



Australian Government
Australian Institute of Criminology

A review of the Western Australian Community Safety and Crime Prevention Partnership Planning process

Appendixes to the final report

**Jessica Anderson
Julia Tresidder**

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Appendix 1: CSCP Plan survey 2 report – 2007

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Executive summary

The 2007 Community Safety and Crime Prevention (CSCP) Plan survey report is based on the 2007 follow-up survey to the 2005 survey on CSCP Plans. The 2005 CSCP Plan report provided a baseline of local government areas' (LGAs) expectations of their endorsed or yet to be endorsed CSCP Plan. The survey focused on obtaining a snapshot of Plans in Western Australia, including determining the respondents' level of crime prevention knowledge about crime prevention, how Plans were being implemented in the different LGAs and the way they coordinate the Plans.

In 2005, the respondents were positive about the Plans' potential impact on crime, and they had a clear sense of what was needed to implement CSCP Plans. However, previous perceived ineffectiveness of similar activities, such as SaferWA, made some of the respondents wary of the Plans' success. The findings from 2005 were focused on four main areas: increasing community knowledge and involvement in crime prevention, reducing crime, improving crime prevention delivery within communities and strengthening partnerships (Anderson & Homel 2006).

The aim of the 2007 survey was to see if anything had changed since 2005, particularly in relation to the needs of the Plan implementers and also on their perception of the Plan. The Australian Institute of Criminology (AIC) developed the 2007 survey form the questions asked in 2005, and added further implementation questions based on an AIC survey developed for the NSW Crime Prevention Division. The survey was circulated to 154 LGAs with a Community Safety and Crime Prevention (CSCP) Plan and those who were thinking about implementing a Plan. It was sent via email by the AIC on 8 May 2007. Fifty-three usable surveys were returned between May and June 2007.

Results

Overall, Plans appear to be received positively in the LGAs, though in 2007 the issues facing Plan partnerships and committees are more evident. These include greater problems with getting the community to engage in the Plans and getting partners to commit to the actions in the Plans.

- When comparing the questions from 2005 and 2007, most of the issues and priorities have remained the same (youth, alcohol, drugs), plus the addition of the new category of antisocial behaviour.
- Most of the respondents either are developing a Plan through community consultations (23%) or are currently implementing a Plan (40%).
- The Plan is still perceived as primarily a local government responsibility, which is often seen as a hindrance to getting those other than local government employees involved. This perception is seen to affect the community involvement in the Plan and also the limited commitment from other agencies. Apathy of the community was seen as a considerable barrier to many LGAs in implementing the Plan, and this is a considerable concern to many respondents.
- Getting adequate staff for the Plans is difficult, and this is made more problematic with high staff turnover (not only in LGAs, but also in the Plan implementation) and a poor project transfer between incoming and outgoing implementers. This is also affected by the perception of the Plan being an LGA responsibility, as other community organisations do not feel obligated to follow through on the Plan's proposed actions.
- The OCP is viewed positively by the majority of respondents; however, improvements could be made, particularly regarding being more proactive in assisting the LGAs and making them aware of the OCP services.

Resources

- The resource needs have not altered greatly since 2005, with the key areas focused on training staff and committee members, having a dedicated crime prevention officer, and learning more about crime prevention.

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- This should assist the Western Australian Office of Crime Prevention (OCP) when targeting resources, as the priorities and needs are unlikely to change in the near future.

Professional development

- Most respondents would like training and/or professional development, although the percentage of respondents requesting it in 2007 (77%) had decreased since 2005 (90%).
- The respondents want training specifically regarding crime prevention, and also regarding managing projects, analysing and presenting research, and undertaking evaluation.
- If professional development were to be delivered, the more interactive methods were preferred, with workshops (74%) and personal visits by a CET member (47%) being the most selected categories.
- When cross-checked with the length of involvement in the Plan, all of those who had been involved in the Plans the longest (over two years) requested professional development, unlike those with less experience.

Plan accountability and evaluation

- Overall the accountability of Plans by LGAs was good; however, improvements are needed, particularly regarding funding accountability.
- LGAs tend to report only once a year, which could have implications on the information recorded on their Plan's activities and the transferability of knowledge. Additionally, LGAs tend to report only once a year. As a consequence of this, the quality of information recorded could be weakened, particularly due to staffing and other organisational changes that could occur during the year.

There seems to have been a shift in the way LGAs view their Plan's needs as they become more involved in the crime prevention planning process. In the 2005 survey, much emphasis was placed on the need for more funding and to have a dedicated crime prevention officer. These are still considered important; however, now other factors have become more prominent, particularly around staff training and having good interagency collaboration.

Partnerships and committees appear to be the source of the main problems for LGAs, as the questions regarding partnerships and committees were the ones with mixed results regarding their effectiveness. When analysing the confidence of respondents in each Plan's impact with variables relating to partnerships and committee commitment, there appears to be a correlation between confidence in each Plan's likelihood of success and the level of positive perception of their partnership relationships.

The findings from this report will be used in a final report at the end of 2007, comprising information from the two CSCP Plan workshops, this survey report and the Open Axis database. This final report will provide more explicit recommendations and provide a way forward for the CSCP Plans.

Introduction

The Australian Institute of Criminology (AIC) and the Western Australian Office of Crime Prevention (OCP) are engaged in a partnership for the evaluation of the Western Australian Community Safety and Crime Prevention (CSCP) Plans for 2007 (note: CSCP Plans will also be referred to as 'Plans' in this report). This aims at improving the delivery of the Community Safety and Crime Prevention Plans in Western Australia. It is an extension of a previous collaboration for two years from 2005 and 2006, and now also involves the direction of the Western Australian Community Safety and Crime Prevention Council.

The 2005 survey showed that overall the respondents were positive about the Plan's potential impact on crime, and they had a clear sense of what was needed to implement CSCP Plans. However, previous perceived ineffectiveness of similar activities such as SaferWA made some of the respondents wary of the Plan's success. The findings from 2005 were focused on four main areas: increasing community knowledge and involvement in crime prevention, reducing crime, improving crime prevention delivery within communities, and strengthening partnerships (Anderson & Homel 2006). More of the findings and recommendations of the 2005 survey are attached in Appendix 1.

This report is based on the 2007 follow-up survey to the 2005 survey on CSCP Plans. The aim of this survey was to see if anything had changed since 2005, particularly in relation to the needs of the Plan implementers, and also on their perception of the Plan. The 2005 survey was conducted at a time where most LGAs were in the early stages of Plan implementation. In 2007, the majority were already implementing their projects, and some were near the end of their Plans. The AIC circulated the survey via email to the 154 LGAs listed on the OCP's contact list. The list comprised LGAs who were currently signed onto a CSCP Plan, and those who were thinking about implementing a Plan or were waiting for Plan endorsement. The 2007 findings were very similar to the 2005 results, with the challenges in maintaining community support, managing partnerships, and implementing projects with limited resources and high staff turnover features in both years.

The information from this report will eventually be combined with findings from other evaluation activities conducted by the AIC regarding the CSCP Plans. These include one regional and one metropolitan day workshop for CSCP Plan implementers in Western Australia, and using the Open Axis database for analysis of the projects for which the LGAs were granted the \$20,000 funding by the OCP to implement the Plans. As such, explicit recommendations will not be made until the final combined report; however, general comments and recommendations are mentioned throughout this report.

Method

Survey development

The survey was constructed based on the previous survey model used in 2005 in Western Australia to survey those who had signed onto a CSCP Plan with the Office of Crime Prevention. This survey was modelled on a 2005 survey conducted by Anderson and Homel (2005) for reviewing the NSW local community crime prevention planning process, and that survey was adapted from a survey previously undertaken to review the UK's Crime Reduction Programme (Homel et al. 2004). Many of the questions from the previous survey remained or were updated, so responses could be compared between the two. A few questions from the previous survey were left out on the basis that they had not produced useful information previously. As this was a survey undertaken as a follow-up, a section was added to the survey to question respondents about their experiences with implementing the Plans, including questions regarding their partnerships and implementation issues. (A copy of the survey is attached in Appendix 2.)

Survey distribution

The participants targeted for the survey ranged from those who had a current Community Safety and Crime Prevention (CSCP) Plan to those who expressed interest in having a Plan.

The contact details for these local government areas (LGAs) were provided to the AIC from the OCP Community Engagement Team (CET).

Surveys were sent to a total of 154 LGAs. Twelve areas had more than one contact address, though this was not usual, as often more than one person was involved in the Plan development stage. Everyone on the list was sent a survey. This is not an exact reflection of how many Plans are in place, as many were part of a combined LGA Plan (some who are in a partnership with up to five other LGAs). Therefore, it was not expected that each LGA sent a survey would respond individually, as one of their partners may complete it instead.

Unfortunately, the contact list that the AIC presently has makes no distinction between LGAs undertaking Plans individually and those working with other partners. There was also little expectation that LGAs who had only expressed interest in the development of Plans, or were not even developing Plans through the consultation process, would choose to complete the surveys (n=20). However, these areas were nonetheless given the opportunity to comment on the CSCP Plan.

The survey was circulated on 8 May 2007, with an initial timeframe for response of two weeks (23 May 2007). This initial period yielded 24 surveys. A follow-up period of two weeks was factored into the planning, so on 28 May a reminder email was sent to those who had yet to respond, highlighting the extended timeframe until 8 June. CET staff also contacted the LGAs that still had not sent a survey to encourage participation. Those who had written to the AIC indicating that they did not want to complete the survey, as they felt they had not done enough to answer the questions, were not included in the follow-up.

To find out the motivation behind some LGAs not completing the survey, all LGAs that did not respond were contacted by phone by the AIC. They were asked the reason why they did not respond, and then asked about the difficulties in implementing the Plans and if they needed anything to improve Plan delivery. In the end, 42 LGA representatives were contacted, and so far 15 have answered these questions. Those who did not respond either had left the LGA or did not respond to the message to call back left by the AIC staff. Seven of these LGAs indicated that they did not complete the survey because they receive between approximately five to six surveys a week and do not have time to complete them all. All the rest indicated that they had no time to complete it, or that they were not that far into the Plans so could not answer the questions.

Data coding and management

The AIC created a survey builder database through the statistical package SPSS. Entering coded responses into this database enabled the AIC to conduct quantitative analysis on the data. Coding and entering each survey into the system took approximately one-and-a-half to two weeks. In total, 53 usable survey forms were returned for analysis.

Results

The results from the survey are presented as follows:

- a frequency table of each response question, including why each question was asked and commentary on the results
- where applicable, a comparison of the question with the same question asked in the 2005 survey, looking at any changes
- any relevant cross-tabulations that yield appropriate results will be displayed at the end of the results section.

For most of the qualitative responses, the results and the comments are presented together. Limited valid statistical analysis can be conducted on the survey results for numerous reasons. For example, the sample size is too small, and it is difficult to do an accurate comparison between the two surveys as it is not guaranteed that the same individuals responded each time, as this affects the validity. When the 2007 data are compared with the 2005 results, percentages are used. In 2005, percentages were rounded to the nearest 0.5 percent, whereas in 2007, percentages were rounded to the nearest whole percent.

Question 1: What is your role in relation to crime prevention?

Purpose

The question aimed to determine who was being made primarily responsible for crime prevention delivery. The authors acknowledge that the survey was sometimes filled out by the crime prevention committee as a group, so some responses will reflect the views of a majority committee and not just one member.

Table 1: Crime prevention role of respondents, 2005 and 2007 (percentage)

Role	n	2007	2005
Other local government employee	32	60.0	65.0
Committee member	9	17.0	7.5
Crime prevention worker	7	13.0	25.0
Other	5	9.0	2.5
Total	53	100.0	100.0

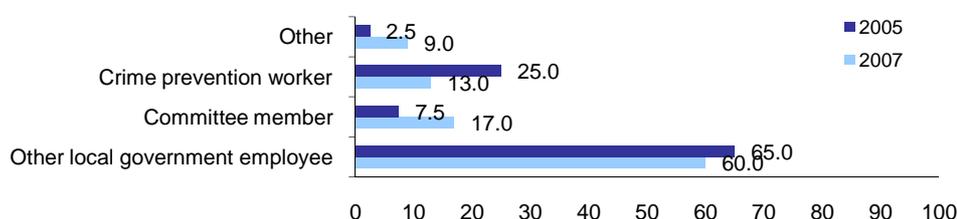


Figure 1: Comparison of crime prevention role of respondents, 2005 and 2007 (percentage)

Result

The majority of respondents identified as 'other local government employee' (60%). There was little difference between those who were committee members (17%) and crime prevention workers (13%). Only nine percent had other roles. This included a ranger, a Community Development Coordinator, a consultant, and a safety and crime prevention coordinator.

Comparison with 2005

There appears to be little variation in the type of respondents for 2007 compared with 2005. In both, the greatest number of respondents was other local government employees (2007=60%; 2005=65%). More committee members (2007=17%; 2005=7.5%) responded in 2007, whereas in 2005 there were more crime prevention workers (25%) than in 2007 (13%).

Comment

As the type of workers who are responsible for the Plans have not really changed in two years, it could be safe to assume that local government employees have primary responsibility for the Plans, or at the least that they are the ones most likely to be given the survey to complete. Therefore, the development of any support or training should take their needs into account and targeted at this particular group. It also supports the assertion from a respondent that the Plan is seen primarily as a local government responsibility.

Question 2: For how long have you been actively involved in CSCP Plan development and/or implementation? (Question not asked in 2005.)

Purpose

The question aimed to determine the level of experience the respondents have had in implementing and/or developing crime prevention Plans. Knowing this information can then help put into perspective the responses given, depending on how involved they have been in Plan development.

Table 2: Length of respondents' involvement in CSCP Plan

Length of involvement	n ^a	%
0–6 months	17	32
7–12 months	13	25
More than one year	8	15
More than two years	14	26
Total	52	98

a: Missing n=1

Results

There is much variation in these results. Although the largest group of respondents (n=17) had six months or less involvement in the Plans, 14 respondents had more than two years' involvement, and 13 respondents had seven to 12 months' involvement. Eight indicated that they had been involved for more than one year.

Comment

There was not a homogenous group answering the survey, and therefore the responses are likely to reflect the opinions of those at most stages of development. However, caution must be used when interpreting these figures, as this does not ask the length of involvement in crime prevention roles in general. There are also respondents who may have responded to the previous survey, or were involved in a previous Plan at another council and have subsequently moved, and therefore it is unable to be determined how they responded.

Question 3: Did you fill out the previous survey on CSCP Plans in 2005? (Question not asked in 2005.)

Purpose

To see how many participants had responded to the previous survey, for potential comparison with the participant's 2005 responses and see if anything had changed.

Table 3: Surveys completed by respondents, 2005

Filled out previous survey	n	%
Yes	4	8
No	49	92
Total	53	100

Result

Only a small number of respondents (8%) had filled out the previous survey, and 92 percent had not.

Comment

The low number of respondents who had previously filled out the survey was expected. As the previous CSCP Plan research highlighted, many areas suffer from high staff turnover, and the Plans rarely have someone who is involved with the Plans for its term. The result supports this assertion.

Question 4: If you answered no, are you aware of someone else in your LGA completing the survey in 2005? (Question not asked in 2005.)

Purpose

Due to the expectation that many 2007 respondents would not have completed the survey in 2005, this question was asked to see if those who did not knew of another representative who did. Since lack of record keeping and transferability of projects was highlighted in 2005, this question would also show another element of this situation.

Table 4: Respondents aware of others in their LGA completing 2005 survey

Aware of others filling out the previous survey ^a	n ^b	%
Yes	3	6
No	44	83
Total	47	89

a: Skipped n=4 (the skip was recorded if the respondent answered 'yes' to Question 3)

b: Missing n=2

Results

Of the 47 respondents who had not filled out the previous survey, 84 percent (n=44) were not aware of the survey being filled out previously. Only a small number of respondents (n=3) had filled it out previously.

Comment

The low number of LGAs who can identify a person in their LGA as completing the survey previously could support the assertion that staff turnover within committees and Plans is high. Forty LGAs completed the survey in 2005, and of the 53 respondents in 2007, only seven had either completed the survey previously (n=4) or knew of someone who had (n=3). However, since committee members can be from various agencies, it is possible that other members were not made aware of the previous survey and it may not have been something that was discussed at CSCP Plan meetings.

Question 5: Which of the following statements best describes the stage of your Community Safety and Crime Prevention Plan?

Purpose

This question aimed to get a general idea of what stage the respondents were up to in the crime prevention planning process.

Table 5: Stage of implementation of the LGAs' CSCP Plans, 2005 and 2007

Stage of implementation	2007		2005
	n ^a	%	%
Thinking about developing a Community Safety and Crime Prevention Plan	2	4.0	0.0
Establishing partnerships including a community safety and crime prevention planning committee	1	2.0	20.0
Developing a Plan through community consultation and partnership links	12	23.0	32.5
Basic Plan developed	5	9.0	17.5
A Plan has been sent to the Office of Crime Prevention for endorsement	2	4.0	7.5
The Plan has been endorsed	5	9.0	5.0
Currently implementing a community safety and crime prevention Plan	21	40.0	15.0
Plan near completion	3	6.0	n.a. ^b
Plan has finished/expired	1	2.0	n.a. ^b
Total	52	98.0	97.5

a: missing n=1

b: n.a. = the response was not asked in 2005

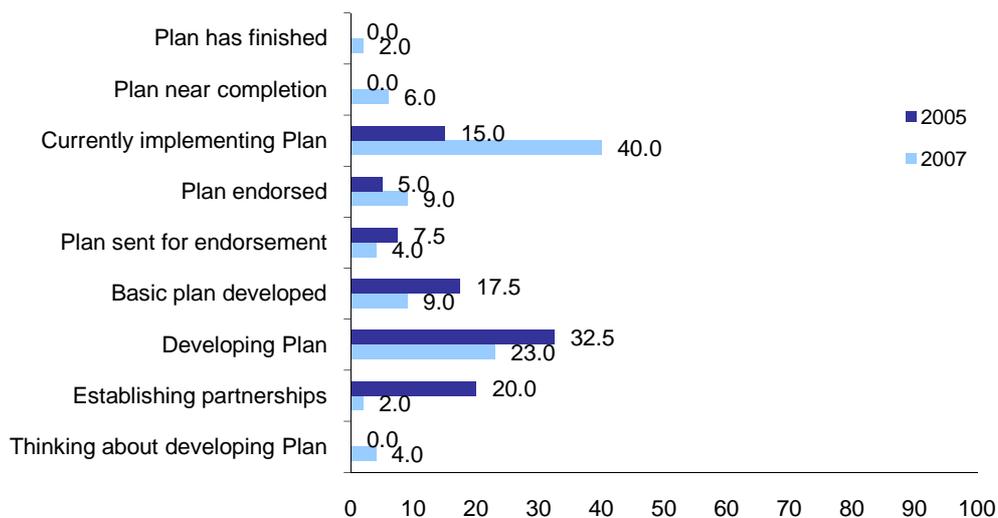


Figure 2: Implementation stage of CSCP Plans, 2005 and 2007 (percentage)

Results

The respondents were at varying stages of the Plan; however, over 60 percent were either currently implementing their CSCP Plan (40%) or were developing a Plan through community consultation and partnership links (23%). The other results were scattered through the remaining stages. Only one respondent's Plan had finished, with three Plans near completion. The basic Plan had been developed in five LGAs, and five LGAs just had their Plan endorsed. Only two respondents were thinking about implementing a Plan, and two had sent the project to the OCP and were awaiting endorsement.

Comparison with 2005

Since the 2005 survey was initiated near the start of CSCP Plan implementation, the greater number of LGAs currently implementing a Plan in 2007 (40%) contrasted with 2005 (15%) makes sense. The life of a Plan is generally three years, so it is assumed the 32.5 percent of LGAs developing a Plan in 2005 comprise a large percentage of those currently implementing the Plan in the 2007 survey.

Comment

With most of the LGAs being in the middle of the Plans and its processes, the information collected on the experiences of Plan implementation should be more current and less retrospective. It should also provide a diverse range of answers from respondents at all stages of the implementation phase.

Question 6: What, if any, crime prevention projects are already running in your community?

Purpose

This question aimed to obtain a snapshot of what is currently being done in local areas without the assistance of a Plan. This will then be utilised with the 2005 survey as a comparison to see what type of crime prevention activity is being implemented as a result of the endorsed Plans compared to the time before the Plans.

Table 6: Crime prevention projects already running in the community, 2005 and 2007

Projects in the community	2007		2005
	n	%	%
Youth and their behaviour	25	47.0	n.a.
Community policing	25	47.0	67.5
Antisocial behaviour	25	47.0	n.a.
Neighbourhood Watch	24	45.0	57.5
Youth diversion	22	42.0	60.0
Alcohol-related issues	19	36.0	50.0
Drug-related issues	18	34.0	40.0
Domestic violence prevention and/or awareness	14	26.0	20.0
Family violence prevention and/or awareness	9	17.0	25.0
Other	16	30.0	40.0

Note: n.a. = not available

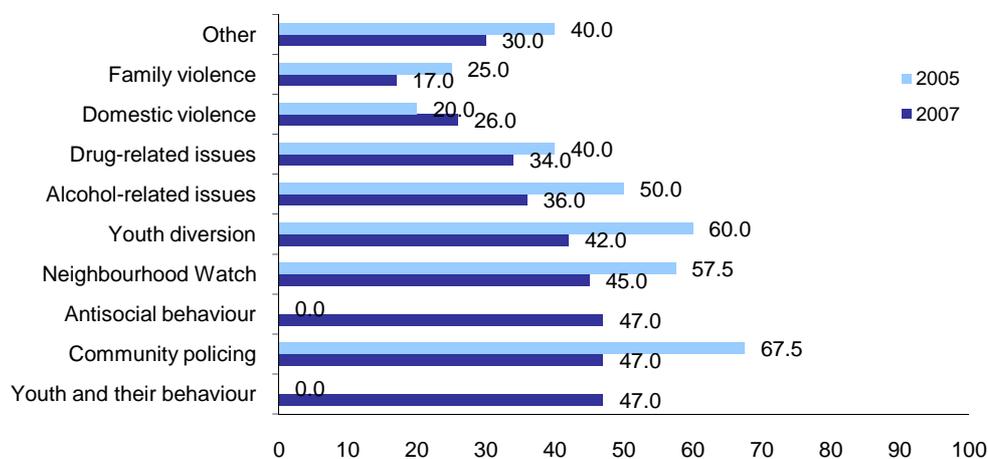


Figure 3: Existing community crime prevention projects, 2005 and 2007 (percentage)

Results

Most activities that were running in communities prior to the Plan were focused on youth and their behaviour, community policing and antisocial behaviour, with each implemented in 25 (47%) LGAs and Neighbourhood Watch in 24 (45%). However, there was little difference between most of the responses. Family violence prevention and awareness projects were present in 17 percent of surveyed LGAs (n=9).

Nearly 30 percent of respondents reported 'other' activities in their communities. Rather than these targeting particular crime areas, the activities reported reflected particular community projects. Crime prevention through environmental design (CPTED) activities were listed such as lighting and security initiatives, as were graffiti removal initiatives, fire prevention and a police-ranger partnership. Specific initiatives included Safe Seniors, Connected Community Barbecues, Constable Care, Road Wise and Rural Watch.

Comparison with 2005

The projects reflect a similar picture to the 2005 survey. Domestic violence (2007=26%; 2005=20%) and family violence (2007=17%; 2005=25%) projects are the least likely to be in the community prior to the Plans; however, domestic violence awareness is slightly higher 2007. Community policing (2007=47%; 2005=67.5%) in both years the most likely to be present in the community; however, the percentage is smaller in 2007. As in 2007, the 2005 survey did not show much difference among the types of projects running in the community; however, there appears to be a lower percentage of LGAs with projects in 2007. In the 2005 survey report, the projects listed under 'other' were recorded as 'community development

projects...CPTED and road safety programmes' (Anderson & Homel 2005: 11), which are very similar to what was found in 2007.

Comment

The similarities in priorities for both 2005 and 2007 could indicate that the type of activities that occur without Plans in place are rather standard and have not altered over the years.

Question 7: What are your community's priorities for the types of crime prevention projects that are or will be addressed in the Plan?

Purpose

This question aimed to find out what areas communities in Western Australia wish to target. By determining what the most targeted areas are, the OCP will be able to prioritise the types of crime prevention resources they need to provide to the local areas.

