubtedly influence the motivation and enthusiasm of the intended respondent to respond to the research questions. Additionally, disclosing information relating to services in a time of austerity may be seen as giving 'competitors' a competitive advantage, rather than sharing best practice.

Although, the responses received may not be totally representative of the whole population, (i.e. 13 out of 19 CSPs), they nevertheless provide a useful indication and snapshot of CSP services across Wales, which may assist in establishing a sustainable approach to partnership working in Wales to deliver safer communities for future generations.

The Postal Survey Self-Completion Questionnaire

Community Safety Issues/Problems
Nearly two-thirds of the CSPs who participated in this research used community engagement as a means of identifying community safety issues/problems within their areas. Two respondents indicated that community engagement was undertaken annually at an 'annual community engagement event' or at 'annual local partnership workshops'. Alarmingly, one respondent indicated that community engagement occurred via a 'questionnaire every three years to a panel of residents'. Community engagement is an essential factor in the development of community cohesion, citizen focused services, problem solving and intelligence-led business processes. However, the responses highlighted above tend to indicate that the importance of community engagement in identifying community safety issues/problems is being underestimated. This may be for a number

of reasons, including a reduction in funding and resources.

The other two most popular methods of identifying community safety issues/problems, which were used by just over a half of the CSPs, were monitoring (using existing data) and referrals (mainly from other agencies). These methods do not necessarily involve direct engagement with the community, but still may provide useful community intelligence. See the definition of community intelligence below.

Recommendation 2: Consideration should be given to the implementation of further learning and development for all CSP staff and their managers, in relation to the importance of community engagement and the various engagement techniques available.

Over four-fifths of the CSPs that responded use *strategic assessments*, in their intelligence-led business processes. However, only three of these CSPs mentioned *joint tasking and coordinating groups* in this process and only one mentioned the NIM and another a 'police' *control strategy*. Three of the respondents from these CSPs indicated that strategic assessments were annual assessments. This would suggest that there is a lack of knowledge and understanding of the NIM within CSPs. For example, the NCIS and ACPO recommend that strategic assessments should be reviewed every three months (NCIS, 2000; ACPO, 2006b). See the *Community Safety* and the National Intelligence Model Section above.

Over two-thirds of the respondents indicated that they use *partner agency intelligence* in their intelligence-led business processes, with less than a quarter using *community engagement* and only one CSP using *community intelligence* in their processes. Again, this would suggest that there is a lack of understanding about community engagement and particularly, community intelligence within CSPs.

Recommendation 3: Consideration should be given to the implementation of further learning and development for all CSP staff and their managers, in relation to the NIM in general and to strategic assessments, control strategies, the tasking and coordinating process, and community intelligence in particular.

One of the Authors (Thomas, 2016a: 41) has previously undertaken research in relation to neighbourhood policing, community intelligence and counter terrorism, and advocates the following definition of Community Intelligence for consideration by the Working Together for Safer Communities Oversight Group:

> *Community Intelligence may be defined as information acquired directly or indirectly from a variety of sources, including the community (a geographical area or a group of people with shared identity or common concerns) and partner agencies, which when processed is used to understand issues affecting a community (including their views, needs, problems, priorities and expectations) and to reduce the level of uncertainty, by providing forewarning of threats, harm, risks, vulnerability and tensions (including serious crime and disorder, and terrorism), and of opportunities, which assists the decision-maker to achieve particular objectives.*

There appeared to be a greater understanding of problem-solving amongst respondents and in particular the use of the *SARA Model* and the *Problem Analysis Triangle* (PAT) to resolve issues/problems and to prevent them from reoccurring. However, only one respondent mentioned 'evaluation' in the problem-solving process and one respondent mentioned the police use of the NIM in problem-solving. See Recommendation 3 above.

Nearly two-thirds of respondents indicated that *Integrated Offender Management* (IOM) was the main problem-solving processes to prevent

problems from reoccurring, but none of the respondents mentioned the use of members of the community in problem-solving. Two respondents from the same CSP indicated that due to the lack of resources there was little progress being made in problem-solving. See the *Community Safety* and *Problem-Solving* Section above.

Recommendation 4: Consideration should be given to the implementation of further learning and development for all CSP staff and their managers, in relation to problem-solving and in particular the use of members of the community in problem-solving, through community engagement and community intelligence.