Table 7: Community crime prevention priorities for the Plan, 2005 and 2007

Plan priority areas for the community	2007		2005
	n	%	%
Antisocial behaviour	40	75.0	n.a.
Youth diversion	33	62.0	75.0
Alcohol-related issues	31	58.0	57.5
Drug-related issues	25	47.0	52.5
Neighbourhood Watch	21	40.0	50.0
Community policing	21	40.0	70.0
Domestic violence prevention &/or awareness	10	19.0	37.5
Family violence prevention &/or awareness	8	15.0	40.0
Other ^a	20	38.0	35.0

a: The 'other' category does not add up to 53, as missing=1

Note: n.a. = not available

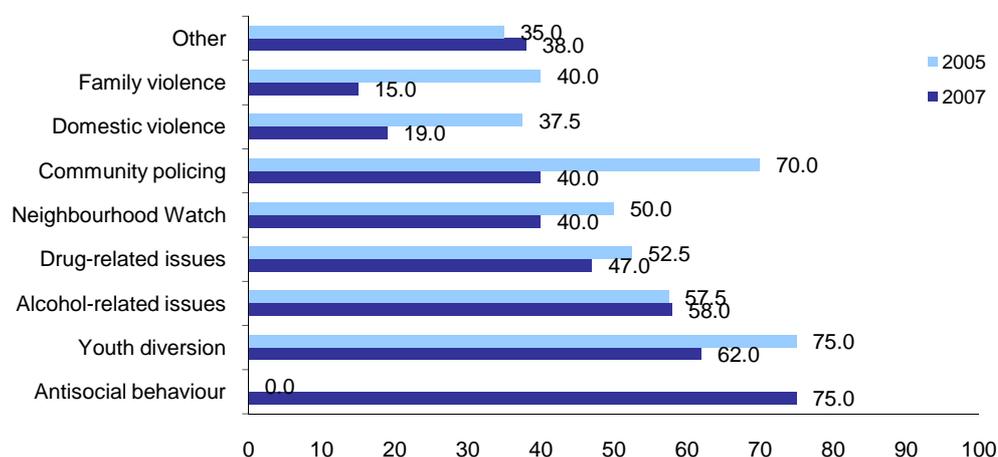


Figure 4: Community crime prevention priorities for the Plan, 2005 and 2007 (percentage)

Result

The main priorities for LGAs appear to be antisocial behaviour (75%), youth diversion (62%) and alcohol-related behaviour (58%). The other priority areas also had many respondents, which were drug-related issues (47%), Neighbourhood Watch (40%) and community policing (40%). However, both domestic and family violence were areas that were not heavily selected as priority areas, with both selected in less than 20 percent of LGAs.

Responses in the other category focused primarily on community awareness and safety (including road safety), burglary initiatives, graffiti removal and CPTED initiatives.

Comparison with 2005

Antisocial behaviour was not a category in 2005 so it cannot be compared, but despite this the priority areas are similar between the two surveyed. Of the greatest difference, community policing dropped from the second most popular target area in 2005 (70%) to equal fifth in 2007 (40%). The only other change was with family violence (2007=15%; 2005=40%) now being targeted in fewer councils than domestic violence (2007=19%; 2005=37.5%), although both are still targeted least of all the categories. Besides these, there have been few changes in the priorities since 2005.

Comment

What LGAs are targeting in 2007 appears to be very similar to what they targeted in 2005, with some small changes. Two of the three main areas of antisocial behaviour and alcohol-related offences are generally public offences, and youth diversion is also usually focused on offences and activities that are quite public. Interestingly, domestic violence and family violence were less likely to be targeted in the Plans than they were without the Plans (see Question 6). This could suggest that the communities do not see the issue as big enough to address in the Plans, or that the issue is already being addressed in the community without the assistance of the Plan. Another possibility is that it may be considered too difficult to address in the Plans. There is also less interest in domestic violence and family violence in the areas of crime prevention that people want to know more about (see Question 20), although whether this means that LGAs are less willing to tackle the issue or they do not have the resources or capacity to tackle this issue is unclear.

Question 8: Please rank from 1 to 3 the highest priority of your Plan's projects

Purpose

This question aimed to find out what groups communities in Western Australia wish to target. By determining what the most targeted areas are, the OCP will be able to prioritise the types of crime prevention resources they need to provide to the local areas.

Table 8: Priorities of the Plans

Priority area	First		Second		Third		Total ^a		2005 rank (mean)
	n	%	n	%	n	%	n ^b	%	
Youth	23	43	11	21	4	8	38	72	1 (1.7)
Families	8	15	10	19	11	21	29	55	2 (2.8)
Elderly	2	4	8	15	4	8	14	26	3 (2.9)
Offenders	2	4	3	6	8	15	13	25	6 (4.5)
Socially disadvantaged	3	6	2	8	4	8	9	17	4 (3.8)
Minority groups	1	2	3	6	4	8	8	15	5 (4.2)
Other	3	6	–	–	1	2	4	8	

a: Missing=10

b: The total of the sample (n=53), including the missing cases

Notes: – = not applicable

Result

Youth (43%) was overwhelmingly the first priority for LGAs, with youth also narrowly being the second-highest priority for many other LGAs (21%), and the overall most selected priority. Families were clearly the second-highest priority overall, and was selected in the top three priorities in 55 percent of cases, with the third-highest priority of the elderly only selected in 26 percent of LGAs, only one response more than offenders (25%). Socially disadvantaged groups and minority groups were the least likely to be in the top three priorities of Plans, with these groups selected in only 17 percent and 15 percent of LGAs respectively. Nearly one-fifth (n=10) did not respond to this question, or answered it incorrectly; however, why this was the case is unknown.

The 'other' priorities in the Plan included at-risk Aboriginal and homeless people presenting in parks, local businesses and the general community. Some respondents listed target areas

such as graffiti and theft, although others who had yet to develop the Plan were waiting on consultation results.

Comparison with 2005

Different calculation methods were used in 2007 compared with 2005. In 2005, respondents were asked to rank the priority areas from one to six, although this left many difficulties for LGAs in ranking an area if it was not targeted in a Plan. Therefore, only the top three were requested in 2007, although this means there is a variation in how the results are reported from the previous survey.

The ranks for each priority in 2005 compared to 2007 were almost identical, with youth, families and the elderly topping the list. However, 'offenders' in 2007 was now a slightly higher priority in fourth-highest priority, whereas in 2005 it was sixth. As in 2005 (n=2), few LGAs had 'other' high priorities in 2007 (n=4).

Comment

It is unsurprising that youth is once again the main priority for Plans, as issues concerning youth often dominate the concerns of those consulted for the Plans. Even though families were the second priority in 2005 (with a mean score of 2.8), this difference was negligible to the elderly, with a difference of 0.1 (m=2.9). However, in 2007 'families' seems to have become more prominent as the second-highest priority overall, with 29 percent more respondents selecting it as one of their top three priorities over the elderly. Due to the different data collection parameters between the years, the results should be interpreted with caution. The small variation in the priorities over two years could indicate that these are the main areas of concern for WA communities. As such, OCP services targeting these areas should be reinforced.

Question 9: For the projects you are implementing/implemented in your Plan, do you/did you/will you have output measures, outcome measures and an evaluation strategy (Question not asked in 2005.)

Purpose

Knowing if a Plan is successful at its completion requires a final evaluation, so the outputs and outcomes of the Plan can be compared with the original anticipated outputs and outcomes. Without these, it is difficult to determine whether activities had any influence. If there are only a small number of LGAs with these measures and evaluation Plan, it may be problematic for the OCP to see if the Plans have had an impact on the community and whether the activities matched the priority areas targeted.

Table 9: Output, outcome and evaluation measures for Plans

Strategies employed	Yes, something for each		Yes, for most		Only a few		Don't know	
	n	%	n	%	n	%	n	%
Output measures ^a	17	32	18	34	2	4	4	8
Outcome measures ^a	17	32	18	34	3	6	3	6
An evaluation strategy ^b	17	32	20	38	2	4	3	6

a: Missing=12

b: Missing=11

Results

For each of the projects in the Plan, a little under one-third (32%) indicated that all would have output measures, outcome measures and an evaluation strategy for all projects. A slightly higher number of respondents had outcome and output measures for most projects (34% for each), and evaluation strategies (38%). Less than 10 percent did not know whether they had the measures in place for each category, with three or fewer respondents. However, it was not the same sample of 32 percent for each of the measures, even though those who answered 'yes for all' in one category were more likely to answer the same way for the other categories.

The category for 'no, none of them' was not included, as it was not selected by the respondents for any of the three categories.

Comment

At first glance, it does not appear that many of the respondents had output, outcome and evaluation measures for all their projects, with just under one-third for each category. However, when combined with the second category 'yes, for most of them', that figure doubles to approximately two-thirds of the respondents (68% for both the outcome and output measures, and 70% for the evaluation). It is encouraging to see that most of the LGAs have thought about the need to include these strategies in their planning, as they are integral to measuring the success of the Plans in the long run. Only a small amount (less than 10% for each measure) did not know if they had any measures, and this could be the result of being new to the position and/or potentially poor recordkeeping. However, this is still a slight concern, as LGAs need to document the outcomes and outputs as part of the Plan endorsement.

Over 10 percent of respondents failed to answer the questions (n=11 for output measures and outcome measures; n=12 for evaluation strategy), and it could be assumed the lack of response could indicate the inability or reluctance to answer 'no, for none of them', which recorded no responses in the survey. If this is the case, then potentially one-third has either none or only a few measures in place. Another unknown in this figure is the type of measures and evaluation proposed, and whether this is appropriate for the activities and outcomes, as this cannot be determined here. What this result does indicate is the need for the OCP to stress continuously the importance of Plan accountability and evaluation.

Question 10a: How will you, or how did you, report on you Plan's progress? (Question was not asked in 2005.)

Purpose

Reporting on the Plan is important to see if activities are being implemented as planned, and to document progress. If LGAs are not reporting on the Plan, then concerns could be raised regarding how they are monitoring their progress.

Table 10: Frequency of Plan progress reporting

Frequency of reporting	n	%
Monthly	7	13
Quarterly	5	9
Biannually	13	25
Yearly	16	30
Don't know	5	9
Other	4	8
No	1	2
Total ^a	51	96

a: Missing=2

Results

Just over half of LGAs (55%) will report or have reported yearly or biannually. There were a few LGAs who had a more regular reporting structure, with five (9%) stating they report quarterly, and seven (13%) documenting monthly reports. Only one respondent indicated that their LGA did not report anything. Those reporting 'other' stated they did this with evaluation forms, regular email and telephone contact between the planners and the consultant, through the council reporting systems, and one indicated they were going to report monthly to start, then every second month after that.

When asked how they reported, most stated that a report was sent to the OCP (n=11), the local council (n=13), or the local community safety and crime prevention or advisory committee (n=15), and sometimes all three. Some respondents indicated they used the local media to report to their community the Plan's progress, and other methods are through the shire's webpage or newsletter, and meetings with stakeholders.

Comment

The great majority of respondents are reporting at least once a year on their Plans, although it is unclear of the level of detail provided in each case. However, Plans often change, as do the circumstances in which they are implemented, so it is questionable whether reporting once or twice a year is enough to capture any inconsistencies or problems in an appropriate timeframe. It could also be speculated that the limited reporting through the year may hinder transfer of knowledge regarding the Plan to new staff and those involved in the Plan. That being said, many areas may not have the time or resources to report on the Plan as often as they would like, or find the reporting process difficult. This could be particularly true if there is high staff turnover and there is no record of what has been done previously. More frequent reporting practices may need to be emphasised if the reporting currently conducted is limited; however, this would need to be accompanied with instruction on how best to record the information and how to report it according to the OCP's requirements.

What information is being reported is another issue. Reflecting on the answers, it is evident that the question could have been clearer, as it was interpreted two ways: whether to write about the process of reporting, or what the output would look like.

Question 11: Do you/did you have any accountability mechanisms in place to make sure projects were implemented on time and funding was accounted for? (Question was not asked in 2005.)

Purpose

This question aimed to see if the LGAs are taking measures to ensure accountability of the funding provided by the OCP, and whether the project timeframes remain on target.

Table 11: Accountability mechanisms of the Plans

Strategies employed	Yes		No		Don't know	
	n	%	n	%	n	%
Projects implemented on time ^a	30	57	7	13	8	15
Funding from OCP and other sources accounted for ^b	43	81	1	2	4	8

a: Missing=8

b: Missing=5

Results

Just over half of respondents (57%) indicated they had mechanisms in place to make sure projects are implemented on time, with 15 percent being unsure of whether any are in place. Forty-three respondents (81%) indicated that their Plan has mechanisms to keep track of the funding, with only one area not having any mechanisms in place for this and four respondents who did not know if anything was in place.

Comment

There was not an overwhelming majority of respondents who had mechanisms in place to make sure projects were on time, but this is not necessarily a concern. It may be that specific mechanisms are not needed by respondents for implementing projects on time. Projects may be built into core business or already have other mechanisms to ensure that projects are timely.

Knowing where the OCP funding is being spent and whether it is being used on the appropriate activities is extremely important. It is worrying that some respondents do not know if funding is accounted for, yet this could be the result of the LGA or someone other than the respondent being in charge of this area. Therefore, it is hard to draw any conclusions about why this is the case, and may require further investigation by the OCP.

Question 12: How confident are you that the Plan will make/has made an impact on crime reduction in your area?

Purpose

There is potential to use this question to see if the confidence of the Plans is reflected further down the track after implementation. It is also used to see how much confidence the implementers have in their Plan's success.

Table 12: Confidence in Plan to reduce crime, 2005 and 2007

Confidence in Plan	2007 ^a		2005
	n	%	%
Very confident	12	23.0	22.5
Fairly confident	28	53.0	52.5
Not sure either way	10	19.0	22.5
Not too confident	2	4.0	0.0
Not at all confident	0	0.0	2.5
Total	52	99.0	100.0

a: Missing=1

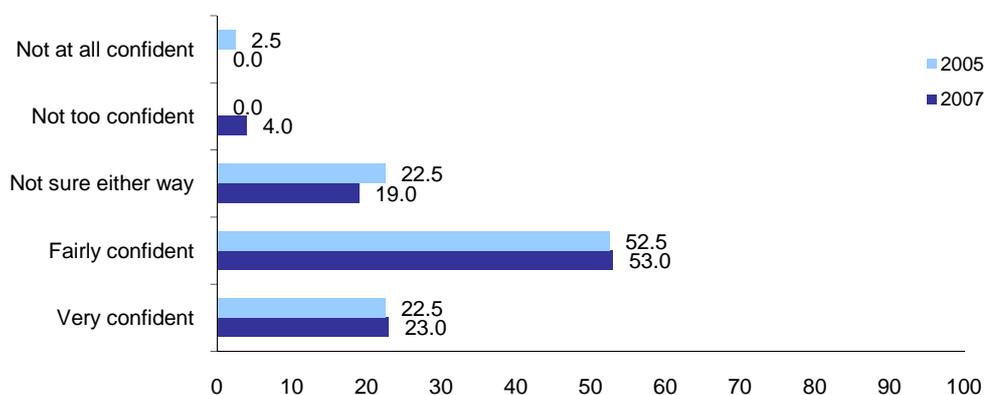


Figure 5: Confidence of Plan impact on crime reduction, 2005 and 2007 (percentage)

Result

Quite a substantial majority of respondents (79%) were at least fairly confident that the Plan would have an impact on crime reduction in their area. Only two respondents were not too confident in its success.

Comparison with 2005

In 2005, 75 percent were either fairly confident or very confident of success, showing that there is not much difference with the confidence of respondents in 2007 (79%). The only difference is that no one in 2005 selected 'not too confident', compared with two in 2007; however, in 2005 one respondent was 'not at all confident' in the Plan.

Comment

There appears to be little change in the LGAs' expectation on the impact of the Plan. It is reassuring that the majority of respondents, regardless of the trials involved in implementing Plans, believe they will achieve crime reduction in their area. The similar results to the 2005 survey, where most LGAs would have just be starting out, is also reassuring, as it may indicate that the positive outlook on Plan effectiveness is likely to continue throughout the life of the Plan after many of the implementation difficulties and not just in the first stages of planning.

Question 13: Please rank the top three factors in what you think will be/has been crucial to the success of your Plan

Purpose

This question aimed to determine what LGAs see as key priorities and to compare in the future if areas have tried to focus efforts on engaging their main factor in implementing a Plan.

Table 13: Factors crucial to Plan success

Factors crucial to Plan success	First		Second		Third		Total ^{a, b}		2005 rank (mean)
	n	%	n	%	n	%	n	%	
Effective interagency collaboration	13	25	11	21	8	15	32	60	equal 2 (3.2)
Anticipated community participation in the Plan's activities	13	25	7	13	10	19	30	57	4 (3.3)
Well-funded and resourced	9	17	10	19	9	17	28	53	1 (3.0)
Supported by the police	5	9	12	23	8	15	25	47	equal 2 (3.2)
Community support for Plan development	8	15	6	11	7	13	21	40	5 (3.5)
Good organisation	4	8	4	8	6	11	14	26	6 (3.8)
Other(s)	1	2	1	2	1	2	3	6	0

a: Missing=3

b: Total of all respondents (n=53), including missing responses

Results

'Good organisation' was the factor least commonly selected, as it was selected by only 26 percent of respondents compared to effective interagency collaboration, which was the highest selected factor with 60 percent of respondents choosing it. 'Anticipated community participation in the Plan's activities' was the second-most selected factor, chosen by 57 percent of respondents. 'Well-funded and resourced' was the third-most selected factor (53%), followed by 'Supported by the police' (47%) and then 'Community support for Plan development' (40%).

Those who selected the 'Other(s)' category included good local government leadership, monitoring by a community safety officer, and participation in activities.

Comparison with 2005

In 2005, 'Well-funded and resourced' was the most selected factor, but it slipped to the third-most selected factor in 2007. 'Effective interagency cooperation' (2005 equal second) was the most popular priority in 2007, and as in 2007, 'Good organisation' was the least popular factor for the respondents. 'Supported by police' had also slipped since 2005 where it was ranked equal second, where in 2007 it was the fourth-most chosen response.

Comment

It is interesting that 'Well-funded and resourced' has moved down in priority, with 'Effective interagency collaboration' and 'Anticipated community participation in the Plan's activities' having more respondents selecting it as a priority. Although the reasons for this shift are unclear, it is possible that those who have been involved in Plan implementation for some time might have felt that funds and resources are not enough, but that cooperation between partners and community involvement are essential. It could also reflect the understanding of Plan implementation of respondents evolving from a focus solely on resources required to a greater focus on practical process problems. Despite these changes, there is still not a great deal of difference in the responses, and therefore interpretation of these data should be done with caution.

Question 14a: What do you expect, or what was, the community response at the start of the implementation of your Plan?

Purpose

This question aimed to compare what the LGAs perceive as being the community's response to the Plan and what is stated in the follow-up survey, and determine if there assertions were similar. In cases where the respondents are hesitant, the OCP may be able to provide services to alleviate the problems, and conversely where the respondents indicate a more enthusiastic response the OCP may learn why and attempt to replicate elsewhere.

Table 14: Community response to Plan implementation, 2005 and 2007

Community response	2007 n ^a	%	2005 %
Enthusiastic	17	32.0	27.5
Slow to gain support	11	21.0	25.0
Apathetic	8	15.0	15.0
Hesitant	4	8.0	5.0
Quick to adopt initiatives	3	6.0	10.0
Wary	1	2.0	0.0
Total	44	84.0	82.5

a: Missing=9

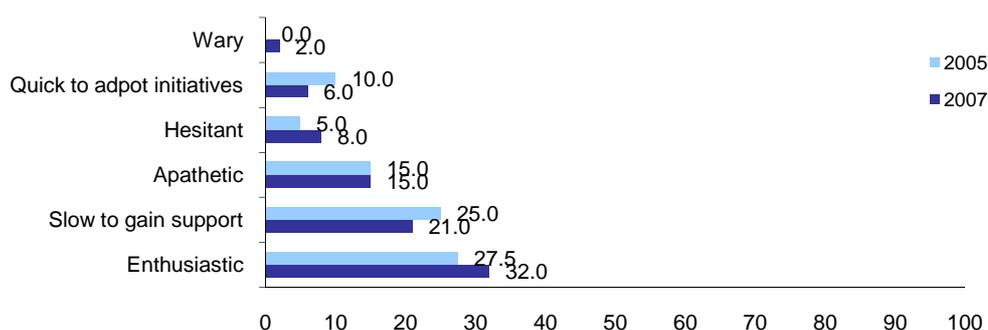


Figure 6: Comparison of community response to Plan implementation between 2005 and 2007 (percentage)

Results

The results were rather mixed. Nearly one-third (32%) felt that the community response would be 'Enthusiastic', although 21 percent indicated that the Plan would be 'Slow to gain support'. Fifteen percent considered the community response would be or was 'Apathetic', with hesitant (8%), 'Quick to adopt initiatives' (6%) and 'Wary' (n=1) all having considerably fewer respondents.

When asked their reasons for choosing these responses, those who were positive about the Plan (respondents who selected 'Enthusiastic' and 'Quick to adopt initiatives') mostly based their opinions on how the community received the idea of the Plan in the early stages of development. However, their reasons appeared to be not as positive as suggested. Most indicated that the communities were enthusiastic initially, though many stated that enthusiasm tended to drop off after some time. One stated there were mixed responses from the community, with some agencies quick to support, but others wary of the finance and resource implications. Another was uncertain that the community was confident that all aspects of the Plan would be addressed.

Despite this, other respondents noted that the community was behind their Plan in various ways. Active participation in SaferWA and another Local Action Group by one community signified to one respondent that the community would be enthusiastic. Others mentioned that most of their committees and the agencies involved supported the Plan, even if the wider

community was more dubious. Some mentioned that their community was also very helpful in the Plan development.

Those who were less confident of the community's response (those who chose 'Slow to gain support', 'Apathetic' and 'Hesitant') had various reasons, though there were two particular themes. The general apathy of the community for any activity, unless it directly involves them, was often cited, and motivating small communities that have limited resources with committee members who are time-poor and overcommitted was another standout issue. Other reasons included that the Plan was not well marketed and needed more exposure, previous Plans not being well supported and measured/reported correctly, communities sick of complaining about problems in the past and not seeing results, external stakeholders – although initially willing to become involved – not having any accountability to continue with Plan commitments, and LGAs still in the planning stages not being able to comment.

Comparison with 2005

The expected community response in 2005 was similar to the 2007 results. In 2005, 28 percent thought the community would be 'Enthusiastic', and 25 percent thought that the Plan would be 'Slow to gain support'. The remaining LGAs expected responses of 'Apathetic' (15%), 'Quick to adopt initiatives' (10%) or 'Hesitant' (5%) had somewhat lower numbers of respondents.

The tone of the respondents who answered positively was somewhat different between 2005 and 2007. In 2005, the respondents felt that strong partnerships, positive community involvement in developing the Plan, and the structured approach to tackling crime problems affected the community's perceived response. However, in 2007 although respondents still felt that the initial uptake was encouraging, the support seemed to diminish over time.

In 2005, those less positive about Plan uptake generally felt that they had 'heard it all before', where promises were made but never kept, and that communities do not recognise their roles as individuals in crime prevention; in other words, that it is not just the responsibility of the council or the police. This was similar to what was found in 2007.

Comment

The similarities in responses once again indicate that the way Plans develop and the expectations do not necessarily change over time. However, a telling finding of the nature of Plan implementation is found in the responses to those who found the initial community response as positive. Their observation that initial community enthusiasm can frequently dissipate once the Plan is implemented over time can have implications on how committees manage the Plans. The fluctuating support is something that Plan implementers have to contend, and the challenge appears to be to keep interest in the Plan constant within the communities. Strategies may need to be developed to keep the momentum going, which may need to be supported by the OCP.

Once again, due to a small number of individuals completing the survey who had done so in 2005, it is difficult to reliably compare the two results, as the opinion of the original respondent is not available for almost all of the LGAs in 2007.

Question 15: Your perception of the CSCP Plan (Question not asked in 2005.)

Purpose

This question aimed to compile a snapshot of what the respondents thought about aspects of their Plan in relation to its aims, the level of communication the respondents have with the committees and OCP, and of any particular work issues they have had whilst implementing the Plan.

Results

The results were very positive, with only a few respondents recording negative responses to aspects of their Plans. The results will be analysed by the three grouped areas: key aims, communication and local work issues.