Community Safety Services
The main services provided by CSPs to address any identified issues/problems were found to include; ASB services, VAWDASV services, substance misuse services and Channel Project services, under the Prevent strand of the UK Government's counter-terrorism CONTEST strategy. However, there was one anomaly in relation to VAWDASV services. Just under a half of CSPs stated that they provide VAWDASV services in this Review, whereas in the VAWDASV Sustainable Funding Model Review 2017, all CSPs stated that they provided or commissioned VAWDASV services (Rogers & Thomas, 2017).

Unsurprisingly, respondents indicated that the services were provided by Statutory Agencies, (e.g. Local Authorities, Offices of the Police and Crime Commissioners and Health Boards), Third Sector Agencies (e.g. Care and Repair Charity, Gwalia and Drug Aid Cymru) and Private Sector Agencies (involved in Neighbourhood Management and Target hardening).

Respondents identified a plethora of services that were provided by CSPs five to 10 years ago, which are no longer provided today, including multi-agency training and multi-agency community safety thematic conferences. It would appear that

a period of austerity since 2010 and reductions in funding for CSPs may have attributed to the decline in the services provided by CSPs. However, respondents identified other factors, which may also be responsible for the decline in services, such as; the lack of community safety leadership, governance and an accountability framework, no clear integrated strategy and delivery plan, and the community safety agenda not being a priority. See also: Recommendation 1 above.

Recommendation 5: Consideration should be given to raising the status of community safety within all partner agencies that form CSPs, which may be achieved by a central governing board for community safety in Wales.

Enablers and Barriers
A number of common themes emerged when considering what *enablers* and *barriers* there were for service providers to establish, maximise and sustain their services. Enablers were found to include: *Good Leadership, Management and Accountability; Funding and Resources; Effective Partnership Working and Learning and Development,* whilst barriers included the converse, such as: *Poor Leadership, Management and Accountability; Lack of Funding and Resources and Ineffective Partnership Working.*

Learning and Development has already been identified as an enabler in relation to the knowledge and understanding of community engagement, the NIM and problem-solving. See Recommendations 2, 3 and 4 above. The enabling themes of *Good Leadership, Management and Accountability; Funding and Resources and Effective Partnership Working* appear consistently throughout this section of the Research.

The processes in place to establish effective, responsive and collaborative delivery structures that provided long term solutions to community safety issues/problems, were found to be varied and included; 'Strong and Visible Leadership',

'Multi-agency tasking process' and 'Safer and Cohesive Communities' Programme Boards'. The enablers and barriers in relation to the overall processes in this section were again found to fall into a number of common themes. Enablers included: *Effective Partnership Working; Good Leadership, Management and Accountability; Professional Expertise; Statutory Requirements and Funding and Resources,* whilst barriers included: *Ineffective Partnership Working; Poor Leadership, Management and Accountability and Lack of Funding and Resources.*

Similarly, the processes in place to better integrate community safety strategic assessments and plans into other statutory assessment and planning processes, were found to be very varied and included; 'PCC Police and Crime Plans', 'Police Strategic Tasking Review Meetings' and 'The Well Being Assessment undertaken for the Well Being and Future Generations Act'. The enablers and barriers in relation to the overall processes in this section again fell into a number of common themes. Enablers included: *Good Leadership, Management and Accountability; Statutory Requirements; Effective Partnership Working; Engagement and Communication and Funding and Resources,* whilst barriers included: *Poor Performance Management; Lack of Analytical Capacity; Lack of Funding and Resources; Poor Leadership, Management and Accountability and Ineffective Partnership Working.*

The processes in place to provide visible and constructive accountability for community safety issues/problems that engage and involve our diverse communities in the decisions that affect them, were also found to be very varied across the CSPs and included; 'Community Cohesion meetings', 'Publication of Annual Report' and 'Ongoing community engagement and links with BME Networks/Faith Groups'. The *enablers* and *barriers* in relation to the overall processes in this section were again found to fall into a number of common themes. Enablers included: *Effective Community Engagement, Planning and*

Accountability and Effective Partnership Working, whilst barriers included: *Lack of Community Engagement; Lack of Funding and Resources and Ineffective Partnership Working.*

The most consistently recurring themes that enable the processes highlighted above to reach positive outcomes were: *Good Leadership, Management and Accountability; Funding and Resources and Effective Partnership Working. Other enablers across these processes include: Learning and Development; Professional Expertise; Statutory Requirements; Engagement and Communication; Effective Community Engagement and Planning and Accountability.*