Key aims (Q15a–15g)

Most respondents felt that the objectives and aims targeted in the CSCP Plan were very or fairly clear (83%), with no one indicating that they were not clear. Most (72%) also felt that the stakeholders' understanding of the Plan's aims were fairly or very high, although 17 percent felt their understanding was mixed and/or patchy. A larger number (68%) believed that adequate resources were made available most or all of the time, although one-fifth (21%) said that resources were hardly ever available. When questioned whether initiatives were fully implemented, there was less consistency with responses. Twenty respondents (38%) indicated that they were implemented in most cases, and eight (15%) felt they were implemented in all cases. However, a little over one-tenth of respondents (12%) indicated that they were hardly ever or not at all implemented on time, with just under one-fifth (17%) not knowing if they were implemented, and 10 respondents not answering that question. Asked on the completion of outputs and activities, the majority (43%) believed they were done mostly on time, with one-quarter (25%) who did not know, and nine respondents who did not answer the question. Eleven percent said that they were hardly completed on time, and only two respondents that completed projects always on time.

Just over half of respondents considered that the impact of partnerships on Plan success was fairly or very strong (56%), but nearly one-fifth (19%) considered it fairly weak. Perhaps one of the greatest variability in responses was regarding the availability of suitably experienced and qualified staff. Whereas one-quarter (25%) found it a fairly large constraint, 13 respondents (21%) stated it was not a constraint. When combining the responses of 'Very large constraint' and 'Fairly large constraint', 42 percent of the sample is represented, and the combination of 'Fairly small constraint' and 'Not a constraint' is 40 percent of the sample, showing no great difference between the two.

Table 15: Respondents' perceptions of the key aims of CSCP Plan

Perceptions											
a	I feel that the Plan's community safety and crime prevention aims and objectives are/were:	Very clear		Fairly clear		Not very clear		Not at all clear		Don't know	
		n	%	n	%	n	%	n	%	n	%
	Missing= 3	26	49	18	34	0	0	0	0	6	11
b	The understanding of the aims of the Plan by all stakeholders is/has been	Very high		Fairly high		Mixed/patchy		Fairly low		Don't know	
		n	%	n	%	n	%	n	%	n	%
	Missing =2	11	21	27	51	9	17	0	0	4	8
c	Adequate resources have been made available to the LGA	All of the time		Most of the time		Hardly ever		Never at all		Don't know	
		n	%	n	%	n	%	n	%	n	%
	Missing =2	12	23	24	45	11	21	0	0	4	8
d	The initiatives were fully implemented	In all cases		In most cases		Hardly ever		Not at all		Don't know	
		n	%	n	%	n	%	n	%	n	%
	Missing =10	8	15	20	38	3	6	3	6	9	17
e	Planned project outputs and activities were completed	Always on time		Mostly on time		Hardly ever on time		Never on time		Don't know	
		n	%	n	%	n	%	n	%	n	%
	Missing =9	2	4	23	43	6	11	0	0	13	25
f	The impact of partnerships working on Plan success has been	Very strong		Fairly strong		Fairly weak		No effect at all		Don't know	
		n	%	n	%	n	%	n	%	n	%
	Missing =5	5	9	25	47	10	19	0	0	8	15
g	Availability of suitably experienced and qualified staff is/was	Very large constraint		Fairly large constraint		Fairly small constraint		Not a constraint		Don't know	
		n	%	n	%	n	%	n	%	n	%
	a										

Missing =4	9	17	13	25	10	19	11	21	6	11
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Table 16: Respondents' perceptions of communication within the CSCP Plan

Perceptions											
h	Guidance provided by the OCP has been	Very relevant		Fairly relevant		Not very relevant		Not at all relevant		Don't know	
		n	%	n	%	n	%	n	%	n	%
		Missing =3	18	34	24	45	2	4	0	0	6
i	Feedback on Plan initiatives provided by the OCP to Plan implementers has been	Very clear		Fairly clear		Not very clear		Not at all clear		Don't know	
		n	%	n	%	n	%	n	%	n	%
		Missing =6	11	21	18	34	4	8	0	0	14
j	Communication between local crime prevention members has been	Very clear		Fairly clear		Not very clear		Not at all clear		Don't know	
		n	%	n	%	n	%	n	%	n	%
		Missing =6	9	17	26	49	2	4	1	2	9

Communication

A large majority of respondents (79%) deemed the guidance provided by the OCP as fairly or very relevant, with no one saying it was not relevant at all. Over half of the respondents (55%) felt that the feedback on Plan initiatives given by the OCP to the Plan implementers was very or fairly clear, although 26 percent responded 'Don't know'. When asked on the communication between the local CSCP Plan members, nearly two-thirds (66%) considered it to be very or fairly clear, while 17 percent answered 'Don't know'.

Table 17: Respondents' perceptions of the local work issues in the CSCP Plan

Perceptions											
k	CSCP Plan committee members' commitment and motivation at a local level has been	Very high		Fairly high		Mixed/ patchy		Fairly low		Don't know	
		n	%	n	%	n	%	n	%	n	%
		Missing =5	4	8	21	40	16	30	2	4	5
l	Project management skills at a local level have been:	Very strong		Fairly strong		Mixed/patchy		Fairly weak		Don't know	
		n	%	n	%	n	%	n	%	n	%
		Missing =2	7	13	23	43	13	25	2	4	6
m	Accountability of Plans at a local level has been	Very thorough		Fairly thorough		Not very thorough		Not at all thorough		Don't know	
		n	%	n	%	n	%	n	%	n	%
		Missing =5	8	15	22	42	5	9	1	2	12
n	Relationships between committee members at a local level have been	Very good		Fairly good		Mixed		Fairly poor		Don't know	
		n	%	n	%	n	%	n	%	n	%
		Missing =4	12	23	25	47	6	11	0	0	6
o	Local partnerships meetings were/are primarily focused on	Power		Roles		Tasks		Individuals		Don't know	
		n	%	n	%	n	%	n	%	n	%
		Missing =3	1	2	9	17	30	57	1	2	9
p	When there were differences of	All of the time		Some of the time		Rarely		Not at all		Don't know	
		n	%	n	%	n	%	n	%	n	%
		Missing =3	1	2	9	17	30	57	1	2	9

opinion, these were resolved	n	%	n	%	n	%	n	%	n	%
Missing =7	17	32	13	25	1	2	0	0	15	28

Local work issues

When questioned on CSCP Plan committee members' commitment and motivational level, many (40%) felt that it was fairly high, although a substantial number of respondents (30%) felt that it was mixed and/or patchy. Project management skills at a local level were seen as very or fairly strong by 56 percent of respondents, with one-quarter (25%) considering it as mixed and/or patchy. The majority of respondents (57%) thought that accountability of Plans at that local level was fairly or very thorough; however, 12 respondents (23%) answered 'Don't know'. A high number of respondents (70%) viewed the relationships between committee members as being very or fairly good, with only 11 percent who found it mixed and none who thought it was poor.

When asked about the focus of local partnership meetings, over half (57%) chose 'Tasks', with 'Roles' having the second-most number of respondents (17%). The choices of 'Power' and 'Individuals' had one respondent each, but quite a few were unsure and selected 'Don't know' (17%). When asked about differences of opinion when implementing a CSCP Plan, nearly one-third (32%) said they were resolved 'All of the time', 25 percent said 'Some of the time', only one said 'Rarely' and no one said 'Not at all'. However, 15 respondents (28%) stated 'Did not know'.

Comment

Overall, the responses to Question 15 were encouraging. Responses generally occurred in the middle range category, rather than the more extreme responses available, and none of the questions indicated that the LGAs were struggling or disillusioned with aspects of the Plan.

When looking at the key aims, it could be reasonable to say that most respondents felt that the aims and understanding of the Plan were clear and understood by many involved in the Plans, with the majority of project activities being implemented more or less on time. The partnerships for over 50 percent seemed to have an impact, although the availability of appropriate staff to implement Plans was a hindrance to a large number of LGAs. Most respondents (68%) felt that adequate resources were made available to them most or all of the time, even though 21 percent indicated for them it was hardly ever. This is interesting because a lack of resources, especially financial, is often cited as a major barrier to effective Plan implementation. It could be speculated that perhaps many LGAs are aware of their limited resources and do not make Plans involving more than what they can provide for the initiatives.

Most respondents felt that the communication was rather clear within crime prevention committee members; however, considering that partnership issues are consistently raised, this is an interesting finding. It could be that there is a perception that aims and actions are clear, but in reality are misinterpreted by various groups. Another speculation is that the communication is clear but objectives are not carried out. Communication between the OCP and the Plan implementers regarding their feedback and guidance was rather positive, indicating that the OCP staff has been providing the information needed to most LGAs. The number of respondents who could not comment on the feedback (26%) was rather high. This could indicate that they did not seek feedback, respondents were unaware of the possibility of obtaining any from the OCP or they were not informed if any OCP assistance was given on this issue. It would be worthwhile to find out if those in charge of Plans were made aware of what services and support the OCP offers.

Overall, the comments on local work issues seemed to elicit a wide variation of responses, and therefore could denote that these are areas where the greatest number of problems may occur, depending on the community. Although nearly 50 percent of respondents thought that the commitment and motivation of committee members was high, many thought it was mixed and patchy (30%), and this was also the case regarding project management skills (25%). It is understandable if these skills are not overly strong, for many who implement Plans do not necessarily have experience in managing crime prevention initiatives. Plan accountability appears to have been thought through according to these results, and the figures are fairly

similar to what was found in Question 11 regarding accountability measures. However, the high number of people who answered 'Don't know' to this question (23%) indicates that this particular area is problematic for many LGAs and therefore should be addressed.

It is encouraging that the majority of respondents focused their meetings around tasks (57%), as Plans built around power or individuals are unsustainable, particularly as staff turnover is notoriously high. It is also heartening that committee relationships were fairly or very good (70%), with no one finding them poor and that differences of opinion were resolved all the time in nearly one-third of cases. Although no one said that they were never resolved, there are still circumstances where issues are not, as 25 percent indicated that differences were resolved some of the time and 28 percent did not know. In light of this and other areas of partnership issues, it may be worthwhile to investigate the viability of providing resources on managing partnerships and conflict management to Plan implementers.

Question 16: Briefly list the three main outcomes you envisage will be achieved from implementing your Plans

Purpose

This question aimed to see how broad/specific the respondents' aims are, and to compare whether the outcomes match the areas and groups targeted. It will allow the OCP to see what type of crime prevention outcomes the majority are targeting, allowing them to focus their support on what is needed most to achieve the aims.

Table 18: Three main outcome areas implemented in the Plans (number)

Outcome area	Outcome 1	Outcome 2	Outcome 3	Total
Community awareness (crime prevention, safety, home and personal safety); community responsibility	11	7	4	22
Safety and/or safer communities	7	4	6	17
Antisocial behaviour	8	2	4	14
Relationship building (between agencies, including interagency cooperation, coordinated responses to crime prevention)	4	3	3	10
Identifying and acting on crime prevention issues	2	5	3	10
Driving offences/road safety	0	3	7	10
Crime rates/ offences	3	3	3	9
Relationship building in communities	2	1	5	8
Drug and/or alcohol abuse	3	2	0	5
Graffiti/vandalism	0	2	2	4
Community participation in activities	0	4	0	4
CPTED	0	3	1	4
Young people	1	1	1	3
Mentoring/employment	0	1	1	2
Domestic and or family violence	1	0	0	1
Youth safety	0	1	0	1
Police presence/involvement	0	1	0	1
Businesses	0	0	1	1

Results and comment

When reviewing the main outcomes, common themes emerged over the type of outcomes that the Plan hoped to achieve. These could be grouped roughly into categories, and are presented in Table 18.

Community safety (n=17) and community awareness (n=22) were often the focus of many LGAs. This is not surprising, because as the name suggests, one aspect of the CSCP Plan is community safety. Additionally, improving interagency cooperation and building better

relationships with partners was also considered a main outcome (n=10), as was focusing on improving relationships within the community (n=8). Many also saw the Plan as a tool to help identify and act on community concerns (n=10). Of specific crime prevention areas mentioned, reducing antisocial behaviour was a main outcome for many LGAs (n=17), which is unsurprising considering it was selected by 70 percent of LGAs as a priority area (see Question 7). Decreasing driving offences such as hooning was also mentioned as an anticipated outcome, as well as increasing road safety (n=10).

Comparison with 2005

In 2005, the outcomes fell into four broad categories, similar to the 2007 results. These were:

- Community – greater community awareness and involvement in crime prevention; including increasing the community’s engagement and obligation to crime prevention; and making communities more resilient, united and/or stronger
- Crime – decreasing crime, the fear of crime and improving the perception of safety
- Crime prevention delivery in communities – giving direction/clear goals and a coordinated approach to crime prevention, with committees understanding issues and making decisions based on evidence
- Partnerships – establishing or enhancing good partnerships, interagency collaboration and better communication between all stakeholders (Anderson & Homel 2006).

These results indicate that LGAs were primarily focused on improving community relationships, and their access to many of the services. The focus on Plans has not seemed to change much since the 2005 survey, suggesting that the key issues are likely to be of great importance to these communities over a period of time, and not just as one-off concerns. This finding could also suggest that it may be worthwhile for the OCP to build some training or development around good practice in developing awareness campaigns and engaging communities.

Question 17: Resources are always hard to come by and not everything that is wanted can be accommodated. In an ideal world, what are the resources you would like, or would have liked? Please rank your top three resources.

Purpose

This question aimed to assist the OCP in prioritising any resources to reflect the needs of the LGAs with crime prevention Plans.

Table 19: Ideal resources needed for Plan implementation, 2005 and 2007

Ideal resources	First		Second		Third		Total ^a		2005 rank (mean) ^c
	n	%	n	%	n	%	n ^b	%	
Staff training	6	11	15	28	9	17	30	57	3 (3.3)
Better knowledge of crime prevention	8	15	10	19	8	15	26	49	2 (2.8)
Dedicated crime prevention officer	20	38	1	2	4	8	25	47	1 (2.5)
Committee training	2	4	9	17	9	17	20	38	4 (4.2)
Adequate equipment	3	6	3	6	1	2	7	13	8 (6.6)
Facility access	1	2	1	2	2	4	4	8	6 (6.0)
IT services	0	0	1	2	1	2	2	4	9 (7.4)
Offices	0	0	1	2	0	0	1	2	7 (6.2)
Internet access	0	0	0	0	0	0	0	0	10 (7.8)
Other	4	8	2	4	6	11	12	23	0

a: Total percentage is calculated with the total sample size, and includes the number of missing responses

b: Missing=6

c: Vehicle access was ranked fifth in 2005, but was not included in the 2007 survey

Results

Staff training was the resource most selected by respondents (57%). However, a dedicated crime prevention officer was the overwhelming first pick as a resource (38%), and the second-highest priority in the first category was a better knowledge of crime prevention (15%), with less than half the number of respondents. Despite this, better knowledge of crime prevention was the second-most selected resource (49%), followed narrowly by a dedicated crime prevention officer (47%). Committee training was fourth, with 38 percent of respondents listing it as a priority resource. All other resources listed were selected by less than 20 percent of respondents. Internet access was the least needed resource, and was not selected by any respondents.

There were some suggestions in the other category of resources that they would like to have. More financial support was mentioned, as was access to street lights and CCTV equipment, time to focus on the Plan only, and a dedicated vehicle. Other suggestions included assistance with sourcing grants, accessing crime prevention information and finding out what has worked in other locations; having an annual funding allocation; the opportunity to attend CSCP conferences; more knowledge regarding agreements between state and local governments concerning graffiti removal; and laws for rangers to apprehend offenders.

Comparison with 2005

Different calculation methods were used in 2007 compared with 2005. In 2005, respondents were asked to rank the resource needs from one to six, though this left many difficulties for LGAs if they did not need the resources, listing from one to nine was tedious and often the respondents did not complete the rankings. Therefore, only the top three were requested in 2007, although this means there is a variation in how the results are reported from the previous survey.

In 2005, a dedicated crime prevention officer was ranked first (mean=2.5), but was followed very closely by better knowledge of crime prevention (mean=2.8) as the second highest rank. Staff training (m=3.3) was ranked third, followed by committee training (mean=4.2). Internet access was ranked the least needed priority in 2005, as it was in 2007.

Comment

The top four resources needed by LGAs have not changed since 2005, which indicates that the needs of LGAs regarding CSCP Plans are unlikely to alter in the immediate future. The key areas of need are focused on training staff and committee members, having someone dedicated to making the Plans work, and learning more about crime prevention.

Although it is unlikely that the OCP to provide funds for CPOs for every area, there is scope for developing training and crime prevention resources for the LGAs, and the type of training needed is further explored in Question 18 regarding professional development.

Question 18

Purpose

This question aimed to give the OCP ideas of the type of professional development desired by the LGAs and prioritise services to cater for this need.

18a: Do you think it would it be useful to you and for others you work with to get professional development in crime prevention?

Table 20: Usefulness of professional development for CSCP workers, 2005 and 2007

Would professional development be useful?	2007 n ^a	%	2005 %
Yes	41	77.0	90.0
No	10	19.0	10.0
Total	52	96.0	100.0

a: Missing=2

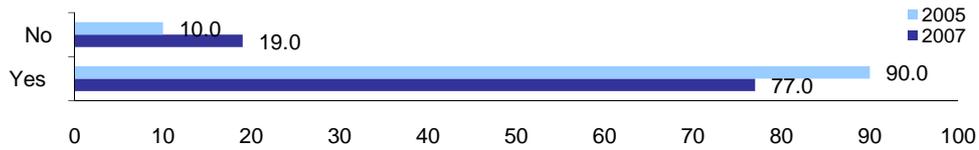


Figure 7: Usefulness of professional development for CSCP workers, 2005 and 2007 (percentage)

18b: If yes, please tick the type of professional development most important for on-the-ground local government workers. (Mark all that apply.)

Table 21: Professional development for on-the-ground workers, 2005 and 2007

Professional development ^a	2007		2005
	n	%	%
Crime prevention training	34	64.0	n.a.
Manage projects	20	38.0	52.5
Establish effective working relationships	14	26.0	60.0
Work effectively in a cross-cultural context with Aboriginal and Torres Strait Islander (ATSI) people and other groups	13	25.0	50.0
Personal safety	12	23.0	37.5
Facilitate a group	11	21.0	52.5
Time management	5	9.0	22.5
Other	3	6.0	22.5

a: Skip=12: those who answered 'no' to Q18a did not answer this question

Note: n.a. = not available

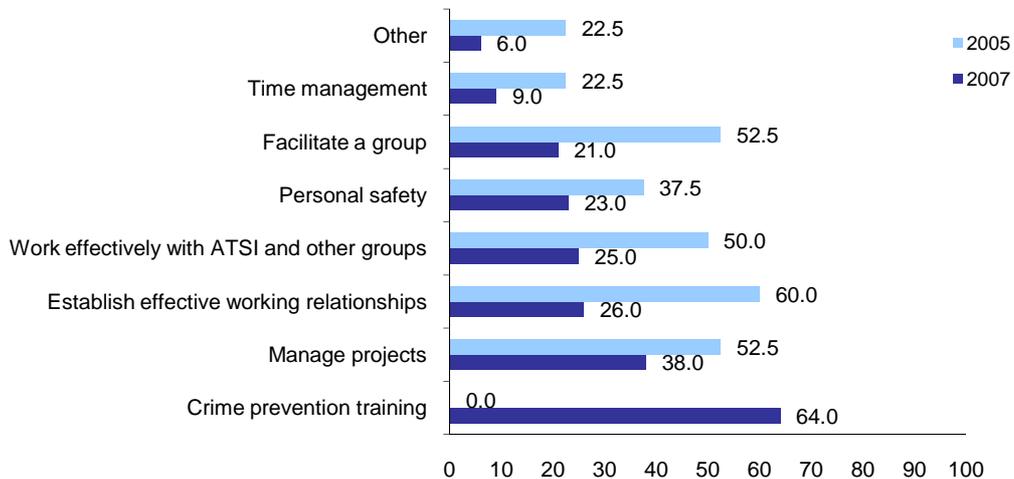


Figure 8: Professional development for on-the-ground workers, 2005 and 2007 (percentage)

18c: If yes, please tick the type of professional development for committee members and others involved with managing the Plan and/or its activities. (Mark all that apply.)

Table 22: Professional development for committee members and others, 2005 and 2007

Professional development for committee members and others ^a	2007		2005
	n	%	%
Crime prevention training	26	49.0	n.a.
Analyse and present research information	23	43.0	55.0
Managing and undertaking effective evaluation	20	38.0	62.5
Effective meetings	16	30.0	52.5
Undertake research activities	14	26.0	47.5
Lead and manage people	12	23.0	57.5
Deliver training sessions	12	23.0	42.5
Work effectively in a cross-cultural context with ATSI people and other groups	10	19.0	50.0
Manage the delivery of quality client service	7	13.0	40.0
Prioritising finances	5	10.0	32.5
Other	1	2.0	12.5

a: Skip=12: those who answered 'no' to Q18a did not answer this question

Note: n.a. = not available

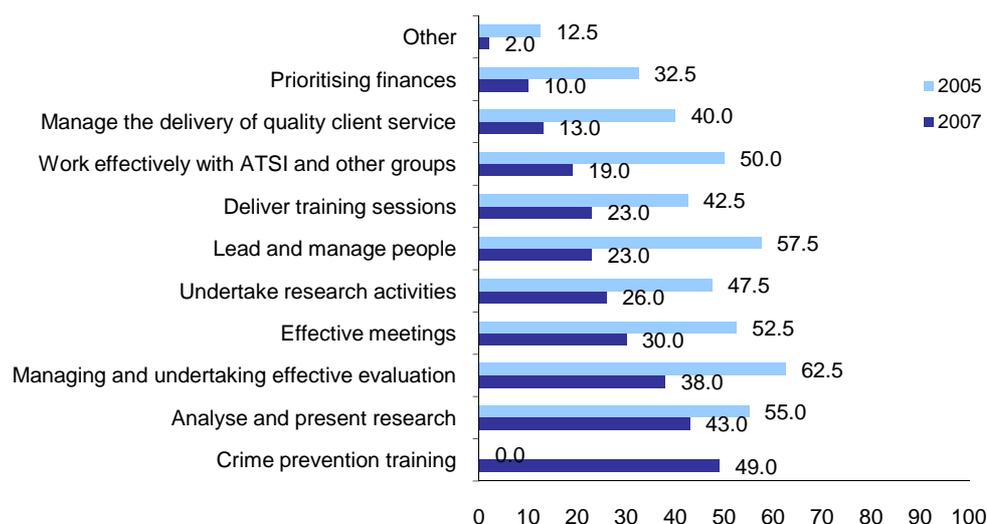


Figure 9: Professional development for committee members and others, 2005 and 2007 (percentage)

Results

A majority of respondents (77%) thought that professional development would be useful. Those who answered 'Yes' were then required to select what their LGA needed. The responses were broken down into the type of professional development wanted for on-the-ground local government workers, and for the committee members and others involved in managing the Plan or some of its activities.

The most commonly identified area for professional development for local government workers was crime prevention training (64%), with the second-most popular section 'Ability to manage projects', although with considerably fewer respondents (38%). There was minimal difference among the rest of the areas, as establishing effective working relationships (26%), working with Aboriginal and Torres Strait Islander (ATSI) people and other groups (25%), personal safety (23%) and facilitate a group (21%) only had a difference of one respondent

between each rank. The least selected development option for local government workers was time management (9%).

Unlike the professional development for LGA workers, there was a broad range of development selected for committee members and others involved in the Plans. Crime prevention training was also the top response for committee members (49%), but by a much smaller margin than for LGA workers, and to analyse and present research information was close behind (43%). Managing and undertaking effective evaluation (38%), running effective meetings (30%), and undertaking research activities were also widely selected, as were leading and managing people (23%), delivering training sessions (23%) and to work effectively in a cross-cultural context with ATSI people and other groups (19%). Not many respondents felt the need for development regarding prioritising finances, with only five selecting the category.

Comparison with 2005

There were some differences between the two surveys regarding professional development. In 2005, an overwhelming majority (90%) indicated that professional development for on-the-ground local government workers and/or committee members and others involved with managing the Plans would be beneficial, and that figure was down by 13 percent in 2007.

In 2005, the top two professional development selections for LGA workers were in establishing effective working relationships (60%) and facilitating a group (53%), whereas 2007 crime prevention training – which was not an option in 2005 – and managing projects (2005=ranked 3) were the two top responses. Working effectively in a cross-cultural context with ATSI people and other groups (50%) was fourth in 2005. There was not much difference between the top selections, with only a difference of four responses between the top four selections. Personal safety (38%), time management (23%) and other (23%) were not as popular.

Many of the 2005 selections of professional development for committee members and others were widely chosen, with not a great difference among the responses. The most selected responses were managing and undertaking effective evaluation (63%), lead and manage people (58%) analyse and present research information (55%), followed by effective meetings (53%), undertake research activities (48%), work effectively in a cross-cultural context with ATSI people and other groups (50%), deliver training sessions (43%), manage the delivery of quality client service (40%), prioritising finances (33%) and other development options (13%). By looking at the 2005 'Yes' column in Table 22, it is evident that the priorities in 2007 for committee member professional development have shifted quite a lot in 2007, as the percentages are in a very different order.

Comment

Fewer people requiring professional development in 2007 compared with 2005 could be due to a number of factors. Those responding to the survey may have had more experience in crime prevention and these development opportunities than 2005 respondents may. It is also possible that those close to the end of their CSCP Plan felt that professional development opportunities would no longer be needed at such a late stage. Regardless, it is clear that most respondents felt that training in crime prevention is extremely important, as this issue was highest in both years. In both questions, the priority development areas have altered, with areas that were selected by most respondents in 2005 were not the same as those in 2007, although there were some similar responses among some areas. This could be the result of respondents, who are more advanced through their Plans than those in 2005, becoming more familiar with the needs of Plan development than those starting out, and therefore recognise different priorities. However, this is still speculation. The most popular choices point to respondents wanting more skills in areas around project management, and recording and evaluating Plans. It is optimistic to see that respondents have acknowledged this particular weak area in the Plans, as this need is reflected in many of the responses throughout the survey, and has been identified previously as areas of weakness in crime prevention Plans. Hence, it would be useful to consider enhancing resources that address project management and evaluation skills.

Question 19: In what format would you like to obtain any training or professional development? (Mark all that apply.) (Question was not asked in 2005.)

Purpose

This question aimed to determine the best methods of delivering any training or professional development to LGAs in a format that they would find most useful.

Table 23: Preferred format for training or development, 2007

Format	n ^a	%
One-day workshops	39	74
Personal visit by OCP CET member	25	47
Online resources	23	43
Fact sheets	16	30
Other	3	6

a: Missing=1

Result

All the formats listed were popular selections, with the least selected category of 'Fact sheets' still being selected by 16 respondents (30%). 'One-day workshops' was quite substantially the most selected format (74%), followed by a personal visit by a CET member (47%) and online resources (30%).

Only three responses for 'Other' were recorded. One suggestion was to have videoconferencing opportunities to avoid the costs of travel and time restraints. Another felt that there should be accredited training available provided, although it was unclear whether they expected that the OCP would provide this training and/or costs, or just arrange to have it done. Training sessions was another suggestion, and another respondent indicated that workshops should be local and free to attendees.

Comment

The two most selected training formats of workshops and a visit could indicate that respondents would prefer more personal one-on-one contact for training, in addition to interactive experiences. For the first AIC/OCP workshop at least, the feedback indicated that the hands-on approach was particularly useful to the attendees. The OCP may wish to invest in more workshops for implementers of CSCP Plans, even for professional development. With the personal visit by a CET member also rating highly, it reinforces the role of the CET member and the importance of personally keeping in contact with his/her Plan contacts. The suggestion of video conferencing options is an option to consider for the future, particularly considering the vastness of Western Australia. However, this would require the LGA to have access to this type of facility. The suggestion of having accredited training provided is extremely costly, and realistically the OCP would be unable to finance this process.

Question 20: Are there any areas of crime prevention that you would like to learn more about? (Mark all that apply.)

Purpose

This question aimed to assist the OCP in prioritising services to meet the needs of the LGA implementing Plans. It also may indicate the crime prevention areas that LGAs feel they have inadequate knowledge to implement strategies sufficiently.

Table 24: Crime prevention areas respondents wished to learn more about for CSCP Plans, 2005 and 2007

Crime prevention areas	2007		2005
	n ^a	%	%
Antisocial behaviour	35	66.0	67.5
Youth diversion	33	62.0	67.5
Alcohol-related offences	25	47.0	52.5
Community policing	24	45.0	57.5
Drug use	17	32.0	55.0
Property crime	15	28.0	52.5
Domestic violence	12	23.0	42.5
Family violence	12	23.0	42.5
Other	3	6.0	5.0

a: Missing=1

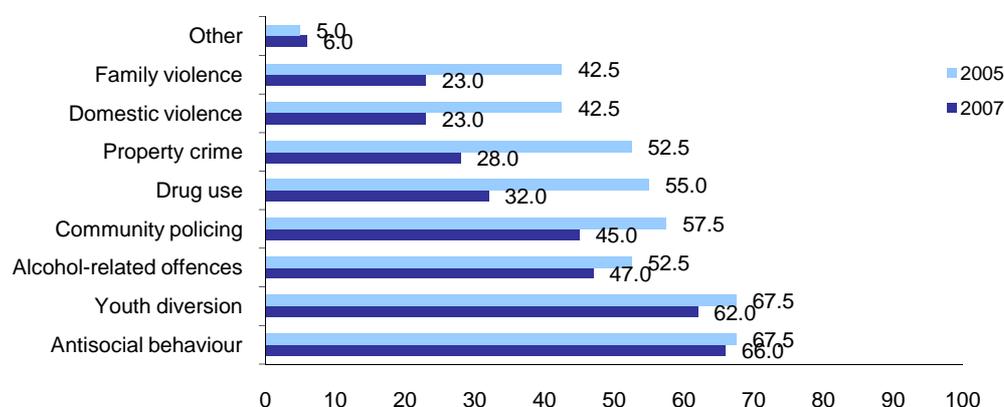


Figure 10: Crime prevention areas respondents wished to learn more about for CSCP Plans, 2005 and 2007 (percentage)

Results

Antisocial behaviour (66%) was an issue that two-thirds of respondents wished to know more about, followed closely by youth diversion (62%), then alcohol-related offences (47%) and community policing (45%). These reflected the top issues targeted by the Plans in Question 7 with the exception of Neighbourhood Watch, which was not an option here. Drug use (32%) and property crime (28%) were selected by fewer respondents; however, the areas of crime prevention respondents wanted to know about least were domestic violence (23%) and family violence (23%).

Comparison with 2005

As in 2007, the 2005 responses were selected in almost the same priority. The lowest categories for both were family violence (2007=23.0%; 2005=42.5%) and domestic violence (2007=23.0%; 2005=42.5%). Unsurprisingly, the top responses in 2005 reflected the top target issues for that year, which included antisocial behaviour and youth diversion – both with 68 percent as the most selected – followed by community policing (58%), drug use (55%), and alcohol-related offences and property crime (both 53%). Alcohol-related offences was the category that moved up, whereas all the others stayed in the same priority order, though this move pushed the ranks of community policing and drug use down by one.

Comment

The issues most frequently selected for professional development correspond with the main targets in the Plans as listed in Question 7. It makes sense that the LGAs would request information on the issues that they are currently targeting in their Plans. The priorities of

antisocial behaviour and youth should be considered key issues if developing any resources for CSCP Plan implementers.

Question 21: Do you believe it is important to include only proven crime prevention strategies for your Plan?

Purpose

Since the aim of the crime prevention planning is to implement evidence-based crime prevention strategies, it is important to see if the implementers are focusing on initiating activities that are based on success elsewhere.

Table 25: Importance of proven crime prevention strategies, 2005 and 2007

Importance	2007		2005	
	n ^a	%	n	%
An extremely significant factor	6	11.0	6	10.0
Fairly significant factor	17	32.0	17	32.5
Somewhat a factor	13	25.0	15	30.0
Only a slight factor	9	17.0	10	17.5
Not a factor at all	6	11.0	11	17.5
Total	51	96.0	51	100.0

a: Missing=2

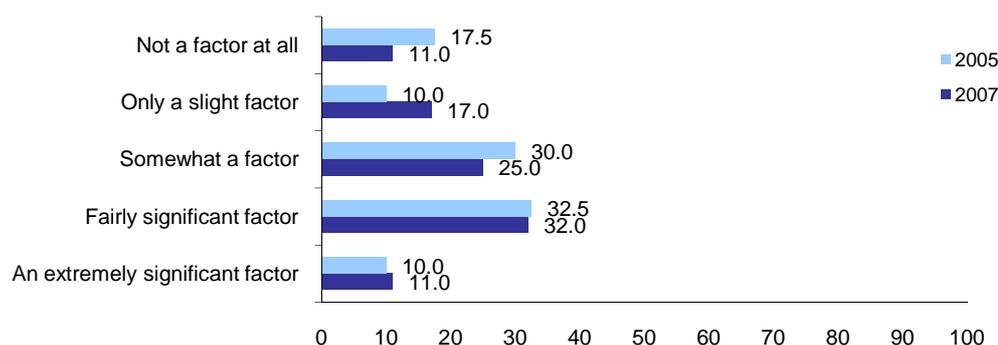


Figure 11: Importance of proven crime prevention strategies, 2005 and 2007 (percentage)

Results

There was quite a large variation in the importance given to proven crime prevention strategies by the respondents. Just under one-third (32%) thought that including only proven crime prevention strategies was a fairly significant factor. Eleven percent thought it was extremely significant, although 11 percent also thought it was not a factor at all. One-quarter thought it was somewhat a factor (25%) and 17 percent believed it was only a slight factor.

Comparison with 2005

When compared with the 2007 responses, the results for most categories were extremely alike, with only one variation in the categories. 'Fairly significant factor' was still the highest selected category (2007=32.0%; 2005=32.5%), followed by 'Somewhat a factor' (2007=25.0%; 2005=30.0%). Optimistically, the category 'Not a factor at all' slipped from the third-highest response to equal last response (2007=11.0%; 2005= 17.5%) with 'An extremely significant factor', which was equal last response in 2005 as well, but in that case with 'Only a slight factor'.

Comment

It is positive to see that since 2005, fewer respondents felt that including proven crime prevention strategies was not a factor at all, and that most consider it a fairly significant factor. Building on proven crime prevention strategies is important way to maximise program

effectiveness, and to further improve the evidence base of crime prevention activities and guide actions. However, what was not explored was the respondents' understanding of what constitutes a proven crime prevention strategy, which could potentially alter the understanding of the question. Regardless, there were still a number of respondents who saw it as 'Only a slight factor or less' (28%). It may be advantageous to determine what Plan implementers understand about proven crime prevention strategies and potentially develop resources that reflect its importance in crime prevention planning.

Question 22: What factors will or have influenced the choice of crime prevention activities in your Plan? (Mark all that apply.)

Purpose

This question aimed to determine how Plans are shaped by the different factors in the community.

Table 26: Factors that influenced the choice of crime prevention activities in the Plans, 2005 and 2007

Factors	2007		2005
	n ^a	%	%
Community consultations	40	75.0	75.0
Evidence of success elsewhere	35	66.0	65.0
Local government support	31	59.0	77.5
Sources of funding	24	45.0	65.0
Business support	12	23.0	40.0
Other	6	11.0	12.5

a: Missing=1

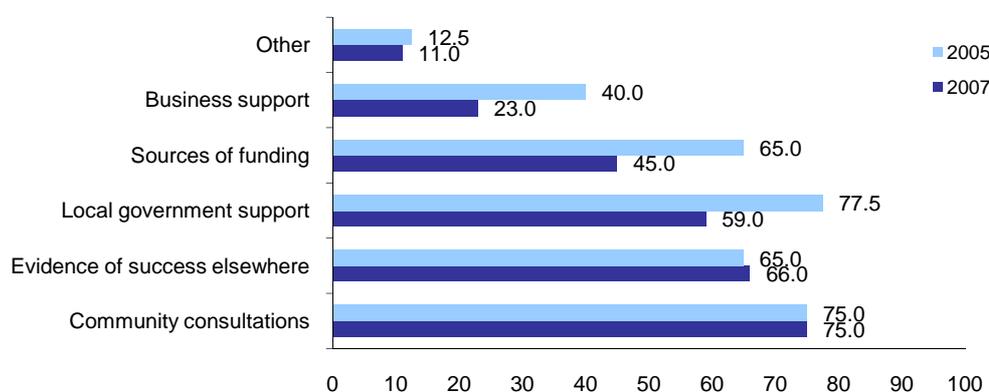


Figure 12: Factors that influenced the choice of crime prevention activities in the Plans, 2005 and 2007 (percentage)

Results

The respondents had varying ideas about influences for their choices of crime prevention activities. Community consultations (75%), evidence of success elsewhere (66%) and local government support were the three most common factors, followed by sources of funding (45%), with 'Business support' the least likely to influence activities (23%). Other factors mentioned by respondents included key stakeholder and agency support, local knowledge and experience in policing and community, partners to share workload, and relevance to the community.

Comparison with 2005

The results in 2005 were very similar to the 2007 survey. Local government support (78%) was the primary factor in 2005, whereas in 2007 it was the third-most influential. This was the only variation in the order of the categories. Community consultations (75%) was seen as the

second greatest influence, followed closely by 'Evidence of success elsewhere' and 'Sources of funding' (both 65%). The biggest difference was the role of 'Business support' (40% in 2005 compared with 23% in 2007).

Comment

'Evidence of success elsewhere' was selected widely amongst the respondents, and yet only 32 percent of respondents in Question 21 thought that choosing only proven crime prevention strategies was an extremely significant factor. This again raises the question whether the understanding of what constitutes 'Evidence of success' and proven crime prevention strategies is clear. As mentioned in the 2005 report, a possible reason for the less frequent mention of 'Business support' may be the limited number of business people on the CSCP committees.

Question 23

23a: Did you or are you finding it difficult to develop a Plan?

23b: What did or what would have helped you to develop a Plan?

Purpose

This question aimed to find out if respondents find the CSCP Plan process hard to implement. If the Plan was difficult for most respondents, greater emphasis needs to be placed on why this is the case.

Table 27: Difficulty with implementing the Plan, 2005 and 2007

Difficulty	2007 n ^a	2007 %	2005 %
Yes	11	21.0	30.0
No	36	68.0	57.5
Total	47	89.0	87.5

a: Missing=6

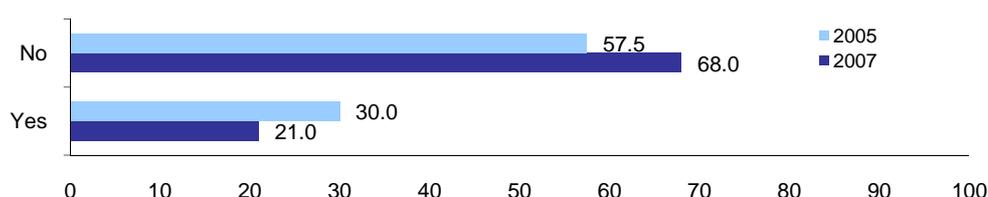


Figure 13: Comparison of difficulty with implementing the Plan between 2005 and 2007 (percentage)

Results

Only 21 percent (n=11) of respondents reported difficulty implementing the Plan.

Comparison with 2005

In 2005, 58 percent did not find it or are not finding it difficult to develop a Plan. This had increased to 68 percent in 2007.

Comment

As evidenced by the many of the responses to the previous questions, most of the respondents reported issues with Plan implementation, and had valid suggestions on areas for improvement within the CSCP process. Most respondents felt that the Plan was not difficult to implement. This could indicate that, although aspects of the Plan were challenging, perhaps the realities of implementing a Plan were within their expectations. These findings do

not imply that respondents found the Plan easy to develop, although it would be important to explore this further.

Question 24: What needs to change in Plan development and implementation? (Question not asked in 2005.)

Purpose

This question aimed to determine, on reflection, what the respondents thought needed to be changed if they were to implement another CSCP Plan.

Table 28: Changes needed to Plan development and implementation

	Needs to change completely		Has to change quite a lot		Needs to change about 50%		Needs only minor changes		Does not need to change	
	n	%	n	%	n	%	n	%	n	%
a) More realistic strategy with clear objectives (missing=13)	2	4	2	4	3	6	16	30	17	32
b) Receiving a more appropriate level of funding (missing=15)	7	13	9	17	7	13	8	15	7	13
c) Being more innovative and willing to take risks (missing=17)	0	0	6	11	4	8	11	21	15	28
d) Better cooperation between partnerships (missing=15)	0	0	7	13	8	15	11	21	12	23
e) Better and clearer guidelines from the OCP (missing=14)	0	0	2	4	4	8	19	36	14	26
f) More local input into decisions affecting the Plan (missing=15)	1	2	0	0	8	15	18	34	11	21
g) Better communication between the OCP and the Plan implementers (missing=14)	0	0	2	4	11	21	12	23	14	26
h) Higher level of commitment to program objectives (missing=15)	2	4	4	8	10	19	9	17	13	25
i) Higher level of staff training and skills (missing=16)	2	4	7	13	10	19	12	23	6	11
j) More proactive	0	0	3	6	9	17	8	15	15	28

assistance from
the OCP
(missing=18)

k) More dynamic and inspirational leadership (missing=16)	1	2	7	13	4	8	13	25	12	23
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Results

Most of the respondents did not anticipate that major changes needed to be done to improve Plan implementation. Most respondents did not think they would need to change their Plan so that it had more realistic strategies and clearer objectives (32%), and 30 percent felt that they needed only minor changes. One of the biggest variations in responses was with receiving a more appropriate level of funding. Twenty-seven percent felt that it needed only minor changes or did not need to change. However, 30 percent thought it needed to change quite a lot or completely, and seven respondents (13%) felt it needed to change about 50 percent. Nearly half of the respondents (49%) did not think they needed to be more innovative and take more risks, as they indicated that they would make minor or no changes in this respect. Thirteen percent of respondents believed that partnership cooperation in their LGA needed to change quite a lot, and 15 percent felt it needed to change about half, although just under half (44%) did not think that many changes were needed.

The OCP guidelines were considered good by many respondents, with most (62%) indicating they only needed minor or no changes to make them better and clearer, whilst two respondents thought they needed to change quite a bit, and four respondents that they should change about half of their approach. Respondents also felt that they had good local input into decisions affecting the Plan, with only one stating they needed to change their approach completely, 15 percent stating they would change about half, and the rest said they need only minor (34%) or no changes (21%). The communication between the OCP and Plan implementers seems to have been quite good, with nearly half (49%) stating only minor or no changes are needed and 21 percent responding that it needed to change around 50 percent.

When it came to project objectives, six respondents (12%) indicated they needed to completely change or change the majority of their approach, with 19 percent wanting to change about half and 17 percent needing only minor changes. One-quarter (25%) were satisfied with their commitment and did not feel they needed to change their approach. Seventeen percent of respondents felt they needed to change a lot or completely the staff training or skills, with 19 percent wanting it to change about half, and 23 percent indicating they would make only minor changes. Most respondents (28%) did not believe the OCP assistance needed to be more proactive, with a further 15 percent indicating only minor changes were needed. Nine respondents (17%) thought it needed to change only about 50 percent, and three respondents felt this needed to change quite a lot. This question also had a high number of respondents who did not answer (34%). More dynamic and instrumental leadership needed to change completely or quite a lot in 15 percent of LGAs, although the majority (48%) thought it needed only minor or no changes.

Comment

Across the CSCP Plans in Western Australia there appears to be no need for the LGAs to overhaul what they have done or will be doing. When looking at the 'Needs to change completely' column, the highest figure was for receiving more funding with only 13 percent. Every other figure in this column had only one or two respondents, if any at all. Additionally, there were also few respondents selecting 'Has to change quite a lot' for the questions. The highest number of respondents for this column was 17 percent for 'receiving more funding', although most of the other responses for this column were 13 percent or less.

It is positive to see that overall most LGAs could be considered to be satisfied with their planning, as most would only seek to make minor or no changes to their planning strategy. Whether what they thought needed 'No changes' or vice versa would be the same as what others would consider doing differently is unable to be explored. However, it does show that the LGAs seem to be implementing Plans properly.

Another encouraging result is the number of respondents who did not feel that the support provided by the OCP needed significant changes (as seen in questions 24e, 24g and 24j). However, there were still a few who wanted to change about 50 percent of the support, particularly in the area of proactive assistance. This reflects the responses in Question 19, where the format of any professional development and training had high numbers of respondents for workshops and personal visits by OCP members, which involve not only interactive assistance but also proactive assistance. It also helps reinforce the importance of CET members staying in touch with their LGA contacts and to monitor their progress.

There was also a high number of people who did not respond to the questions. For each question, there were between 13 and 18 respondents who did not answer at all (25–34%). This may be because many respondents have yet to complete their Plans or are just starting out, so it is possible that the retrospective nature of these questions may not have seemed relevant to them and therefore they were left blank.

Question 24ii: Is there anything else that would help or have helped you develop a Plan?

Purpose

This question aimed to see if there was any other factor that could have assisted in developing the Plans that was not offered previously or mentioned in the survey.

Results and comment

As expected, having a dedicated crime prevention officer to help develop and implement the Plan was one of the most predominant responses. Respondents felt that without this, local governments struggle to dedicate enough time to the Plan and that the nominated LGA Plan representative often shoulders the bulk of the burden, even though it is only one aspect of their job. More realistic commitment from state government agencies was needed, as it is still seen as only a LGA Plan; another emphasised that strong leadership was needed from the heads of departments and agencies.

One respondent felt that they needed to consult with offenders to hear their input on the Plans.

Question 25: Overall perception of Plan development and implementation (Question not asked in 2005.)

Purpose

This question aimed to gauge the level of satisfaction the respondents have with progress of the Plans.

Table 29: Perceptions of Plan development and implementation

	Yes		No		Somewhat		Don't know	
	n	%	n	%	n	%	n	%
a) Do you feel that the Plan addressed the main crime issues identified in the community? ^a	34	64	1	2	5	9	6	11
b) Have the partnership members been appropriate? ^a	28	53	-	-	14	26	4	8
c) Has funding from other sources been important to your Plan's operations? ^a	30	57	4	8	3	6	9	17
d) Has your Plan changed a bit since you first implemented it? ^b	5	9	17	32	8	15	10	19
e) Overall, has your Plan successfully targeted what you wanted it to target? ^c	25	47	-	-	5	9	12	23

a: Missing=7

b: Missing=13

c: Missing=11

Results

The majority of respondents (64%) felt that the Plan addressed the main crime issues in the community, with five saying it somewhat addressed the issues and one stating that the Plan did not address them. A little over half indicated that the partnerships were appropriate (53%); however, there was still quite a substantial proportion (26%) that felt the partnerships were only somewhat appropriate. Not one respondent felt that the partner members were inappropriate. Over half of respondents felt that funding from other sources had been important (57%). Nearly one-third of Plans (32%) had not altered since it was first implemented by the LGAs, with 13 responses noting that their Plans had changed somewhat or more. A little under half of the respondents (47%) indicated that their Plan successfully targeted what they wanted it to target, with 23 percent who did not know if it had addressed its purpose.

Comment

The level of 'Don't know' and missing responses is not too concerning, as only a small number of respondents have finished or are nearing the end of their Plans, and therefore the questions would have been difficult to answer. Why some partnerships were only somewhat appropriate is not clear, as this was generally not explained in the comments section. However, this would be something worthwhile to pursue so that the OCP may be able to better advise LGAs on how to choose partners for crime prevention planning. Although it was unsurprising that many felt that funding from other sources was important, it still was not as many as may have been expected.

Question 26: Any further comments?

Purpose

This question aimed to give the respondents a chance to comment on anything else regarding the CSCP Plans that may not have been addressed in the survey.

Results and comment

Of those who responded to this question, many gave a final summation of where they were at in the Plan, although most reiterated points that they deemed important to Plan success. Many thought that the Plan was a good idea, although it was highlighted that 'like all plans the CSCP is only as good as the staff and resources available to implement it', and the problem with smaller councils is 'they just cannot deliver as much as we like to'. Hindrances to Plan implementation were also cited, with injury, reduced police support, staff absence and death of the main Plan implementer all affecting its delivery. One of the respondents felt that the funding process was tedious: 'I think we have to spent far to much time in preparing funding submissions...time spent on funding applications and acquittals is unnecessary'. One respondent expressed suspicion of the Plan being part of a cost-shifting exercise of the state government onto LGAs. These are all issues that may need to be addressed by the OCP to help streamline the processes involved with implementation.

Some were optimistic about the perceived Plan impact, with respondents reporting that it provided 'good initiatives with potential high community benefit' and that it will give one community 'the opportunity to address any issues in relation to crime prevention'.

The OCP was given credit for the job they have done so far, with comments including: 'I have been very heartened by the commitment of OCP to work closely with LGA staff to make this an easy process and achieve successful outcomes', and another citing that it is 'a very successful project and excellent level of support from the OCP'. Another respondent requested that the OCP should 'keep talking to LGAs and refining the process'.