Similarly, the most consistently recurring themes that provided barriers to the processes highlighted above from reaching positive outcomes were the converse of the enablers above: *Poor Leadership, Management and Accountability; Lack of Funding and Resources and Ineffective Partnership Working.* Other barriers to these processes include: *Poor Performance Management; Lack of Analytical Capacity and Lack of Community Engagement.*

Recommendation 6: A central governing board for community safety in Wales, should ensure that they support the positive enablers and address the negative barriers to service provision and the processes to establish effective, responsive and collaborative delivery structures; the integration of community safety strategic assessments and the provision of visible and constructive accountability for community safety issues and problems.

Recommendation 7: A central governing board for community safety in Wales, should ensure that there is good strong leadership, good management structures, (including planning and performance management) and good accountability procedures in place within each CSP, which provides corporacy and consistency across Wales, and meets all statutory requirements.

Recommendation 8: A central governing board for community safety in Wales, should ensure that there is sufficient analytical capability within each CSP, (preferably capable of being networked across Wales), which will not only assist with intelligence-led business processes, but also with problem-solving and performance management.

Recommendation 9: Consideration should be given to the development of professional expertise within each CSP, through learning and development processes and via mentoring, to ensure succession planning for CSP staff and mangers.

Recommendation 10: In addition to Recommendation 2, consideration should also be given to the development of a corporate community safety engagement and communication strategy across Wales.

Recommendation 11: A central governing board for community safety in Wales, should address the disparity in service provision and the processes to establish effective, responsive and collaborative delivery structures; the integration of community safety strategic assessments and the provision of visible and constructive accountability for community safety issues and problems.

One of the Authors (Thomas, 2016b) has previously undertaken research in relation to enhancing the development and delivery of effective evidenced-based and cohesive policing services within the context of neighbourhood policing and community intelligence, which may be adapted for use by CSPs and is highlighted here for consideration by the Working Together for Safer Communities Oversight Group.

Additional Information

Additional information was only received from the Ceredigion, Cwm Taf, Monmouthshire, and Torfaen CSPs. The general themes from this information supported the concerns mentioned above. However, one response relates to the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Sustainable Funding Model Review 2017 (Rogers & Thomas, 2017). The full responses can be found in the Results and Analysis (Additional Information) section above.

See also: Appendix 2: Working Together for Safer Communities Review Analysis
Spreadsheet below for a full breakdown of all the responses received.

Additional Information and Reports Not Included in the Questionnaire

Additional unsolicited information and reports were received from the Caerphilly, Neath Port Talbot and Swansea CSPs.

See Appendix 3: Additional Information and Reports Not Included in the Questionnaire below for the information and reports mentioned above. It is hoped that the findings from the self-completion Questionnaire used in this research may have assisted in the development of a Baseline Assessment of CSP service provision across Wales (Objective 1) and assisted in the review of how community safety issues are identified and addressed from the Baseline Assessment (Objective 2). In addition, it is hoped that the findings from the Questionnaire may have assisted in the recognition of the enablers and barriers to identifying, preventing and resolving community safety issues and developing appropriate and effective community safety services (Objective 3).

It is also hoped that the findings and recommendations from this research may assist the 'Working Together for Safer Communities Oversight Group' in achieving its main purpose of establishing a sustainable approach to partnership working in Wales to deliver safer communities for future generations.

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Appendicies

Appendix 1:   Working Together for Safer Communities Review Self-Completion Questionnaire

Appendix 2:   Working Together for Safer Communities Review Analysis Spreadsheet

Appendix 3:   Additional Information and Reports Not Included in the Questionnaire

Appendix 1

**Working Together for Safer Communities Review
Self-Completion Questionnaire**

Working Together for Safer Communities Review Questionnaire

University of
South Wales
Prifysgol
De Cymru

Project:
Working Together for Safer Communities Review

Commissioned by:
Working Together for Safer Communities Review Oversight Group

Aim
To establish a sustainable approach to partnership working in Wales to deliver safer communities for future generations.

Objectives
• To provide effective leadership to the public service in Wales that supports the delivery of safer communities.
• To contribute to the achievement of the well-being objectives within the Taking Wales Forward Programme for Government.
• To establish the sustainable approach to partnership working within the Welsh Government Strategies for the four defined areas of work: Prosperous and Secure; Healthy and Active; Ambitious and Learning; and United and Connected.
• To provide an appropriate and considered response to the Auditor General's Community Safety in Wales report and recommendations.