Comparison with 2005

Although asked previously, this cannot be compared to the 2005 survey, as no one had any comments in 2005.

Cross-tabulations

After reviewing the results, cross-tabulations were conducted on variables that appeared to have some connection. Tabulations were done on numerous factors including the length of time in crime prevention planning, perceived Plan success and the types of professional development wanted with the other variables in the survey. Most of these tabulations were done to investigate further the issues that arose in the qualitative responses and were regarding partnerships, training and development, and Plan confidence. There were some particular tabulations that stood out more so than others, and these are detailed below. It must be stressed that the sample sizes for most of the categories are still too small to offer strong correlations between the factors; however, they do suggest that there may be some links between areas in crime prevention that could be explored.

Since most respondents indicated that they need more resources and training, cross-tabulations were conducted to see if the length of involvement in a Plan affected whether professional development was needed and, if so, whether it varied according to experience. Tables 30 and 31 looked at the differences in need for respondents based on length of involvement in the Plans.

Table 30: Length of involvement in the Plan compared with the need for professional development

	Yes		No		Missing	
	n	%	n	%	n	%
0–6 months	11	65	5	29	1	6
7–12 months	10	77	3	28	0	0
More than one year	5	63	2	25	1	13
More than two years	14	100	0	0	0	0

Table 30 shows that for most of the categories for length of involvement there does not appear to be any correlation between time spent on the Plan and the need for professional development. Those with 0–6 months (65%) experience had only a slightly greater percentage of need than those with over one year (63%), whereas 7–12 months had 77 percent (n=10) wanting professional development. However, when observing the figures for those with more than two years' experience, all of the respondents (n=14) indicated that professional development was needed.

Table 31: Length of involvement in the Plan compared with whether respondents would like professional development in evaluation

	Yes		No	
	n	% ^a	n	% ^a
0–6 months	5	29	6	35
7–12 months	4	31	6	46
More than one year	2	25	3	38
More than two years	8	57	6	43

a: Does not total 100 percent, as skipped respondents (n=12) are included in the calculation

In light of this finding, analysis was undertaken to determine if there were any distinct differences in the type of professional development wanted by those with more than two years' experience compared with the other groups. There was no great distinction between the groups. Although still a small difference, the need for development in managing and undertaking effective evaluation (Table 31) was higher for those with more than two years' experience (57%) than the other groups, with those with over one years' experience selecting this factor the least (25%), followed by 0–6 months (29%) and 7–12 months (31%) of respondents.

Table 32: Length of involvement in the Plan compared with whether they would like crime prevention training

	Yes		No	
	n	% ^a	n	% ^a
0–6 months	7	41	4	24
7–12 months	8	62	2	15
More than one year	5	63	0	0
More than two years	13	93	1	7

a: Does not total 100 percent, as skipped respondents (n=12) are included in the calculation

The most need for crime prevention training was selected by those with over two years' experience (Table 32), with the need for this ascending according to experience from 0–6 months (41%), 7–12 months (62%), more than one year (63%) and more than two years (93%).

Table 33: Length of involvement in the Plan compared with whether workshops were wanted

	Yes		No		Missing	
	n	%	n	%	n	%
0–6 months	9	53	7	41	1	6
7–12 months	10	77	3	23	0	0
More than one year	5	63	3	38	0	0
More than two years	14	100	0	0	0	0

When determining what type of format those with more experience favoured for training and development (Table 33), those with two or more years' experience all selected one-day workshops (n=14). There was no other pattern in the results, although this was requested by only 53 percent of those with 0–6 months' experience, 63 percent of those with more than one years' experience and 77 percent of those with 7–12 months' experience.

Tables 34 and 35 were compiled to review whether respondents with good partnerships are more confident of their Plan succeeding. As illustrated throughout the results, partnership and committee issues elicited the most mixed results from respondents. Therefore, questions regarding partnerships and committees were compared with the perception of Plan success to see if there was any correlation.

Table 34: Confidence of the Plan's impact compared with impact of partnerships on Plan success

	Very or fairly strong impact		Fairly weak impact or no effect		Don't know	
	n	%	n	%	n	%
Very confident	10	83	1	8	0	0
Fairly confident	17	61	4	14	5	18
Not sure either way	3	30	4	40	2	20
Not too confident	0	0	1	50	1	50

Table 34 suggests that the level of impact of partnerships on Plan success may be correlated to the level of confidence respondents have in the Plan, as the more confident the respondent, the more likely the respondent would think that the partnerships had a very or fairly strong impact on success. Not one of the two respondents who were not too confident indicated that the partnerships would have a great impact, but this increased for those who were not sure (30%), followed by those who were fairly confident (61%) and then those who were very confident (83%).

Table 35: Confidence of the Plan’s impact compared with committee’s commitment

	Very or fairly high		Mixed/patchy or fairly low		Don't know	
	n	%	n	%	n	%
Very confident	7	58	3	25	1	8
Fairly confident	15	54	7	25	3	11
Not sure either way	3	30	6	60	1	10
Not too confident	0	0	2	100	0	0

Table 35 shows that confidence in the Plan’s impact may have a relationship with the CSCP Plan committee and their perceived commitment to the Plan. Although the figures are small, 58 percent who were very confident in the Plan’s success said that their committee had a very or fairly high commitment, followed by fairly confident (54%), not sure either way (30%) and not too confident (0%).

Discussion

The objective of the 2007 survey was to determine what LGAs plan to do or have already done in CSCP Plans, any implementation issues faced by respondents and their perceptions of its success. This information can then be used by the OCP to improve their support to LGAs implementing a CSCP Plan.

Perhaps the main point to come out of the survey when compared with the 2005 survey is that there appears to be maturation in the way respondents view the Plans and resources. This is reflected primarily in the resources needed, where there is less of an emphasis on obtaining more financial resources and employing a full-time crime prevention officer, and more on improving professional development and improving partnerships. This perception is not only restricted to the resource issues, but also is evident in most of the questions asked in both 2005 and 2007. Additionally, more of the respondents either are currently implementing a Plan (40%) or are at a later stage of implementation than in 2007 (15%), and consequently have had more experience in the reality of implementing a Plan beyond consultations. As such, it is a theme featured in most of the main findings.

From reviewing the survey data, five themes emerged: the CSCP Plan overall and general comparison between 2005 and 2007; the impact of partnerships and committees; Plan accountability and evaluation; resources and professional development; and the role of the OCP.

The Community Safety and Crime Prevention Plan overall and general comparison between 2005 and 2007

Overall, the Plans appear to be viewed positively by the survey respondents, and the majority felt that the Plans address the main crime issues identified in the community (Question 25a), were fairly or very confident that the Plan would affect crime reduction in their area (Question 12), and chose crime prevention activities based on community consultations (Question 22). Additionally, this survey showed that the implementers of CSCP Plans had very similar responses and priorities as the 2005 respondents. Similarities between the two surveys were particularly evident in the priorities selected, the Plans’ objectives and the confidence in Plan success.

Priorities tended to focus around youth, alcohol and drugs, as in 2005. However, antisocial behaviour was the most prominent priority for Plans in 2007, with it being the most selected response when asked about the projects already running in the community (Question 6), the priority area for the community (Question 7) and the type of information most needed (Question 20). Antisocial behaviour was not an option in 2005, so it is difficult to say if this would have been the case in 2005 if it were available. Reducing antisocial behaviour was also one of the most frequently mentioned outcomes of the Plan. This is obviously an area of particular concern to WA communities.

Another large similarity between 2005 and 2007 was the responses to the three main objectives of the Plans. Greater community awareness about crime and crime prevention, increasing community safety, improving and building community partnerships, and reducing crime were dominant objectives in both years. It shows that Plans are aiming to address the two key areas emphasised in the CSCP: community safety and crime prevention.

These findings are important when considering future directions of the Plans and any services provided to the LGAs implementing Plans. Of particular relevance is the similarity of responses, priorities and needs not only after a few years have passed, but also with over 90 percent of respondents being different from the 2005 survey and respondents generally being at more advanced stages of the Plans than previously. This could signify that the concerns and priorities remain rather stable, even after a few years and with different staff implementing the Plan. Thus, targeting highlighted areas of concern in this area may be worthwhile, as the problems are unlikely to change in the immediate future.

One of the main differences between the 2005 and 2007 survey is the lower percentages for many of the questions in 2007 that allowed for multiple responses. From the types of professional development required (Questions 18a, 18b and 18c) to the areas of crime prevention that respondents wanted to learn more about (Question 20), smaller percentages of respondents in 2007 selected the options than those did in 2005. Although the reason behind this drop is unclear, it could be speculated that this is a manifestation of the LGAs maturing their outlook on Plan needs. Those needs selected could be more targeted than in 2005, as the 2007 respondents' experiences in implementing a more developed Plan might have made them more aware of their specific needs and, as such, were able to select only their most pressing need rather than selecting all to cover all bases. Another possibility is that they may have already experienced professional development or obtained the resources through other means, and therefore did not need it anymore or find it useful.

Impact of partnerships and committees

More so than in 2005, the issues surrounding committees and partnerships were starting to emerge in the 2007 survey. The frustration was evident in many of the open-ended responses, particularly when questioned about the success of the Plans. The Plans seem to struggle somewhat with retaining community interest over the long term. Even though the 2007 respondents were still confident about the Plan's success, they appeared to be less confident in the community and stakeholders becoming involved in the implementation. Whereas in 2005, many respondents felt that the community was enthusiastic to get involved in the Plan's initiatives, many in 2007 noted that the support from both the stakeholders and the wider community tended to dissipate in the long term. The struggle, therefore, appears to be to keep both the community and the stakeholders interested in the Plans and view it not just as a novelty, but also as a long-term commitment with long-term results.

Many respondents mentioned that part of the problem with getting community and partner involvement was the perception of the Plan being primarily a local government responsibility. This perception is seen to affect the community involvement in the Plan, and also the limited commitment from other agencies. Many respondents indicated that although initial commitment was given by some stakeholders, often they do not follow through with action, as they do not appear to have ownership with the Plan. Apathy of the community was also seen as a considerable barrier to many LGAs in implementing the Plan, which is a considerable concern to many respondents.

Partnerships and committees appear to be the source of the main problems for LGAs, as the questions regarding partnerships and committees had mixed results regarding their effectiveness. To determine any correlations between the perceived Plan success and partnerships, cross-tabulations were conducted with confidence in the Plan's impact of crime prevention with many of the questions regarding the partnerships and committees. When analysing the confidence of respondents' in the Plan's impact with variables relating to partnerships and committee commitment, those who recorded good partnerships were associated with a greater expectation that the Plan would be successful. Those who were not sure or were not too confident had the majority of their sample noting their committee members' commitment as being mixed/patchy or fairly low, and felt that the impact of working partnerships on Plan success as being fairly weak, or they were unsure. Further exploration of this issue would need to be conducted, as the sample size was too small to draw any firm

conclusions. However, these factors may point towards the importance of this issue in Plan implementation. This is supported by the many comments respondents made in relation to partner relationships, and the fact that effective interagency collaboration was ranked first as being crucial to Plan success (Question 13). Thus, managing stakeholder relationships and building collaborations would be an essential focus for the OCP when assisting Plans that are struggling.

As in 2005, another factor hindering Plan implementation is staffing issues. Getting adequate staff for the Plans is difficult, and this is made more problematic with high staff turnover (not only in LGAs, but also in the Plan implementation), and a poor project transfer between incoming and outgoing implementers. This is also affected by the perception of the Plan being an LGA responsibility.

Regardless of the partnership and community issues, it is positive to see that most of the respondents are still optimistic that the Plans will address what they set out to achieve. This perception remains since 2005, even though the problems of implementation are more pronounced further into addressing the Plans.

Accountability and evaluation

The 2007 survey included a section on accountability and evaluation, as these are particularly pertinent issues in project implementation. Knowing what was done and why, and if a project actually achieved its purpose, is important if the project were to start again or to determine if the project was worth the effort. Overall, the accountability of Plans by LGAs was good; however, improvements are needed. As Question 9 shows, the majority of respondents have output, outcome and evaluation measures, but there is still a proportion that did not know or did not respond. Additionally, LGAs tend to report only once a year. As a consequence of this, the quality of information recorded could be weakened, particularly due to staffing and other organisational changes that could occur during the year. Another concern was the 19 percent of respondents who did not know or did not respond to the question on funding sources being accounted for by the LGA (Question 11). Even if the responsibility of funds did not rest with the respondent, it is essential that LGAs know how that funding is being spent. These issues should be addressed in any training or development project by the OCP for LGAs at any stage of the Plans.

Resources and professional development

Taking into consideration the problems and issues surrounding Plan involvement and accountability, it is positive to see that the LGAs have selected professional development areas and resources that can address these factors. The respondents want training specifically around crime prevention, but also regarding managing projects, analysing and presenting research, and undertaking evaluation. However, as for 2005, there still appears to be not much emphasis placed on adopting projects based on evidence (Question 21), even though evidence of success elsewhere was a factor in shaping Plans for two-thirds of respondents (Question 22). As mentioned in the results, it may be worth investigating what implementers consider evidence-based practices in future training and workshop opportunities. Generally, the resource needs have not altered greatly since 2005, with the key areas focused on training staff and committee members, having a dedicated crime prevention officer, and learning more about crime prevention. This should assist the OCP when targeting resources, as the priorities and needs are unlikely to change in the near future.

It is interesting that, although it is still a popular concern, respondents do not appear to be as passionate about lack of funding as they were in the 2005. There could be many reasons for this, although most of these are speculative. First, LGAs may have determined that getting more funding was unlikely – either based on their own experiences or past Plan experiences – and therefore assumed it was futile to mention. Second, after experience of implementing the Plans, many of the more experienced implementers may have determined that although funds were important, the key to Plans rested on the partnerships and the staff involved in its implementation. It is imperative to note that these factors are still rated highly amongst the respondents. These are still considered important; however, now other factors have become more prominent, particularly around staff training and having good interagency collaboration. Overall, this supports the assertion that as the Plans evolve, the expectations and needs of the implementers can mature, particularly after experiencing the reality of implementation.

Most respondents would like training and/or professional development, although the percentage of respondents requesting it in 2007 (77%) decreased since 2005 (90%). The reason for this percentage decline is unclear. However, when trying to determine what type of respondents wanted professional development, it was interesting to find that when years of involvement in crime prevention was cross-tabulated with whether professional development would be useful (Question 18a), the entire sample of respondents with more than two years' experience (n=14) thought it would be, compared with only 11 out of 17 (65%) of those with up to six months' experience. This is a very interesting finding, as although the types of professional development selected by the respondents did not have much distinction when broken down by experience, it could suggest that the more that people are involved in the CSCP process, the recognition of further development needs can grow. Although still a small difference, those with more than two years' experience in the Plan also had the highest number of respondents who wanted training in managing and undertaking effective evaluation (57% of their sample), and training in crime prevention (93%). However, caution must be taken when considering these findings, as those who may be in the earlier stages of the Plan may not think they needed training, and so might not have answered 'Yes' to professional development for that reason.

Taking note of what training those respondents with more Plan experience have could be used as a compass to determine what type of professional development is needed for others starting out in the Plans. It was also interesting to find that 100 percent of those at the stage of implementing their Plans (n=21) would like professional development, and also all (n=2) of the respondents whose Plan was sent for endorsement, with four of the five respondents who have had their Plans endorsed also requesting it. Every respondent with more than two years' experience also wanted the option for development to be conducted via one-day workshops. If the OCP wished to target specific groups of LGAs for training and development, this finding could signify that LGAs may be more willing to engage in it from the Plan endorsement stage through to implementation. However, as the section on accountability and evaluation demonstrates, there is still a need to develop these areas of Plan implementation, and this is best addressed at the start of Plan development. It could be worthwhile for the OCP to investigate ways to tailor any future training and development with the stages of implementation in mind. If professional development were to be delivered, the more interactive methods were preferred by the respondents, with workshops (74%) and personal visits by a CET member (47%) being the most selected categories. It may also be beneficial to have someone at the OCP with project management and/or evaluation experience to offer assistance with the development of the Plans and the final evaluation.

Perception of the Office of Crime Prevention

Several questions were asked to gauge how they perceived the OCP. The OCP is viewed positively with the majority of respondents; however, improvements could be made, particularly regarding the OCP being more proactive in assisting the LGAs and making them aware of the OCP services. There is still a lingering suspicion that the CSCP Plan is a cost-shifting exercise, and the planning stage being more tedious than it needs to be, although most are satisfied with the service that OCP provides.

Conclusion

The CSCP Plans continue to be viewed positively by the LGAs implementing them. When comparing the 2005 and 2007 surveys, it becomes evident that as the more experienced the LGAs become in implementing CSCP Plans, the reality of implanting Plans become more complex. This is not a bad thing, and could indicate that as the LGAs become more involved in implementing the Plans, the more they mature in their understanding of the reality of the implementation process. The issues documented in both 2005 and 2007 are very similar, indicating that problems with staff turnover, transferability of knowledge, lack of time and resources, engaging the community to participate in the Plans, and managing partnerships are ongoing regardless of experience and the stage of Plan implementation. This makes developing strategies to address these issues somewhat easier, as the problems are unlikely to change in the near future. Therefore, resources can be targeted to specific areas rather than taking a broad approach.

To alleviate these issues, professional development and training in crime prevention is recommended. Of particular need is training regarding evaluation and accountability, managing partnerships and stakeholders, and sustaining community enthusiasm for Plans in the long term. Of particular concern for WA communities are issues regarding antisocial behaviour, alcohol, drugs and youth, so therefore information about these topics would be a priority.

The findings from this survey will be used in a final report, in conjunction with the information gathered on the Open Axis project database and the two CSCP Plan workshops, to provide a future direction for the OCP. The observations and recommendations in the 2005 survey report still appear to be valid. The findings from the 2005 report were also reaffirmed in the July 2007 workshop, and there will be the opportunity for the findings of the 2007 report at the regional workshop in September 2007. The findings from the 2005 report are available in Appendix 1 for reference.

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All URLs correct at 13 March 2008

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Appendix 1: Analysis and findings of the 2005 survey report

Analysis and overall comment on the results

The purpose of this report is to get an overall snapshot of crime prevention by LGAs in Western Australia at the commencement of implementing a Plan, and therefore create a baseline for future WA Plan analysis. As such, it is difficult to do more than offer a descriptive interpretation of what is occurring in different LGAs. However, it is possible to make some general observations about the types of responses given. The following section offers some analysis of the results, with suggestions offered as to how to address the findings. However, it must be considered that the analysis is still mainly speculative, as are the conclusions drawn.

Generally, the respondents were positive about the potential impact of the Plan. The main concerns were related to converting the enthusiasm for the idea into practice within the community, the project potentially having a perceived minimal impact like its crime prevention initiative predecessors, and getting the community to recognise its role in crime prevention. The following sections reflect some of the main themes to come out of the analysis.

Understanding of their community's Plan

When comparing the answers of the respondents for questions 4, 5 and 12, it is positive to see that what they viewed as their priorities was generally in line with the types of projects they wished to address and the crime prevention areas that they would like to know more about. For example, 'Youth' was the highest-ranked priority for respondents, was the top most frequent response as a key target area (KTA) in the Plans and was ranked as the most frequent response for the issue that the respondents wished to learn more about. Most of the other KTAs have followed the same path, but ambiguity still seemed to exist in some situations, as evidenced with domestic violence and family violence.

Even though domestic violence and family violence prevention and awareness were not really targeted before the Plans, the number of areas wanting to incorporate domestic violence and family violence prevention in their Plan is greater. This is important, as many remote areas suffer from high domestic violence rates, particularly in Indigenous communities. The number of areas targeting domestic violence and/or family violence, however, was still lower than all the other KTAs to be addressed. This is particularly interesting to note when viewed in light of 'families' being ranked second-highest priority of the Plan's recipients. Additionally, domestic violence and family violence were areas that were the lowest ranked areas of crime prevention that respondents would like to know more about. There are five immediate explanations for this situation:

- The areas already have enough information on domestic violence and family violence, and do not feel they need any more resources.
- The areas that want to prioritise families are looking at other ways to do this, perhaps through secondary means (making areas safer at night for example, which are not exclusively for families).
- There is slight confusion over how to implement projects to specifically address the KTAs.
- Local government areas do not see it as their core responsibility.
- The Office of Crime Prevention is encouraging the committees to focus on local issues rather than take on larger social issues, such as domestic violence and family violence.

Out of these, the second, third and fifth options are more plausible, as most crime prevention implementers indicate that it is difficult to address crime prevention in relation to domestic violence and family violence. This is not to suggest that communities implementing a Plan should have to include family violence and/or domestic violence as KTAs, even if the problem is quite predominant in a community. Rather, it illustrates the way priorities and eventual projects to address these issues may not always align, thus highlighting the need for well-linked initiatives to put the philosophy into practice. There are other questions that could be raised from this finding: Do people not ask for information because they think it does not exist? Do communities know there is a particular problem in the community, but do not elect it

as a KTA under the impression that it will be too hard to address? Are communities not quite sure how to address certain KTAs?

This leads to another and more general possible explanation: the survey respondents represent a particular social and demographic slice of their communities. Most were men and more than half of them were older than 45 years. Furthermore, none were from an Aboriginal or Torres Strait Islander background. In other words, they are reflecting the priorities of the community as they see it, not necessarily as others experience it.

The minimal consideration of business support in choosing KTAs and activities may also reflect the limited number of business representatives on Plan committees, and thus may be a potential weakness of the Plan implementation. It would be useful in the future to determine the reasons why a community may not select a particular KTA, even if other indicators such as crime statistics or victims surveys suggest that it may be a significant problem in the area.

Crime prevention knowledge and services needed

When reviewing the responses for why respondents became involved in crime prevention or crime prevention work, only 12 answered that they had previous experience in crime prevention activities (30%). The main reason they became involved was they were nominated (68%), a more frequent response than having the relevant skills (48%) or a genuine interest in CP (43%). The small amount of previous experience could mean that there may need to be a focus on improving crime prevention knowledge amongst implementers. This is particularly evident when less than half of the sample answered that it was fairly or extremely significant to include only proven crime prevention strategies for the Plan. This is rather interesting to see when two-thirds (65%) of respondents indicated that 'Evidence of success elsewhere' was a factor that influenced the choice of crime prevention activities in the Plan.

Proven crime prevention strategies, or evidence-based crime prevention, are extremely important factors in crime prevention, as the time and resources invested in an initiative should not be implemented without some evidence that it has worked elsewhere or it is likely to work here. Whereas it appears most noted that evidence is needed, there was no consensus that this should happen for every activity. The highest ranked resource requested was a dedicated crime prevention officer, which is consistent with the desire of communities to have someone with sufficient time and knowledge available to implement a Plan. It also highlights the little time people have to do crime prevention duties as well as their usual (paid) jobs.

This finding reflects the need to educate implementers on the importance of building on existing evidence, and what this entails. The quite varied responses to the two evidence-based questions above also could possibly indicate that there may be some misunderstanding over terminology used, and what counts as an evidence-based initiative.

This leads to the issue of crime prevention not being simplistic and easy to adopt with no knowledge of crime prevention concepts. The answers are not straightforward, and many factors need to be considered, for example:

- What programs could be replicated in a community, even if it was not successful elsewhere:
 - How to determine if the initiative is suitable?
 - What factors made it a success?
 - Are resources available in the community to implement the initiative properly?
 - Would any changes made be detrimental to the initiative?

This is just one type of question that should be asked, and it is important that implementers at least learn to recognise the questions involved in crime prevention implementation. Greater training and resources about the crime prevention implementation process and related activities may need to be more widely available to improve the crime prevention knowledge of implementers. However, funding and resources may not make this a plausible option.

Overall, the respondents wanted to learn about most of areas of crime prevention (see Question 12), with antisocial behaviour and youth diversion the most popular choices. These

topics are common within crime prevention Plans in other states, and correspond with the Plans already endorsed and displayed on the OCP website (as at 10 January 2006).

Most of the respondents indicated that their LGA would benefit with professional training for both LGA workers and committee members. Most of the professional development sought focused on either evaluation issues or management techniques for both groups. The most frequently nominated training options (establish effective working relationships and facilitate a group for LGA workers, manage and undertake effective evaluation, and analyse and present research information for committee members) reflect the desired outcomes of implementing the Plan, such as improving partnerships and improving crime prevention delivery in the community. These results are useful for the OCP, as they reaffirm the main priorities that respondents feel would help define Plan success, and is important to consider when prioritising future resources and assistance for implementers.