Outcome
The review will make recommendations for:
• Establishing a strategic vision for community safety in Wales which all organisations involved understand, share and build into their national, regional and local planning;
• Understanding, defining and clarifying the range of stakeholders and their leadership roles, including that of Welsh Government, Police and Crime Commissioners, Local Authorities and Whitehall Departments;
• Reflecting the new clarity around leadership by streamlining and simplifying governance to enhance accountability while refocusing activity so as to avoid duplication, and confusion; and
• Ensuring delivery in accordance with the Taking Wales Forward Programme for Government.

Scope
It will take account of the wider political and policy context including:
• Ongoing funding pressures and continuing austerity;
• United Kingdom (UK) and Welsh legislation and whether there is a need for further reform, including opportunities offered by the Wales Act 2017;

- UK policy, for example in prison reform and developments in youth justice (Taylor Review) and community cohesion (Casey Review) and around Police and Crime Commissioners etc.;
- The single planning process through Public Service Boards;
- Interdependencies between devolved and non-devolved responsibilities (including Police and Crime Commissioners) and the potential for better alignment; and
- Welsh Government's proposals for the reform of local government and in particular the regionalisation of services.

Background:

In 2016 the Auditor General for Wales published an audit report on community safety in Wales (Thomas, 2016). The main conclusion reached by the Auditor General was that; 'complex responsibilities make it difficult for public bodies to co-ordinate a strategic approach to community safety, which weakens collective leadership and accountability and undermines the potential to help people stay safe' (Thomas, 2016: 10).

This conclusion was based on the findings that; policy responsibilities are split between the UK Government, the Welsh Government, Police and Crime Commissioners and Local Authorities, policing in Wales is not devolved, no single body takes the lead or responsibility for community safety in Wales, the Welsh Government has no single strategy for community safety and has been focussed on delivering the Programme for Government, community safety plans are not based on good quality information and intelligence, changes to funding processes and reductions in budgets mean that current community safety structures may not be sustainable, and as there are no statutory performance indicators, performance management is ineffective (Thomas, 2016).

As a result of these findings and the recommendations made by the Auditor General (Thomas, 2016: 12), it became evident that it would be necessary to undertake a review of Community Safety Partnerships (CSPs) in Wales to develop a baseline assessment of CSP services across Wales, including the identification of community safety issues, the services necessary to address those issues and the 'enablers' and 'barriers' to effectively identify and address those issues.

Reference

Thomas, H. V. (2016) Community Safety in Wales, Cardiff: Welsh Audit Office

This Research:

The University of South Wales has been commissioned to undertake this Research under the supervision of Professor Colin Rogers, Lead for the Centre of Policing Research, International Centre for Policing and Security, University of South Wales, Pontypridd. Tel: 01443 654260; E-mail: colin.rogers@southwales.ac.uk

Thank you for agreeing to take part in this research. Please read this Questionnaire carefully and answer the questions as fully as you can. The information provided will be used by the Working Together for Safer Communities Review Oversight Group to establish a strategic vision for community safety in Wales.

Please download the Questionnaire and complete off-line by typing your answers in the spaces provided, using the numbering system for continuity.

Please upload the completed questionnaire and return as an attachment, via e-mail to Dr Garry Thomas at **garry.thomas@southwales.ac.uk** by the **27th June 2017**.

Thank you for taking the time to complete this questionnaire.

The information you provide is very important for this Research and this is an opportunity for you to express your views in relation to the development of a strategic vision for community safety in Wales

Your Details:

Title: Prof / Dr / Mr / Mrs / Ms / Mx / Other (Please specify):

[ ]

Name:

[ ]

Position:

[ ]

Community Safety Partnership Details:

Name:

[ ]

Address:

[ ]

Postcode:

[ ]

Telephone:

[ ]

Mobile:

[ ]

E-mail:

[ ]

Name of Chair:

[ ]

Position:

[ ]

E-mail:

[ ]

Baseline Assessment of Community Safety Partnership (CSP) Service Provision Across Wales

Community Safety Issues/Problems

Q1   How does your CSP identify community safety issues/problems within your area?
(For example; monitoring, environmental visual audits, referrals, community engagement, community intelligence).

Please reply here:

1.

2.

3.

4.

5.

In relation to Q1 above:

Q2   What intelligence-led business processes are in place to identify the root causes of these issues/problems and to prevent them from occurring?
(For example; community engagement, customer insight, community intelligence, business intelligence, inter agency intelligence, National Intelligence Model (NIM), strategic assessments, control strategies).

Please reply here:

1.

2.

3.

4.

5.

Q3   What problem solving processes/models are in place to resolve these issues/problems and to prevent them from reoccurring?

(For example; Problem Analysis Triangle (PAT), Scanning, Analysis, Response and Assessment (SARA), PROblem, Cause, Tactic/Treatment, Output and Result (PROCTOR), Clients, Acquire/Analyse, Partnerships, Response and Assessment (CAPRA), crime reduction programmes, target hardening, environmental management, offender management).

Please reply here:

1.

2.

3.

4.

5.

Community Safety Services

Q4   What services are provided by your CSP to address any identified issues/problems?

Please reply here:

1.

2.

3.

4.

5.

Q5   Who provides those services?
(For example; statutory agencies, the Third Sector or the Private Sector).

Please reply here:

1.

2.

3.

4.

5.

In relation to Q4 above:

Q6   What services were your CSP providing five and 10 years ago that you are not able to provide now?

Please reply here:

Five years ago

1.

2.

3.

4.

5.

Ten years ago

1.

2.

3.

4.

5.

In relation to Q6 above:

Q7 **If so, why is your CSP, not able to provide those services now?**
(For example; changes to funding, budget restrictions, the focus is on delivering other programmes, no clear community safety strategy, no performance management)

Please reply here:

Five years ago

1.

2.

3.

4.

5.

Ten years ago

1.

2.

3.

4.

5.

Enablers and Barriers

In relation to Q4 above:

Q8   What are the 'enablers' that allow public, third sector and private sector service providers to establish, maximise and sustain their services?

Please reply here:

1.

2.

3.

4.

5.

In relation to Q4, Q6 & Q7 above:

Q9   What are the 'barriers' that prevent those service providers from establishing, maximising and sustaining their services?

Please reply here:

1.

2.

3.

4.

5.

Q10 **What processes are in place to establish and sustain effective, responsive and collaborative delivery structures that provide long-term solutions to community safety issues/problems?**

Please reply here:

1.

2.

3.

4.

5.

In relation to Q10 above:

Q11 **What are the 'enablers' that allow these processes to be successful?**

Please reply here:

1.

2.

3.

4.

5.

In relation to Q10 above:

Q12   What are the 'barriers' that prevent these processes from becoming successful?

Please reply here:

1.

2.

3.

4.

5.

**Q13   What processes are in place to better integrate community safety strategic assessments
and plans into other statutory assessment and planning processes?**
(For example; Programme for Government, Public Safety Board (PSB) single planning processes,
Police and Crime Plans).

Please reply here:

1.

2.

3.

4.

5.

In relation to Q13 above:

Q14   What are the 'enablers' that allow better integration of assessments?

Please reply here:

1.

2.

3.

4.

5.

In relation to Q13 above:

Q15   What are the 'barriers' that prevent the integration of assessments?

Please reply here:

1.

2.

3.

4.

5.

Q16 **What processes are in place to provide visible and constructive accountability for community safety issues/problems that engage and involve our diverse communities in the decisions that affect them?**

Please reply here:

1.

2.

3.

4.

5.

In relation to Q16 above:

Q17 **What are the 'enablers' that allow visible and constructive accountability, and engagement with our diverse communities?**

Please reply here:

1.

2.

3.

4.

5.

In relation to Q16 above:

Q18   What are the 'barriers' that prevent visible and constructive accountability, and engagement with our diverse communities?

Please reply here:

1.

2.

3.

4.

5.

Additional Information

If you would like to provide any additional information that may benefit this Research, please reply in the space provided below.

Please reply here:

Thank you once again for taking part in this survey.
The information you have provided is very important to us.

Further Research and Participation

Would you be prepared to participate in a further telephone or face to face interview in relation to this research?

Telephone Interview: Yes / No (Please specify):

Face to Face Interview: Yes / No (Please specify):

Appendix 2

Working Together for Safer Communities Review

Analysis Spreadsheet

Appendix 3

Additional Information and Reports Not Included in the Questionnaire

Notes