Community response and uptake of the Plan

One of the primary themes emerging from Question 8, which asked how the respondents thought the Plan would be received by their community, was the sentiment that they 'have heard it all before', and it would not be able to deliver on its promises. In particular, SaferWA was often mentioned as an example of this feeling.

A possible path to be taken would be to ensure the Plan is not labelled with the same 'ineffective' tag that seems to have been associated with SaferWA. One possible way to do this would be to help Plan implementers actively promote any successes of their Plans and the positive changes made to the community because of the Plan. By letting the greater community know of the benefits of Plan throughout its life, rather than letting its potential achievements go unrecognised in the community, more enthusiasm may be generated for the Plan and thus avoid it being labelled as ineffective due solely to poor promotion of its successes.

The envisaged outcomes of the Plans explored in Question 9 not only shows what the implementers hope the Plan will achieve, but also allows a more thorough exploration of what services the OCP can provide to increase satisfaction in implementing a Plan. Most of the responses were relatively similar, with aims to improve interagency collaboration and partnerships, engage the community in CP and increase their CP awareness, decrease crime, and improve CP delivery. Overall, it appears that strengthening the relationship between community members and working on better relationships is a key goal of most of the LGAs with Plans, illustrating that Plans are being used not only as crime prevention tools, but also to enhance the community environment.

Demographic details

The majority of respondents were male and over 45 years of age, thus indicating that the sample is representative of only a small cross-section of the communities. This could have a significant impact on the perceptions of the Plan and on choosing activities to implement. It is worth noting that none of the respondents indicated they were of Aboriginal or Torres Strait Islander descent. Due to the significant population of Indigenous Australians in Western Australia compared with the rest of Australia (excluding NT), and the great numbers of initiatives exclusively targeting the Indigenous population in most Plans, it would be wise to obtain the Indigenous perspective on the relevance of the Plan within their communities. It is also important to determine whether initiatives in Plans that specifically involve Indigenous people were developed in consultation with local Indigenous representatives.

Implications and considerations for the OCP: Possible directions

While there were many comments positive of OCP assistance in Plan implementation, there were some respondents who were somewhat dissatisfied, though this was not common. However, the wariness of many respondents that the Plan as just another strategy with empty promises is evident in many open-ended responses. It is not immediately obvious why some respondents felt that the OCP response was lacking while others were pleased with its assistance, as all areas had the same access to the resources and services available.

It is challenging to offer a solution to this problem. One reason may be that areas could have differing expectations of both their role and the role of the OCP, which could impact on their perception of OCP delivery. As one aim of the Plan is to give communities ownership of their

Plan, to consistently contact and monitor the progress of an LGA's Plan could be detrimental to this endeavour and could give the impression that the OCP is taking over. Conversely, keeping a significant distance with the LGA may seem like the OCP is neither interested in the outcome nor offering enough assistance. Perhaps the only option is to make the services that the OCP provides more visible with the roles of the OCP and LGA clearly defined, and to advertise it directly to the LGA representatives involved in Plan implementation.

Regardless of the reasons, there are many paths the OCP could take to improve Plan delivery. Some productive suggestions were made by many of the respondents that deserve consideration, as well as other recommendations that arose from analysing the data. The recommendations are below.

- Ways to engage a community in not only planning but also implementation were desired. The OCP could focus on further developing communication strategies for the LGAs to help engage locals. In addition, a media strategy could be developed to help committees and LGAs promote their Plans to the community so the benefits of the Plan are more visible and possibly attract more volunteers. If not viable, communities should at least be encouraged to develop a strategy to maximise Plan promotion that is suitable for their community's size and resources.
- There were not many people with a background in crime prevention involved in the CSACCP process. Training may be beneficial to one representative from each LGA about crime prevention, planning, implementation and evaluation. It is recognised that this would have significant budget implications; however, it may be worth conducting a few general regional seminars for the different areas where a crime prevention professional could do workshops on relevant topics and issues. These representatives may then be able to present what they learnt to others implementing the Plan. Training is extremely important, as although the preferred choice for Plan implementation is a dedicated crime prevention officer, this is recognised as also being very costly. Therefore, providing many crime prevention resources is important, as is making them aware on a regular basis of the services the OCP offers so they know they are not isolated when implementing Plans.
- Professional development, if viable, should focus on techniques to strengthen partnerships and project evaluation methods as indicated in Question 11. The training most desired for LGA workers include establishing effective working relationships, facilitating a group, managing projects, and working effectively in a cross-cultural context with ATSI people and other groups. When considering training for committee members, the main priorities should be managing and undertaking effective evaluation, analysing and presenting research information, leading and managing people, and effective meeting skills.
- Keep the OCP website updated with the latest crime prevention resources with simple, straightforward terminology. This could include suggesting relevant links to external websites for certain topics more visible on the OCP homepage and including additional resources on the OCP information drop-down menu regarding the most frequently requested topics such as antisocial behaviour, youth diversion and community policing strategies (and any others). This should help alleviate the issue of many respondents not having previous knowledge of crime prevention activities.
- Encourage Plan committees and LGA representatives to monitor their progress consistently, including making sure the aims and objectives of the Plan are readily understood by all, including those not directly involved in implementation. This should be done to avoid confusion over the direction of the Plan, and to make sure Plans are being carried out. One method of doing this would be to introduce an implementation diary, which will aid in eventual evaluation. It would include the resources being used per project; any problems/issues that need to be solved, including their solutions; successes/failures of the Plans; and any other factors that influence Plan implementation.
- Ensure that if initiatives target or involve Indigenous or marginalised/minority group issues, the local Indigenous or marginalised/minority community should have full consultation and an active role in the initiative's development and implementation.
- Encourage LGAs and committees to let the OCP know of any problems that arise or any suggestions to make the implementation more successful. It is difficult for the OCP to address any concerns that it is not aware of, and this could lead to establishing a more timely and helpful response to concerns.

It is important to note that these are recommendations only, to give the OCP options to help improve Plan implementation in WA communities. Factors such as availability of resources, time and limited staff will impact on what is viable to implement, and must be considered when reviewing the recommendations. Additionally, it is likely that some services requested by the respondents are already available from the OCP, although the respondents may not be aware of their existence. Although it is important for the OCP to have its services relatively easy to access, the LGAs and Community Safety and Crime Prevention Plan planning committees also have a responsibility to research available resources, and not just rely on the OCP to oversee every aspect of a Plan. It is also the LGAs responsibility to inform the OCP of any problems or services they may need, so the OCP is aware of resources needed and address problems accordingly.

Appendix 2: CSCP Plan survey 2

Western Australia Community Safety and Crime Prevention Plans

The Australian Institute of Criminology (AIC) is undertaking research with the Office of Crime Prevention of Western Australia. This research is aiming to inform and improve the future planning and implementation of community crime prevention strategies in WA. The focus is on the Community Safety and Crime Prevention (CSCP) Plans.

This survey is a follow-up to one conducted in 2005. We would like all LGA's with a plan or a yet to be endorsed plan to submit a survey.

The questionnaire will take about 15 minutes to complete, depending on your LGA's stage in the CSCP Plan. With only 26 quick response questions, please do not spend a lot of time on each question.

The information you provide to us will be kept in complete confidence. No individual response or community will be identified in any way in the report.

INSTRUCTIONS: Please indicate your answer to questions by clicking the box that corresponds with your selection with the left mouse button. Unless otherwise specified, please mark one box per question. If typing a response, please start writing in the grey area.

Part 1: your role and general plan information

These questions ask you general questions about your role and your CSCP Plan.

Question 1

What is your role in relation to crime prevention?

- Crime prevention worker
Committee member
Other local government employee
Other (specify)
-
-

Question 2

For how long have you been actively involved in CSCP Plan development and/or implementation?

- 0-6 months
7-12 months
Over a year
More than two years

Question 3

Did you fill out the previous survey on CSCP Plans in 2005?

- Yes
No

Question 4

If no, are you aware of someone else in your LGA completing the survey in 2005?

- Yes

No

Question 5

Which of the following statements best describes the stage of your community safety and crime prevention plan?

- Thinking about developing a community safety and crime prevention plan
- Establishing partnerships including a community safety and crime prevention planning committee
- Developing a plan through community consultation and partnership links
- Basic plan developed
- A plan has been sent to the Office of Crime Prevention for endorsement
- The plan has been endorsed
- Currently implementing a community safety and crime prevention plan
- Plan near completion
- Plan has finished/expired

Question 6

What, if any, crime prevention projects are already running in your community? (*mark all that apply*)

- Neighbourhood watch
 - Domestic violence prevention and/or awareness
 - Family violence prevention and/or awareness
 - Alcohol-related
 - Drug-related
 - Youth diversion
 - Youth and their behaviour
 - Community policing
 - Anti social behaviour
 - Other (specify below)
-
-

Question 7

What are your community's priorities for the types of crime prevention projects that are or will be addressed in the plan? (*mark all that apply*)

- Neighbourhood watch
 - Domestic violence prevention and/or awareness
 - Family violence prevention and/or awareness
 - Alcohol-related
 - Drug-related
 - Youth diversion
 - Community policing
 - Anti social behaviour
 - Other (specify below)
-

Question 8

Please rank from 1 to 3 the highest priority of your Plan's projects (1 being the highest priority) (please type in 1, 2, and 3 in the appropriate boxes).

- Youth []
 - Elderly []
 - Socially disadvantaged []
 - Minority groups []
 - Families []
 - Offenders []
 - Other (specify below) []
-
-

Part 2: Evaluation and accountability

Question 9

For the projects you are implementing/implemented in your plan, do you/did you/will you have:

	Yes, for all of them	Yes, for most of them	Only a few	No, none of them	Don't know
a) Output measures	<input type="checkbox"/>				
b) Outcome measures	<input type="checkbox"/>				
c) An evaluation strategy	<input type="checkbox"/>				

Question 10

a) Do you/did you/will you report on you plan's progress?

- Yes, monthly
- Yes, quarterly
- Yes, bi annually
- Yes, yearly
- No
- Other
- Don't know

b) If yes, how do/ did you do this?

Question 11

Do you/ did you have any accountability mechanisms in place to make sure:

	Yes	No	Don't know
a) Projects are implemented on time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Funding from OCP and other sources is accounted for?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 3: expectations and plan implementation

This section is about your expectations of the community safety and crime prevention strategies in your plan or future plan.

Question 12

How confident are you that the plan will make/has made an impact on crime reduction in your area?

- Very confident
- Fairly confident
- Not sure either way
- Not too confident
- Not at all confident

Question 13

Please rank the top three factors in what you think will be/has been crucial to the success of your plan. (1=most important factor) (please type in 1, 2, and 3 in the appropriate boxes).

- Anticipated community participation in the plan's activities []
- Community support for plan development []
- Effective interagency collaboration []
- Well-funded and resourced []
- Supported by the police []
- Good organisation []
- Other(s) (specify below) []

Question 14

a) What do you expect, or what was, the community response at the start of the implementation of your plan?

- Quick to adopt initiatives
- Slow to gain support
- Enthusiastic
- Apathetic
- Hesitant
- Wary

b) My reason for saying this is:

The following contains a series of statements that relate to your perception of the Plan. Please click the box underneath the answer that best reflects your view on the issue. If you are unsure of the answer or unable to answer it, respond with putting an X in the "don't know" column. Please only mark one box per answer.

Question 15

Your perception on the CSCP Plan

	Key Aims				
a) I feel that the plan's community safety and crime prevention aims and objectives are/were	Very clear <input type="checkbox"/>	Fairly clear <input type="checkbox"/>	Not very clear <input type="checkbox"/>	Not at all clear <input type="checkbox"/>	Don't know <input type="checkbox"/>
b) The understanding of the aims of the plan by all stakeholders is/ has been	Very high <input type="checkbox"/>	Fairly high <input type="checkbox"/>	Mixed / patchy	Fairly low <input type="checkbox"/>	Don't know <input type="checkbox"/>

						<input type="checkbox"/>
c) Adequate resources have been made available to the LGA	All of the time <input type="checkbox"/>	Most of the time <input type="checkbox"/>	Hardly ever <input type="checkbox"/>	Never at all <input type="checkbox"/>	Don't know <input type="checkbox"/>	
d) The initiatives outlined to address each key target area of the plan's projects were fully implemented (or so far have been implemented)	In all cases <input type="checkbox"/>	In most cases <input type="checkbox"/>	Hardly ever <input type="checkbox"/>	Not at all <input type="checkbox"/>	Don't know <input type="checkbox"/>	
e) Planned project outputs and activities have been/ were completed	Always on time <input type="checkbox"/>	Mostly on time <input type="checkbox"/>	Hardly ever on time <input type="checkbox"/>	Never on time <input type="checkbox"/>	Don't know <input type="checkbox"/>	
f) The impact of partnerships working on plan success has been	Very strong <input type="checkbox"/>	Fairly strong <input type="checkbox"/>	Fairly weak <input type="checkbox"/>	No effect at all <input type="checkbox"/>	Don't know <input type="checkbox"/>	
g) Availability of suitably experienced and qualified staff is/ was a	Very large constraint <input type="checkbox"/>	Fairly large constraint <input type="checkbox"/>	Fairly small constraint <input type="checkbox"/>	Not a constraint <input type="checkbox"/>	Don't know <input type="checkbox"/>	
Communication						
h) Guidance provided by the WA OCP has been	Very relevant <input type="checkbox"/>	Fairly relevant <input type="checkbox"/>	Not very relevant <input type="checkbox"/>	Not at all relevant <input type="checkbox"/>	Don't know <input type="checkbox"/>	
i) Feedback on plan initiatives provided by the OCP to plan implementers are	Very clear <input type="checkbox"/>	Fairly clear <input type="checkbox"/>	Not very clear <input type="checkbox"/>	Not at all clear <input type="checkbox"/>	Don't know <input type="checkbox"/>	
j) Communication between local crime prevention committee members has been	Very clear <input type="checkbox"/>	Fairly clear <input type="checkbox"/>	Not very clear <input type="checkbox"/>	Not at all clear <input type="checkbox"/>	Don't know <input type="checkbox"/>	
Local work issues						
k) CSCP Plan committee members' commitment and motivation at a local level has been	Very high <input type="checkbox"/>	Fairly high <input type="checkbox"/>	Mixed / patchy <input type="checkbox"/>	Fairly low <input type="checkbox"/>	Don't know <input type="checkbox"/>	
l) Project management skills at a local level have been	Very strong <input type="checkbox"/>	Fairly strong <input type="checkbox"/>	Mixed / patchy <input type="checkbox"/>	Fairly weak <input type="checkbox"/>	Don't know <input type="checkbox"/>	
m) Accountability of plans at a local level has been generally	Very thorough <input type="checkbox"/>	Fairly thorough <input type="checkbox"/>	Not very thorough <input type="checkbox"/>	Not at all thorough <input type="checkbox"/>	Don't know <input type="checkbox"/>	
n) Relationships between committee members at a local level have been	Very good <input type="checkbox"/>	Fairly good <input type="checkbox"/>	Mixed <input type="checkbox"/>	Fairly poor <input type="checkbox"/>	Don't know <input type="checkbox"/>	

o) Local partnerships meetings were/are primarily focussed on	Power <input type="checkbox"/>	Roles <input type="checkbox"/>	Tasks <input type="checkbox"/>	Individuals <input type="checkbox"/>	Don't know <input type="checkbox"/>
p) When there were differences of opinion committee members regarding CP initiatives, these were resolved	All of the time <input type="checkbox"/>	Some of the time <input type="checkbox"/>	Rarely <input type="checkbox"/>	Not at all <input type="checkbox"/>	Don't know <input type="checkbox"/>

Question 16

Briefly list the three main outcomes you envisage will be achieved from implementing your plan?

1 _____

2 _____

3 _____

Part 4: Resources and Support

Question 17

Resources are always hard to come by and not everything that is wanted can be accommodated. In an ideal world, what are the resources you would like, or would have liked? Please rank your top 3 resources (1=most important) (Please type 1, 2, 3 in the appropriate boxes).

- Staff training []
- Dedicated crime prevention officer []
- Better knowledge of crime prevention []
- Committee training []
- Offices []
- Facility access []
- IT services []
- Internet access []
- Adequate equipment (specify below) []
- Other (specify below) []

Question 18

a) Do you think it would be useful to you and for others you work with to get professional development in crime prevention?

Yes
No

b) If **yes**, please tick the type of professional development most important for the on- the-ground local government workers (*Mark all that apply*):

- Time management
- Establish effective working relationships
- Manage projects
- Facilitate a group
- Personal safety

Work effectively in a cross-cultural context with Aboriginal and Torres Strait Islander people and other groups
Crime prevention training
Other (specify below)

c) If yes, please tick the type of professional development for committee members and others involved with managing the plan and/or its activities (*Mark all that apply*):

Manage the delivery of quality client service
Analyse and present research information
Undertake research activities
Lead and manage people
Deliver training sessions
Prioritising finances
Managing and undertaking effective evaluation
Effective meetings
Work effectively in a cross-cultural context with Aboriginal and Torres Strait Islander people and other groups
Crime prevention training
Other (specify below)

Question 19

In what format would you like to obtain any training or professional development? (*Mark all that apply*)

One day workshops
Fact sheets
Online resources
Personal visit by OCP CET team member
Other (specify below)

Question 20

Are there any areas of crime prevention that you would like to learn more about? (*Mark all that apply*)

Antisocial behaviour
Domestic violence
Family violence
Alcohol-related offences
Youth diversion
Community policing
Drug use
Property crime (e.g. burglary or car theft)
Other (specify below)

Question 21

Do you believe it is important to include only proven crime prevention strategies for your plan?

- An extremely significant factor
- Fairly significant factor
- Somewhat a factor
- Only a slight factor
- Not a factor at all

Question 22

What factors will or have influenced the choice of crime prevention activities in your plan?
(Mark all that apply)

- Evidence of success elsewhere
- Local government support
- Community consultations
- Sources of funding
- Business support
- Other (specify below)

Question 23

Did you or are you finding it difficult to develop a plan?

- Yes
- No

The following section asks you to identify any changes that are needed to improve the implementation of the Plan for the future. Please mark the response that best fits your assessment of each issue in your community crime prevention plan with an x. Please select only one answer per question.

Question 24

i) What would you change (if anything) if you were to implement the CSCP Plan again?

Factor	Needs to change completely	Has to change quite a lot	Need to change about 50%	Needs only minor changes	Does not need to change
a) More realistic strategy with clear objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Receiving a more appropriate level of funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Being more innovative and willing to take risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Better co-operation between partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Better and clearer guidelines from the OCP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) More local input into decisions affecting the plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Better communication between the OCP and the	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

plan implementers					
h) Higher level of commitment to program objectives	<input type="checkbox"/>				
i) Higher level of staff training and skills	<input type="checkbox"/>				
j) More proactive assistance from the OCP	<input type="checkbox"/>				
k) More dynamic and inspirational leadership	<input type="checkbox"/>				

ii) Is there anything else that would help or have helped you to develop a Plan?

PART FOUR: YOUR OPINION

This part of the questionnaire allows you to offer your opinion on the success of different aspects of the community safety and crime prevention plan. Any supporting statements should be **limited to 3-4 sentences**, or in dot point format. Any examples to illustrate your views would be appreciated. If you are just starting out,

Question 25

Please answer the following questions about your CSCP Plan

a) Do you feel that the CSCP Plan addressed the main crime issues identified in the community?	Yes <input type="checkbox"/> No <input type="checkbox"/> Somewhat <input type="checkbox"/> Don't know <input type="checkbox"/>
b) Have the partnership members been appropriate?	Yes <input type="checkbox"/> No <input type="checkbox"/> Somewhat <input type="checkbox"/> Don't know <input type="checkbox"/>
c) If no, how could this improve?	
d) Has funding from other sources been important to your plan's operation?	Yes <input type="checkbox"/> No <input type="checkbox"/> Somewhat <input type="checkbox"/> Don't know <input type="checkbox"/>
e) If the plan were to start again, what key areas would you like to see improved?	List key areas

f) What have been the major obstacles and barriers to plan delivery?		List major obstacles
g) How could these obstacles be avoided/overcome or better managed?		
h) Has your plan changed a bit since you first implemented it?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
	Somewhat	<input type="checkbox"/>
	Don't know	<input type="checkbox"/>
i) Overall, has your plan successfully targeted what you wanted it to target?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
	Somewhat	<input type="checkbox"/>
	Don't know	<input type="checkbox"/>

Question 26

Do you have any further comments regarding the Community Safety and Crime Prevention plans?

Thank you for your time in filling out this questionnaire. Please return this questionnaire by **Wednesday, 23 May 2007** to Jess Anderson at the Australian Institute of Criminology. If you have any questions or comments regarding the questionnaire, feel free to contact Jessica Anderson from the Australian Institute of Criminology or Suellen Shea from the WA Office of Crime Prevention on the details below.

Suellen Shea

Manager Community Engagement
Office of Crime Prevention
Government of Western Australia
5th Floor 197 St Georges Terrace
Perth WA 6000
Ph: (08) 9222 9838 Fax: (08) 9222 8705

email: Suellen.SHEA@ocp.wa.gov.au

Jessica Anderson

Crime Reduction and Review
Australian Institute of Criminology
GPO Box 2944 Canberra ACT
Ph: (02) 6260 9223 Fax: (02) 6260 9201

e-mail: Jessica.Anderson@aic.gov.au
www.aic.gov.au

Appendix 2: An overview of the Perth metropolitan workshop, 28 March 2007

Purpose of the workshop

The purpose of the first OCP workshop was to help inform the evaluation of the Community Safety and Crime Prevention (CSCP) model through the perspective of key stakeholders responsible for the planning, development and implementation of their local CSCP Plans. The workshop was an interactive forum that identified qualitative information about the range of successes and difficulties associated with implementing CSCP Plans. The information gathered was also intended to inform the OCP's community engagement staff about key achievements and potential performance delivery issues. Additionally, the format offered practical advice to participants at all stages of their planning cycle on issues such as evaluation, tips for applying for grants from other funding agencies, overcoming implementation barriers, and using performance measures and indicators.

Participants

The first workshop involved representatives of local government areas (LGAs) involved in the CSCP process from the greater Perth area. There were 16 LGA participants out of a planned 23 who had indicated they would attend. The workshop was facilitated by two AIC staff members with the assistance of four OCP staff who acted as scribes. Although some concern had been expressed that involving OCP Community Engagement Team staff at the workshop even in a passive role could prove counterproductive, representatives from local government were not apprehensive about expressing some of the issues they had encountered, including those in dealing with the OCP. The willingness of the OCP staff to acknowledge these issues was also helpful.

The level of enthusiasm among local government representatives that attended was particularly encouraging, and the fact that there were people from the various stages of the CSCP Plan process and who had had varied involvement in the Plans meant that a wide variety of views and experience were available.

Outcomes

Generally it seems that the purpose and value of the workshop and the benefit to the LGAs was clear, as they provided open and honest feedback on their progress. From the AIC's perspective, many of the solutions to the barriers proposed over the course of the day are realistic and achievable. This was also recognised by the LGAs. This bodes well for the survey.

The LGAs appreciated the opportunity to network with other local governments and the OCP staff that attended. They were able to draw on the experiences of other LGAs, and also took something away from the partnership presentation (e.g. there was interest in many of the resources and activities suggested during the workshop). The National Community Crime Prevention Programme (NCCPP) overview and at least one LGA representative indicated that they will be applying and has sought more information.

Workshop overview

A detailed agenda prepared prior to the workshop is included as Attachment 1.

Survey 1 and consultation findings, followed by small group discussion

The workshop began with a presentation on the initial AIC survey and consultation findings, and a more detailed overview of the work undertaken as part of the collaboration. The Director of the Office of Crime Prevention, Ms Wendy Murray, provided an overview of the recommendations detailed in the report and the OCP progress in responding to these recommendations to date.

As per the outline that was distributed (Attachment 2), the participants were asked to reflect on the findings to see if they were still relevant today. This discussion also aimed to review

the key achievements of CSCP Plans in the period since the initial report, as well as some of the challenges and the successes of the Plans.

Open Axis

This presentation explained the rationale behind the pre-workshop Open Axis task, and how Open Axis will be used to assist local government.

Participants were asked to develop a hypothetical project using the framework in Open Axis that has been adapted from Ekblom's 5Is, as shown in Attachment 3. Each group was provided with a theoretical project (also included in Attachment 3) and asked to further develop these projects using this framework.

The purpose of this activity was relatively simple, i.e. by developing a project that was provided to them and recording what they require for the project and what they would be required to do, they would become clearer as to the information that is necessary in Open Axis. They would also better understand the type of information that they would benefit from if they were to use Open Axis as a resource. This would better prepare them for future attempts to use Open Axis as a project data collection tool.

Following this activity, feedback was sought as to the perceived value of Open Axis, how the system could be modified and the likelihood that local government would both enter the data and use the information stored in it.

Building and sustaining effective partnerships

The purpose of this presentation was to provide advice on building and sustaining effective partnerships (and acknowledge the differences between partnerships), highlighting common problems and possible solutions. Participants were provided with and directed to relevant resources, specifically resources for assessing the status of existing partnerships and developing Plans for action.

In addition, examples of an effective partnership (Pathways to Prevention) and a problematic partnership (an unnamed project that took place in Western Australia) were provided. Finally, participants were asked to provide examples of specific partnership problems they have encountered and suggest strategies they have utilised or could utilise to overcome this issue.

Funding discussion

This presentation provided advice to LGAs for applying for grants successfully, specifically for the National Community Crime Prevention Programme (NCCPP). Common mistakes in the application process were highlighted. This advice was relevant to most grant application processes. General information relevant to developing, planning and evaluating crime prevention projects was also provided.

Wish list

At the end of the day, the attendees were asked if there was anything that had not been covered. They were also asked to list any particular things they felt they needed to make the Plans better. The following responses were recorded:

- more money was needed to fulfil the aims of the CSCP Plan
- regional workshops similar to this one for networking and sharing ideas with others whom they would not normally meet
- workshops specifically focusing on funding issues, Plan evaluation, and Plan implementation
- feedback when an LGA is not successful in funding, and tips for more successful applications
- there is a desire to have the OCP in a lead role in getting other stakeholders involved, as it is felt these stakeholders will listen to them more than the LGAs
- it was suggested that it could be good to have professional development grants, or maybe a conference on this topic.

Feedback

- Overall, people seemed to enjoy the workshop. Comments suggested that the workshop was practical, hands-on and worthwhile. The feedback sheets reflect this sentiment, with some constructive comments that will be considered when designing the next workshop.

Conclusions

- Overall, there were a number of key themes that emerged during the workshop, which can be used to inform the evaluation of CSCP Plans, as well as the development of the survey and application of Open Axis. These themes are a preliminary assessment, so they may be modified upon further reflection and analysis of the information.

Consistency

- Feedback from the workshop indicates that many (if not all) of the issues raised during the initial survey and consultation process are still relevant to local governments in the period since this work was undertaken. This includes issues around identifying priorities, crime prevention knowledge, performance monitoring and evaluation, funding, sustainability, and engaging key stakeholders through development and into implementation.

Partnership

- There was a perception among many LGA representatives that the bulk of responsibility in developing, implementing and evaluating the CSCP Plans has fallen to local government.
- Participants indicated that the involvement and support from the OCP (specifically Community Engagement Team (CET) staff) was crucial to the success of the CSCP Plans, particularly during the transition from Plan development to implementation.

Communication

- Limited awareness of crime prevention activities at a state level among the participants indicated a need for improved communication of these activities to local government, facilitated by OCP.
- There was support for the establishment of a process through which local government would be able to report the progress of their CSCP Plan to a regional forum and to address key issues relating to stakeholder contribution.
- Whilst it was evident that there is a need for improved communication from the OCP, clearly there is a need for improved communication between LGAs and key stakeholders, including other LGAs. This is something that could be facilitated by the OCP, possibly through regional workshops.

Coordination

There was support for a coordinated approach to key issues, such as graffiti.

Commitment

- Maintaining ongoing commitment from key stakeholders to the implementation of the CSCP Plans was identified as a significant issue among many of the attendees.
- Local governments have found it difficult to demonstrate the continued relevance of the CSCP Plans to key stakeholders, and the effectiveness of the actions undertaken as part of the Plan to achieve the stated objectives.
- There was strong support for the establishment of a formal arrangement to encourage the ongoing commitment of key stakeholders, either at the Regional Managers Forum or CSCP Council levels. OCP was viewed as the agency in the best position to facilitate this process.

-
- Participants supported the establishment of a memorandum of understanding between key stakeholders (state government) at a senior level, along with appropriate reporting mechanisms.

Flexibility

- Specifically, the capacity of the CSCP Plans to address emerging issues.

Funding

- Remains a contentious issue – a common criticism of the CSCP Plans is that the amount of funding allocated for implementation is insufficient, and there is no funding allocated specifically for evaluation.

Evaluation

- Questions remain around the capacity of local government to monitor the progress of implementing the Plans.
- Of particular concern was the lack of a consistent method by which local government (or more specifically the local crime prevention committees) documented the progress of key activities undertaken as part of their CSCP Plan.
- Any agreement established to support the ongoing commitment of key stakeholder agencies should include a requirement to share administrative data (within reason) to assist with the monitoring of key activities.
- Similarly, the level of expertise available to evaluate individual Plans, and the availability of resources (specifically time and funding) required for evaluation within local government or the local crime prevention committees, were raised as key issues with regard to the capacity to evaluate the CSCP Plans.

Open Axis

- Overall, there was a general perception of Open Axis as a valuable tool for knowledge transfer between LGAs, but participants at the workshop were not willing to enter the amount of information required (particularly as each CSCP Plan includes a large number of specific actions).
- Consideration therefore needs to be given as to how Open Axis will be used to inform the evaluation of the CSCP Plans and the long-term viability of the database as a resource for crime prevention practitioners.

Attachment 1

CSCP Plan WORKSHOP Agenda

Date: 28 March 2007

Venue: Technology Park Function Centre

2 Brodie Hall Drive

Bentley 6102

Times	Agenda item	Notes
9.00-9:15 am	Participants arrive – tea and coffee	
9.30 am	Introductions/ aim of workshop	
	<p>In addition to standard housekeeping information, AIC will provide an overview of the collaboration arrangement with OCP. Past work undertaken as part of this collaboration will be discussed briefly, and the purpose of staging the workshop will be outlined. In addition to outlining the objectives of the workshop, how the workshop will inform the broader evaluation process will be discussed. Emphasis will be placed on the fact that the focus of the workshop is upon the challenges, barriers to success and strategies to overcome these in developing and implementing CSCP plans, rather than an attempt to assess the performance of OCP. Finally, a brief overview of the scheduled activities and agenda will be provided.</p>	
9.45 am	<p>Presentation: Report on findings from the AIC Survey One report, and consultation findings</p> <p>Presenter: Jess Anderson (AIC)</p>	<p>This presentation will outline the previous AIC evaluation of the CSCP Plans, highlighting the major challenges and experiences of implementing a CSCP in WA.</p>
	<p>Jess will present the findings from the initial AIC survey report, and provide a more detailed overview of the work undertaken as part of the collaboration to date. In particular, there will be a focus on the experience of Local Government in the development and implementation of their CSCP plans. Recommendations detailed in the report will be discussed.</p>	
10.00am	Small group discussion on experiences with development and implementation of plans.	A chance for LGA participants to discuss the findings of the report and their own CSCP Plan experiences
	<p>In their groups, workshop participants will be asked to reflect upon the findings of the initial report – in particular, are the findings representative of their own experience, and are the findings current (ie have new issues emerged, and are the issues from the first report relevant to them at the stage of their CSCP Plan).</p>	

	<p>Next groups will be asked to provide examples of some of their key achievements over the past 12 months. For example, perhaps it was engaging a particularly difficult working partner. This is an opportunity to share successes, and to promote discussion as to successful strategies (see below).</p> <p>Groups will then be required to consider barriers (past, current or future) to success at the development, implementation and evaluation stages of their CSCP Plan. Those that have an endorsed plan may be able to provide a useful insight into key challenges and the strategies employed in their LGA, for LGAs that are not yet at the stage of implementation. Participants will also be expected to consider future challenges. Examples of possible barriers will be provided to promote discussion if required. Groups will then be asked to propose corresponding strategies to overcome these barriers. Emphasis will be placed on focussing on the broader plans, rather than specific projects (as this will be the focus of future activity).</p> <p>Similarly, issues relating to funding and to the role of OCP may be raised here – this is inevitable. Participants should be encouraged to maintain a focus on general issues, rather than assessing the performance of the OCP.</p> <p>One OCP Staff member to scribe for each small group. OCP representatives are encouraged to participate, but LGA/Police representatives should dominate discussion. AIC facilitators will ‘float’ and assist where required.</p>	
10.50 am	Morning tea	
11.10-11.30am	<p>Groups to present findings from pre- morning tea discussion. Identify key themes</p> <p>Each group will be asked report back on their findings from the pre-morning tea discussion. Where possible OCP representatives should not act as the nominated representative for their group. AIC will record group responses on the white board. Once each group has outlined barriers/solutions at the development stage, then discussion will shift to implementation, and so on (to assist with recording responses).</p> <p>As a large group, participants will be offered final opportunity to identify additional barriers and solutions.</p> <p>At the end of the exercise (for each stage) participants will be asked to identify which of these barriers they have encountered, and then which strategies have they employed, and rate their success. AIC to develop coding scheme to summarise this information.</p>	
11.30 – 11:50am	<p>Presentation: Open Axis report/review: its purpose and role in reporting CSCP Plans</p> <p>Presenter: Jess Anderson (AIC)</p>	<p>This presentation will explain the rationale behind the Open Axis task, and explain its use in CSCP Plans</p>

	<p>Jess will provide an overview of Open Axis, with a focus on why it was developed, how it was developed, its role in CSCP plan implementation and results from the pre-workshop activity. In particular, the emphasis will be placed on as Open Axis as a tool for LGA's in:</p> <p>The transfer of knowledge (including what works)</p> <p>Evaluation and Accountability</p> <p>In the event of an insufficient number of WA projects being submitted, an example from the NCCPP workshop will be used to illustrate the point.</p>	
11:50 –12:40 pm	<p>Discussion and examples of issues from WA projects arising from implementation of the projects</p>	<p>Representatives will have a chance to do practical exercises in groups, working through typical problems and working towards solutions</p>
	<p>Since there have been a limited number of Open Axis submissions completed as part of the pre-workshop tasks, participants will be asked to develop a specific crime prevention project for one of the following, which will be allocated to their group:</p> <p>A family & domestic violence project, that aims to increase referrals to victim and perpetrator services</p> <p>A project that aims to reduce graffiti/vandalism at a local park</p> <p>A project that aims to reduce anti-social behaviour, including substance use, among young people</p> <p>A project that aims to reduce violence in and around licensed premises</p> <p>A project that aims to prevent retail theft within the local shopping centre</p> <p>Each group will be required to develop their project using the format used in Open Axis, based on the 5I's. A worksheet will be provided that outlines the key questions should be answered in conceptualising the project, under the following headings</p> <p>Starting Out (Intelligence)</p> <p>Getting Support (Involvement)</p> <p>Project Description (Intervention)</p> <p>Implementation</p> <p>Project Results (Impact)</p> <p>This exercise will assist LGA's to further develop specific projects that they have outlined as part of the CSCP Plan, and document the project in a format that is compatible with Open Axis.</p> <p>One OCP Staff member to scribe for each small group. OCP representatives are encouraged to participate, but LGA/Police representatives should dominate discussion. AIC facilitators will 'float' and assist where required.</p>	
12:40-1.40 pm	Lunch	
1.40 – 2.20 pm	Groups to report back to larger group on suggestions for project improvement. Key	

	<p>themes identified.</p> <p>A nominated representative from each group (again, preferably not someone from OCP) will report back to the larger group on the project that they have just developed.</p> <p>AIC will record key details of each project under the five headings. At the end of each group's summary, participants will be asked to identify potential barriers in the proposed project, and how the project might be improved.</p> <p>The purpose of completing this activity and the value of Open Axis to LGAs will be reiterated by the AIC.</p>	
2.20-2:40pm	<p>Presentation: Building and Sustaining Effective Partnerships</p> <p>Presenter: Anthony Morgan (AIC)</p>	<p>This presentation will be look at how to build and sustain effective partnerships (and acknowledge the differences between partnerships), highlighting common problems and possible solutions.</p> <p>Participants will be directed to relevant resources, and useful resources for assessing the status of existing partnerships and developing plans for action will be provided.</p> <p>In addition, examples of an effective and a problematic partnership will be provided. Participants will then be asked to provide an example of a specific partnership problem they have experience, strategies they have utilised to overcome this issue and then suggest possible alternative solutions.</p>
2.40 – 3.00pm	Brief discussion on presentation and questions	A chance to ask questions and advice on partnerships and related issues. Participants will also be asked to provide examples of effective partnerships, including where they have managed to overcome resistance/resolve conflict.
3.00 – 3.15pm	<p>Presentation: Tips for preparing successful grant applications (based on issues emerging from NCCPP)</p> <p>Presenter: Anthony Morgan (AIC)</p>	This presentation will offer tips for successfully applying for grants, specifically for the National Community Crime Prevention Programme (NCCPP). Common mistakes in the application process

		will also be highlighted. These tips will be relevant to most grant application processes. General information relevant to planning and evaluating crime prevention projects will be provided.
3.15 – 3.25	Brief discussion on presentation and questions	Participants will be able to ask further questions and obtain information for the upcoming grants round for the NCCPP
3.25- 3.35	Short break for coffee and tea	
3.35-3.55 pm	Final group discussion on the CSCP Planning, including things that have not been covered in workshop	<p>In addition to raising issues not covered by the workshop, participants will be asked to provide a “wishlist” – the things that they want or need to assist them with their CSCP plans. Looking forward, it is a chance to assess where to from here.</p> <p>This will also be an opportunity for the AIC to prompt for suggestions for possible future resources, including for the Trends and Issues and Crime Reduction Matters publication series.</p>
3.55-4.20 pm	Summation	A summary on what has been covered in the workshop, and any final comments
4.20-4.30pm	Workshop assessment	Attendees given the chance to assess the workshop
4.30 pm	Close	

Attachment 2

Exercise One

Reflection

Reflect upon the findings of the initial report

Do the findings reflect your own experience?

Are the findings current, or have other issues emerged? If so what are they?

Achievements

What have been some of the key achievements over the past 12 months?

Barriers to Success

What are some of the barriers (past, current or future) to success during the:

Development of your CSCP plan

Implementation of your CSCP plan

Evaluation of your CSCP plan

Strategies to overcome these barriers

Identify possible strategies to overcome the barriers you identified for each of the three stages

Attachment 3

Exercise Two

Starting out:

What research would you do before you implement this project?

What is the nature of the problem and perpetrators targeted in this project?

Getting support:

Who would your partners be?

How would you approach them to get involved?

What are potential issues with creating partnerships?

Project description:

What actions do you propose and why?

Implementation:

How would you put these actions into practice?

What are potential issues in implementing the project?

Project results:

How would you evaluate the intervention?

What types of measures will you have in place?

How would you know what worked?

How would you know what didn't work?

What could some potential unintended outcomes be?

Exercise Two – Sample Projects

A family & domestic violence project, that aims to increase referrals to victim and perpetrator services by improving links between key service providers

A project that aims to reduce graffiti/vandalism through a rapid removal program and use of target hardening measures

A project that aims to reduce anti-social behaviour, including substance use, among young people through a series of sport and alternative recreation programs

A project that aims to reduce violence in and around licensed premises through the responsible service alcohol and raising awareness among patrons of the Liquor Act

A project that aims to reduce theft within the local shopping centre by engaging local shop owners and encouraging them to adopt preventative measures

Appendix 3: Community Safety and Crime Prevention Plan workshop report, Geraldton, Western Australia

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Executive summary

The Australian Institute of Criminology held a regional Community Safety and Crime Prevention (CSCP) Plan workshop on the 4 September 2007 in Geraldton WA as part of an ongoing program of work with the Office of Crime Prevention. The aim of the workshop was to encourage participants to review the achievements and barriers associated with implementing their Community Safety and Crime Prevention Plan (CSCP). The workshop also aimed to build the capacity of participants in relation to the delivery of their CSCP. Four presentations and associated discussion and activities facilitated exploration of topics that built on the aims, subjects covered were:

- the findings from the AIC's 2005 and 2007 CSCP Plan surveys and consultations.
- building and sustaining effective partnerships
- the use of the Open Axis database in WA
- performance monitoring and evaluation

The discussions and/or activities allowed discussion of the content and also facilitated participants to suggest solutions to issues raised. As this workshop was held in a regional area, particular attention was paid to the issues and achievements of non-urban LGA's in implementing CSCP Plans. The key findings are summarised below:

Key Findings

Importantly, with a few exceptions the overall the findings from this workshop were similar to the findings from a workshop held in Perth in March 2007 and consultations held in 2005, and the findings from the two surveys the AIC conducted in 2007 and 2005. This suggests that there are many common challenges and opportunities being experienced by those in urban and rural areas in the development and implementation of their CSCP plans.

Following is a list of these findings:

- staffing issues were particularly problematic for attendees, which resulted in staff burnout and sustainability problems
- keeping the momentum of the Plans going was important, even after the initial enthusiasm starts to wane.
- community apathy or indifference to the CSCP plans can be a problem
- determining who should attend Plan meetings can be difficult, and may involve the same people as other committees, resulting in the same problems being discussed with no fresh ideas
- it is particularly challenging for implementers to get stakeholders to back up promises they make in regards to the Plans
- challenges are faced when Indigenous Australians move from remote communities and have to adjust to life in more urban communities
- LGAs in non-metropolitan locations can be affected by limited services in these areas, and result in unexpected events having a large impact on Plan delivery.

Introduction: an overview of the workshop

On 4 September 2007, the Australian Institute of Criminology (AIC), in collaboration with the Western Australian Office of Crime Prevention (OCP), conducted a workshop in Geraldton. Participants were invited to this workshop from the surrounding region and on the basis that they were involved in implementing a Community Safety and Crime Prevention (CSCP) Plan. The workshop was also attended by officers of the OCP and representatives of the Western Australian Community Safety and Crime Prevention Advisory Council. This was the second workshop of two workshops conducted by the Australian Institute of Criminology as part of an

evaluation of the CSCP Planning process. The aim of the workshop was to provide participants with an overview of the findings of research conducted by the AIC about CSCP Plans and their implementation. It also enabled workshop participants to review the achievements of their Plans, and to discuss any obstacles they had identified that may have been a barrier to successful implementation. The workshop also aimed to build the capacity of the participants in relation to the documentation and ongoing evaluation of their projects and to better understand how to identify and establish successful partnerships for crime prevention. This regional area was chosen to capture the issues that regional/rural/remote projects experience. This report presents an overview of the workshop content and a summary of findings from the day.

Workshop description

Presentation one: findings from the 2005 and 2007 CSCP Plan surveys and consultations

This presentation provided participants with an overview of the findings from two surveys conducted by the AIC in 2005 and 2007 as well as findings from prior consultations. It provided a detailed overview of the work undertaken as part of the AIC/WA OCP collaboration. Participants were asked to reflect on the findings of the survey to see if they resonated with their own experience. This discussion also aimed to provide more information on the key achievements of the CSCP Plans that participants had been involved in. It encouraged them to discuss the challenges and the successes of their plans.

The workshop included two presentations by workshop attendees. Although initially unplanned in the schedule, this was a welcome addition to the workshop as it put the success of some of the Plans into context, and provided practical examples for the workshop participants who were not involved directly in any planning or implementation process. Evaluation and informal feedback indicated that this was a useful inclusion in the workshop.

Presentation two: Building and sustaining effective partnerships

The purpose of this presentation was to provide advice on building, sustaining, evaluating and improving partnerships for crime prevention. The presentation outlined what is necessary to achieve good governance and successful partnership projects. It highlighted common problems that can arise in partnerships and possible solutions. The Pathways to Prevention project that has been conducted in Queensland was highlighted as a good practice example. Finally participants were asked to provide examples of specific partnership problems they have encountered, and suggest strategies that would be useful in trying to overcome these problems.

Presentation three: Open Axis

Open Axis (OA) is an online database that is being used to collect data on and document crime prevention initiatives in WA. The data entry interface is designed in a logical and structured way to assist people to enter the details of their specific projects. Information on projects is entered that assists in documenting the project from the planning processes through to the evaluation results.

The attendees were asked to trial the data collection tool by considering how they would respond to the questions in relation to their projects funded by the WA OCP. They were also asked to provide feedback on the format. Unfortunately no LGA attendee found the time to do the activity prior to the workshop; however the group activity allowed the participants time to reflect on the data entry questions and to discuss its usefulness as a data entry tool. One participant made the suggestion that the Open Axis database interface could be improved with the addition of a disclaimer on the OA website noting that the ratings for project success are self assessed and are not endorsed by anyone.

Since many of the participants from local areas were just beginning to implement their plans, attendees worked through the OA framework in groups using one project from each group as an example. One of the OCP participants (Scott Bermingham) was planning to interview many of the workshop attendees about their projects that had been funded by WA OCP to

assist with data entry into OA. This workshop activity in relation to the Open Axis database assisted in this process by preparing participants for this interview and providing a rationale for the use of as well as an introduction to the OA database.

The structure of this presentation and exercise was designed both to test the current OA format, and to familiarise the attendees with the information required for adequate Plan documentation.

Presentation four: Performance monitoring and evaluation

This presentation was designed to provide LGAs with a clear idea of what performance monitoring and evaluation involve, and tips on how to plan this for their project. One of the main points from this presentation was the idea that good performance measurement can be seen as a storytelling process, where each aspect of the story is retold. Particular performance measurement terminology (performance measure, performance indicators, inputs, outputs, activities, outcomes) was explained, and suggestions on how to tie these factors into program logic model framework. A key message was to try to continuously evaluate and improve their projects both during project implementation and for future planning.

Key workshop findings

The key issues raised during the workshop were similar to those reported in previous consultations. Overall participants supported the findings presented from previous AIC surveys and past consultations. The discussion below is based on participant input during the workshop. Participant's responses have been categorised into broad subject areas. It should be noted that some of the participant responses are specific to their particular geographic area, and may not apply in other locations. Not every barrier to plan implementation that was reported had a solution suggested to address the problem.

Staff, committees and the community

Staff turnover was one of the dominant issues raised, which the attendees linked to the demographic constraints of an area. Participants thought that this was related to two other issues:

- Staff burnout
- Issues about project sustainability

Plan implementation was difficult for some participants due to staff turnover. No concrete solutions were provided by participants on how to solve this issue, however it was highlighted that the employment of a youth worker in Geraldton has aided Plan delivery in that location considerably. To assist with Plan implementation, it was suggested that a regional coordination position could be funded and that state initiatives could also be utilised.

Committees were identified as a source of problems. Participants noted that committee meetings do not always produce results, and often the committee members are not interested in finding solutions to the problems highlighted. It was also not clear who should be attending meetings. Participants reported that the same people consistently attend meetings, leading to overrepresentation of these people's specific issues. Therefore Plan meetings can result in the same problems repeatedly arising as central themes. As a result some issues and people are underrepresented in committees.

The planning process helped bring people together to work on solutions; however it was noted that it is hard to get people motivated to participate in the activities and Plan. Additionally, initial commitment by agencies to the Plans can be high but then drops off after a while. The attendees felt that it is important to empower participants at committee and Plan meetings. They suggested that it was important to find ways to encourage committee members to deliver on the promises they make in regards to the Plans. It was also noted that Community Development Officers can be crucial in making Plans work.

Community perception of crime in local areas can pose particular obstacles. Fear of crime often motivates concern amongst local community members, even though this is generally out

of proportion to the actual level of crime. The challenge for people implementing crime prevention plans is that they do not want to use valuable resources attempting to solve crime problems that do not really exist, but additionally they want to balance the activities they do with the community concerns. Apathy or indifference in the community to the objectives of the Plans can be problematic.

To address the momentum and community participation issues, it was suggested that appropriate responses to consultations are needed. A group suggested that more dissemination of information about what causes local crime problems is needed. It is important to develop solutions that address the underlying issues and causes of crime, as well as responding in reactive ways.

A presentation during the workshop by community workers from Yalgoo provided a useful insight into how Plans in small areas can succeed with limited resources. This project relied on a system that rewarded children in this small community for good behaviour using a 'points system'. These points could also be deducted for disrespectful behaviour. Children received tangible benefits from accumulating points (e.g. a trip to the beach). This provided a practical example of a project working to change behaviour and reduce crime in a local community. It showed the benefit in small communities of involving the whole town in the intervention.

The workshop participants reported that the police are good partners in some areas, with one LGA saying that their police and shire had cooperated successfully regarding their Plan's implementation.

Indigenous communities

It was revealed that getting Indigenous community members involved in local plans could sometimes be difficult. One point made was that Indigenous Australians who move from remote areas to rural/urban communities often have difficulties adjusting to their new community context. A specific example given was that even the lack of regular and nutritious meals being provided to young people can interfere with project implementation. To illustrate this point a Midnight Basketball program was described the staff of the project said their activities were not as effective if the participants came to the program without having regular meals before attending. Another example given involved an elderly Indigenous woman coming from a remote area having to adjust to life in a new community. She needed to adapt as she came from a community where everything was shared and had to adjust to a community where she had virtually no support provided to her from other community members. She had to adjust to such issues and to apply for welfare with no birth certificate as she was identified as being part of the stolen generation. Thus she had difficulties proving her identity and she had no close relatives there to provide her with assistance.

Local council

The amalgamation of Geraldton-Greenough Councils was reported by participants as an achievement. They have committees up and running and have developed good partners and projects. Participants from this area reported that child protection services are working well in Geraldton. However, aspects of the amalgamation were also reported to be a challenge because there was still some confusion regarding where some players fit in with the local Plan.

Funding

The funding that OCP have provided to assist with planning and implementing aspects of the Plans was perceived as being extremely helpful. However access to funding was reported as still being problematic, as were the actual funding requirements. One group mentioned that it was not just Plan funding that was required, but also obtaining funding for the support services such as Administration and Human Resources. These tasks also contribute to the implementation of the Plans, though it was indicated that it was difficult to get funding specifically for these roles.

Some aspects of the funding requirements were reported as often not viable for some regional and remote areas. An example was a current WA Police led funding grants scheme. A participant noted that in order to get work done, quotes were required from more than one tradesperson. With only one tradesperson in their area (with the next one in a town hours

away), this proved a problem. It also made the participant feel uncomfortable approaching the tradesperson in the other town for a quote, as it would require him to travel to their town and offer a quote that they know would not be accepted because of the extra cost related to travel. In addition the local tradesperson was able to offer services for free.

Reporting

Reporting back on the projects was seen to be a difficult aspect for participants. The solution was seen to lie in the sharing of information and resources, as it is important for implementers to avoid reinventing the wheel in relation to projects and the documentation of their experiences. They recognised that documentation of projects is particularly important, and it was suggested by one group that there might need to be an annual presentation of the plan. Additionally, a strategy could be developed for handing over projects when someone leaves so the Plan momentum is maintained and the community remains involved.

Demographic constraints

Demographic constraints appeared to be a major concern for the attendees. The location of an LGA, particularly if it is in a non-metropolitan region can negatively affect the process of implementing CSCP Plans, and also on the results achieved. Some examples of this include the high number of seniors in some areas, and remoteness, which means services available in more urban areas are not as accessible in the remote communities

Unexpected outcomes are a big barrier in smaller areas. One example given was a funeral. Being a small town, this funeral interrupted activities and services for the day, which would normally not be the case in larger areas. The question remains: how do you cover the fallout when the problems arise? The Plan development process was also a barrier for some attendees, and a challenge is faced when trying to link crime prevention with early intervention initiatives. Resources are needed to keep programmes going after hours, as that is when some of the services are needed the most.

Specific issues

- recidivism is a particular problem, but the question was how to address this in the CSCP Plan?
- the perceived leniency of the court process was seen as an issue and a barrier to promoting positive behaviour. It was noted that improved release management of offenders was needed
- overcoming the current youth culture in one area (eg. alcohol consumption) was difficult to address

Successful activities

The following were given as examples of successful activities:

- Mobile Youth Facility- this facility had quite a lot of youth input in its development
- HOOPS project, the midnight basketball programme
- Extreme Games
- The employment of a youth worker
- One of the areas now employs an indigenous trainee
- YAC (Youth Advisory Council)
- The Roadwise committee was considered a successful initiative. This was developed through a plan. The plan was seen to provide focus. There is an ongoing level of cooperation between police and the council, and the Plan was seen as a catalyst for this.

Workshop evaluation findings

The purpose of the workshop was to review participant's achievements and to document obstacles to Plan success and to build their capacity to implement their plans. The findings of this report document that the review of achievements and the documentation of obstacles was achieved by the workshop.

The AIC provided participants with evaluation forms at the end of the workshop. Positive feedback was gained from the attendees, with 12 feedback forms being completed from the 19 participants in attendance, excluding the AIC staff. The participants rated aspects of the workshop as either 'good' or 'very good' for each question. Overall only one participant included a "fair" rating in response to one question. From the feedback forms, it appears that those who liked the presentations found the activities least useful, and those who liked activities tended to find the presentations not as helpful. This indicates that some people prefer presentations and other activities. As no data was collected on the background or work experience of the attendees it is not possible to discuss or categorise these responses further other than to note that variety is important and different people are engaged by different approaches.

Participants included Community Safety and Crime Prevention Council (CSCPC) members, police, OCP staff and local council representatives. This was markedly different from the Perth workshop, where the dominant attendees were LGA representatives. The attendees were from regional/rural/remote areas, and were in the first half of plan implementation, with some exceptions. These factors therefore may have affected the nature of the workshop and its results.

The majority of the workshop participants raised the same concerns and challenges that were raised by those in the metropolitan workshop, adding further support to the previous survey and consultation findings. During the workshop, the attendees were asked if there was a better alternative for obtaining information about Plans other than through surveys. This was asked in response to the comments made by those who did not complete the survey, who indicated that they already get too many surveys in a week (between 5 and 6), so could not complete every one. There were not a lot of alternatives put forward, but some ideas to consider were provided. These were:

- telephone administered surveys
- teleconferences
- stay with the email survey despite low return rates

An option worth considering was the potential use of incentives to get people to complete a survey. Overall, it seemed that there was no one preferred method of data gathering.

Conclusion

The conclusions from the Geraldton workshop are consistent with the ones drawn in the first workshop with only slight variations noted in the regional context. The following conclusions from the Perth workshop can still be applied to the Geraldton workshop:

Consistency

- Feedback from the workshop indicates that many (if not all) of the issues raised during the initial survey and consultation process are still relevant to Local Governments in the period since this work was undertaken. This includes issues around identifying priorities, crime prevention knowledge, performance monitoring and evaluation, funding, sustainability and engaging key stakeholders through development and into implementation.

Partnership

- There was a perception among many LGA representatives that the bulk of responsibility in developing, implementing and evaluating the CSCP plans has fallen to local government.

Communication

- Limited awareness of crime prevention activities at a state level among the participants indicated a need for improved communication of these activities to local government, facilitated by OCP.
- Whilst it was evident that there is a need for improved communication from the OCP, clearly there is a need for improved communication between LGAs and key stakeholders, including other LGAs. This is something that could be facilitated by the OCP, possibly through regional workshops.

Coordination

- There was support for a coordinated approach to key issues of common interest, such as graffiti.

Commitment

- Maintaining ongoing commitment from key stakeholders to the implementation of the CSCP plans was identified as a significant issue among many of the attendees.
- Local Government have found it difficult to demonstrate the continued relevance of the CSCP plans to key stakeholders, and the effectiveness of the actions undertaken as part of the plan to achieve the stated objectives.

Flexibility

- Specifically, the capacity of the CSCP plans to address emerging issues.

Funding

- Remains a contentious issue – a common criticism of the CSCP Plans is that the amount of funding allocated for implementation is insufficient, and there is no funding allocated specifically for evaluation.

Evaluation

- Questions remain around the capacity of local government to monitor the progress of implementing the plans.
- Of particular concern was the lack of a consistent method by which local government (or more specifically the local crime prevention committees) documented the progress of key activities undertaken as part of their CSCP Plan.
- Any agreement established to support the ongoing commitment of key stakeholder agencies should include a requirement to share administrative data (within reason) to assist with the monitoring of key activities.
- Similarly the level of expertise available to evaluate individual plans, and the availability of resources (specifically time and funding) required for evaluation within local government or the local crime prevention committees were raised as key issues with regard to the capacity to evaluate the CSCP plans.

Additional conclusions specific to the Geraldton workshop can be made. Most of these are related to the challenges more pronounced in non-urban areas.

Staffing

- Since most small areas have fewer employees than metro areas, staff turnover is particularly noticeable and has a more pronounced affect on the Plans.
- As such, staff burnout seemed to be a major concern for the non-urban Plan implementers.

Funding

-
- The smaller areas naturally have less access to resources than larger areas, and the application through funding schemes are not as accessible to these areas. However, as the presentations by the two LGA's illustrated, smaller areas may have more scope to implement innovative and more easily measured activities.

Appendix 4: OA report metropolitan Perth

Introduction

The Open Axis project (OA) was undertaken to review Metropolitan Local Government (LGA) Community Safety & Crime Prevention (CSCP) plans, specifically focusing on initiatives funded through the initial \$20,000 allocation from the Office of Crime Prevention (OCP). It was undertaken through a three-stage process; Initial electronic and telephone contact, in person interview, and compilation and submission of Open Axis forms.

Nineteen Local Governments were identified as having progressed sufficiently through the CSCP process to provide worthwhile information for the Open Axis project. 18 LGA's were interviewed in person, with the City of Perth interview carried out via telephone and email (due to the relevant person being on long service leave - sufficient information was obtained that negated the need to meet in person).

The 19 LGA Plans looked at had 28 local initiatives under OCP funding. Of these, 23 were found to be suitable for the Open Axis project. Of the remaining initiatives, three were minor initiatives that were not yet developed to a point that enabled sufficient analysis and the City of Armadale's two funded initiatives were unable to be assessed. This was in part due to staff changes at the City of Armadale but my review of the initiatives also found they were not managed in any way by the LGA and were more along the lines of a funding grant to existing community services.

Stage One Initial Contact

Initial contact was carried out in several steps. From information provided by the Community Engagement Team I identified those local government's who had OCP funded initiatives either running or at the point of commencing. I emailed each Local Government's community safety office, outlining the premise behind the Open Axis project and attached a copy of the Open Axis forms to assist in the LGA's understanding and preparation. I then telephoned each CSO to explain my role further and to set up a time and date for an interview.

There were some problems in the initial contact stage due to relevant contact details being incorrect. This was mainly due to the many staff changes occurring within the local government offices and such changes not being advised to the OCP. In addition, there were several local governments where it was quite difficult to find someone with sufficient knowledge of the CSCP initiatives. Again, this was mainly due to there being numerous staffing changes at these locations and this is an area of concern that could be highlighted at planning workshops.

The initial response from the various local governments was very good. Nearly all had prior knowledge of the Open Axis project (having attended the OA workshop) and all were keen to meet with me. The LGA's who had suffered staff changes and lacked understanding of their initiatives, were nonetheless willing to engage the project.

Stage 2 Interview

I attended each Local Government office and met with at least one person from the respective community safety offices. The interview process was structured around the questions in the Open Axis form but I encouraged the interviewee's to express their opinions generally around community safety and crime prevention so I could gain an insight into broad spectrum issues rather than just obtain a narrow perspective of their local initiatives.

As stated above, all LGA's cooperated with the project and made time to meet with me, often giving up two hours or more of their time to discuss in depth, projects that had been established anywhere up to two years prior. Several went as far as to complete the Open Axis forms prior to the interview, speeding up the process and establishing several discussion points which.

Some LGA's were not as prepared and, despite their enthusiasm, I found that there was a lack of understanding of the CSCP plan, including the initiatives. This particular issue could

be put down to staff changes at the LGA and it did affect my ability to elicit sufficient information.

Stage Three Write up and submission

The Open Axis forms were completed at the OCP from notes and observations gathered in the interview stage. Follow up phone calls and emails were utilised to clarify information. The forms were then forwarded to the AIC through Jessica Anderson.

The Open Axis forms were easy to use and enabled me to include sufficient information but there was a tendency for repetition in some questions and a strong focus on the 'crime' component - especially focusing on perpetrators. Many of the LGA's had initiatives built around strengthening community partnerships and/or youth engagement and did not specifically focus on perpetrators or victims of crime.

I advised all CET staff of the file location of my reports so, if they wished, they could get an idea of how their respective LGA's were progressing with their initiatives. I also invited CET members to accompany me to some of the interviews to provide them with an opportunity to see the Open Axis process in action. Whilst having an 'independent' person carry out the Open Axis project is important, involvement of the CET team greatly enhances the quality of information obtained and should be maintained going forward.

In using the OA forms, I found that there was a strong focus on 'Crime' and 'Offender' type questions and also some duplication. Many of the LGA's are focussing on rebuilding community involvement and addressing misconceptions about crime and community safety and these issues do not fall squarely into the 'Crime/Offender' model. To address this I have submitted an amended, enhanced, OA form to the AIC for their consideration. I would think that refinement would continue as the project develops.

Findings

Throughout the Open Axis process, I found that many issues affecting the CSCP plans and initiatives were repeated across the local governments. As detailed below, these issues influenced the process at all levels from initial formation through to outcome evaluation and continuity.

Evaluation Processes

The most evident and important of these issues was the weakness of the evaluation process. I found that most of the initiatives lacked strong evaluation processes and, in many cases, the evaluation process laid out in the initiative simply stated that there would be an evaluation process but did not describe when, how, why etc. It became evident in these cases that little thought had been given to evaluation when the initiative was formulated.

Those LGA's that have focused on a good evaluation process appear to have had the most success in progressing their initiatives. This would seem to indicate that considering evaluation early in the process enables a clearer picture of where initiative planning needs to focus. The City of Mandurah has built in 'progress evaluation' and is paying their consultant in stages based on this evaluation process and the City of Cockburn has engaged a professor from Murdoch University to be an integral part of their evaluation process. Unfortunately, most local governments do not seem to have prioritised the need for a good evaluation process and have fallen back on basic surface level outcomes such as crime rate comparison, numbers attending events' to evaluate their initiatives..

Partnerships

Another issue affecting the local governments was the difficulty in building and maintaining partnerships, especially with other government agencies. A common comment was that agencies other than Police did not readily acknowledge their obligation to support Community Safety and Crime Prevention initiatives. They were reluctant to become involved and if pushed would often send low-level people who were unable to commit resources, or they would beg off attending CSCP meetings all together. A disappointing aspect of this attitude is that LGA's were told that all major government agencies were supportive of CSCP and, in

fact, partnership building was identified as a major point they needed to address in their CSCP plans. I would surmise from my meetings with local government that partnership-building problems have been a major inhibitor to the success of many initiatives.

Police support has been very strong at local OIC level, and mostly at the District level but the recent Organisational move to focus on frontline policing and to remove crime prevention officers has greatly reduced police involvement in CSCP activities. Whilst local OIC's are supportive, they are hamstrung by resourcing issues and by an obligation to focus their resources on reactive frontline duties rather than proactive non-operational activities.

In some cases, LGA's are going it alone with their activities, falling back on occasional police support when available. Whilst this is okay in addressing some local action initiatives, it does little for long-term partnership building or strengthening of the CSCP process. Many LGA's appear resigned to this being the norm going forward.

Realistic/Relevant Initiatives

The initiatives studied proved to be quite diverse across the metropolitan area but there was a general focus on youth and community engagement, elderly issues and the perceptions of crime. Very few areas are targeting specific crimes, activities or perpetrators and this appears to be a good reflection of the diverse issues facing their communities.

All initiatives have been funded or approved for funding by the OCP and on the surface; all appear to meet the needs of the local CSCP plans. In reality though, some initiatives were short on substance, were unrealistic or lacked sustainability.

An example of these problems would be the lighting audits carried out by some of the smaller local government areas. The costs of carrying out lighting audits are high and subsequent lighting upgrades require substantial funding over and above the \$20,000 grant from the OCP. The Shire of Peppermint Grove spent \$17,000 on a lighting audit leaving only \$3,000 to spend on upgrades that are estimated to cost upwards of \$100,000 and the Shire has determined that their lighting upgrade could take a decade or more to complete. There is no strong partnership building in this initiative no clearly defined evaluation process and it could be argued that a more realistic initiative could have been developed.

On a brighter note, several LGA's have formulated outstanding initiatives through strong partnership building, quality evaluation processes and solid research and administration. The City of Gosnells has built a partnership between local schools and a prisoner out-care organisation that is showing positive results in deterring young offenders. This initiative is cost effective, easy to manage and sustainable. In another example, the Town of Kwinana has been so effective in building its youth engagement initiative that they have established a corporate partnership worth an additional \$50,000 a year and have had 500 teenagers attend functions that were expected to attract less than 100. Again, the initiative has strong partnership building, quality evaluation and sustainability. The Town of Kwinana is so impressed with their initiative that they are undertaking steps to have their program copyrighted to protect its integrity and to ensure its sustainability.

Lack of Organisational understanding/Project continuity

Many of the LGA's visited had undergone significant personnel change since the CSCP plans were endorsed and/or specific initiatives were commenced. In the case of the City of Armadale, there was no-one able to provide information and it was apparent that the initiatives were commenced and then left alone, devolving to become one-off funding injections to pre-existing community services and I did not consider them to be relevant to or assessable via Open Axis). I followed up this issue with the person involved in the formation of the Armadale CSCP plan and he advised that the process seemed to derail on his departure and that he doubted if the initiatives were still viable. My findings and his comments have been referred to the CET manager for further attention.

Whilst staff movements are unavoidable, many LGA's seemed to rely on one or two people to develop the project and, if they subsequently left, simply hand over the paperwork to the next person – usually without any deep understanding of what was involved. The result of this has been that some initiatives are well behind the time-frames put forward in funding applications or are simply struggling to progress.

Recommendations

I believe the following points would enhance the Open Axis project and would benefit both LGA/OCP partnerships and the effectiveness of the CSCP plans.

Effective evaluation processes are an integral part of the process and should be well established in CSCP Plans and in all initiatives submitted for funding. I would go as far to say that funding should not be granted to any initiative that does not have a detailed accountable evaluation process. LGA's will require assistance in meeting these requirements; possibly through workshops but also through the formulation of an evaluation framework, they can refer.

All initiatives funded by OCP meet requirements as to being evidence based and meeting the goals of the State Community Safety Crime Prevention Strategy. In addition, there needs to be close attention paid to relevance, realism and sustainability of initiatives. In the past, OCP has formed strong positions on funding of urban art and CCTV initiatives and I would suggest that similar scrutiny be given to lighting audits and 'enhancement' initiatives of pre-existing programs. I do not question the value of specific lighting audits but there needs to be achievable actions identified from the audit and I do not think funding research into suburb-wide issues such as general lighting upgrades is the best use of initiative funding.

Some initiatives put forward and funded have been for 'enhancement' of existing community programs. There does not seem to be close scrutiny on how effective or relevant these programs are, and there is a definite lack of evaluation in place. A negative view of this would be that OCP funding is being used to top up LGA activities and I am not sure if the term 'initiative' is relevant in these cases. I would recommend that all 'enhancement' activities be closely scrutinised to ensure they meet the requirements of all new initiatives, especially in evaluation and relevance.

The carrying out of Open Axis 'reviews' should be formally built into the CSCP model with there being an initial assessment at the funding approval stage followed by a mid-term review and a final report. All local government's welcomed the Open Axis project and stated they would be able to develop and progress CSCP initiatives more effectively with access to a resource such as the Open Axis database. If implemented correctly, the compilation of data for Open Axis could be carried out by the LGA's themselves with follow up action undertaken by the AIC or the OCP where needed.

The Open Axis project is being carried forward to the Mid-West Gascoyne area in spring 2007; I would recommend consideration be given to extending it statewide (again, as a formal part of the CSCP process). The holding of Open Axis workshops in regional centres would provide a forum for disseminating information about the project and could be used as a preparatory process before each local government plan is reviewed. The easiest to conduct, most informative interviews in the metropolitan areas were with those people who attended the metropolitan workshop. Any future workshops should focus strongly on the evaluation process and the need to ensure continuity throughout staff movement/organisational change.

Action needs taking to address the lack of support from government agencies to the CSCP process. As stated earlier, most LGA's find it very difficult to build effective partnerships with government agencies, with the possible exception of Police. If there is ministerial and executive commitment then pressure should be brought to bear on regional and local management to ensure these commitments are being honoured and adequate support provided. Failure to support local government in this area will only lead to a weakening of the CSCP process and LGA reluctance to engage in future community safety and crime prevention initiatives.

In rolling out the Open Axis Project to rural Western Australia, CET team members need to ensure they contact their LGA's beforehand to obtain accurate contact information and to provide some prior knowledge of the OA project. Due to the staff movements in local government, contact databases are quickly outdated and the Open Axis project manager will be hindered if the information is not current.

Consideration should be given to developing a new initiative template (or enhancing existing the template) that addresses specific factors such as relevance, research, partnership

building, sustainability and evaluation in sufficient detail to guide LGA's towards efficient and effective local initiatives.

Conclusion

The Open Axis Project was an enjoyable and rewarding project to work on. Metropolitan local governments all identified the potential in establishing a database of community safety and crime prevention information. In an environment where LGA's can often feel beleaguered and seem themselves as targets of cost-shifting, this project offers a low-impact knowledge resource and also encourages partnership strengthening with State and other Local Government authorities through sharing information and seeing what other areas are achieving.

Birmingham S 2007. unpublished.

Appendix 5: OA report Mid West Gascoyne

Introduction

Following on from the Open Axis project (OA) carried out in the Perth Metropolitan areas in June/July 2007, a workshop was held in the rural city of Geraldton on September 4th 2007 for local governments in the Mid-West Gascoyne area. The Workshop was run by the Australian Institute of Criminology (AIC) and covered a variety of issues relevant to Community Safety & Crime Prevention (CSCP) plans. The Open Axis project was discussed with the attending local government's (LGA's) and arrangements were made for each LGA to meet with me to discuss their CSCP plans in relation to the OA project.

The LGA's targeted were the City of Geraldton/Greenough and the Shires of Chapman Valley, Irwin, Mullewa, Carnamah, Yalgoo, Carnarvon, Meekatharra and Mount Magnet. These were the LGA's with funded initiatives developed to a stage where sufficient information could be obtained for the OA project. Other Shires in the area were not targeted 19 Local Governments were identified as having progressed sufficiently through the CSCP process to provide worthwhile information for the Open Axis project.

Between September 4th and September 13th I met with all selected LGA's except the City of Geraldton/Greenough (who cancelled my meeting the day) and obtained information on a variety of CSCP initiatives at various stages of development. I also met with the Shire of Mingenew, who were not yet at a stage to be part of the OA project and provided them with information and advice concerning their initiatives and the OA project.

Findings

The Mid West Gascoyne LGA's I met with were all willing partners in the CSCP process and were at various levels of progress with their plans. All of the LGA's have built strong local partnerships with Police, schools and community groups and have good working relationships with other government agencies that maintain a presence or work in their areas. Several LGA's also made mention of the value the Human Services Regional Managers Forum (HSRMF) provides in the region. There was, however, a common problem in small country communities do not have easy access to all agencies on a regular basis and Shire staff often have many different duties that impacts on their ability to put the CSCP activities into effect. This is most relevant when competing for funding against larger bodies that can employ professional staff to prepare submissions. The particular issues to come out of the meetings were;

Evaluation Processes

As was the case in the Perth Metropolitan area, the evaluation process was not strong in the country initiatives. Most of the initiatives lacked strong evaluation processes and there seemed to be a general lack of understanding of the importance of a good evaluation process. All LGA's were clear on what they wanted to achieve and were keeping good records of progress and watching developments closely but just did not have these steps built into their initiatives as a formal evaluation process.

Partnerships

All local governments face issues in building partnerships for new initiatives. In the metropolitan area, it is often the case that LGA's compete with each other for a share of State Government agencies time and resources. In the Mid-West Gascoyne, this does not appear to be a problem and all LGA's reported having very good relationships with the various government agencies. The specific issue to them was the lack of presence on their small towns of the various agencies. In most cases, the workload of the local partnerships has fallen onto the shoulders of the Shire, the Police, the local school and local community groups. Whilst all LGA's reported that the other state agencies were always helpful and committed to the partnership, the day to day impact of implementing local initiatives was on a small group of people. Issues of burnout, lack of staff stability etc was common across all of the towns I visited.

Police support has been very strong at local and district level's both on a professional work time basis and also in voluntary capacities (with many police officers and their spouses involved in community programs). Similarly, local nursing, teaching and child protection staff all seemed to contribute more than their professional obligation to achieve success in their community. Whilst this has been of great benefit to the community, it should be noted that this is entirely the result of individuals giving up their time and not of any agency commitment. Staff movements has often slowed or halted CSCP progress.

Realistic/Relevant Initiatives

The strongest impression gained from visiting the Mid West Gascoyne areas was the commitment from all community members to implement initiatives and to work together to reduce criminal activity and anti-social behaviour in their towns. Most of the initiatives studied related to addressing youth boredom, providing safe places for youth to meet, opportunities to participate in activities that promote education, nutrition, general health and alternatives to committing crime.

All initiatives were relevant to community needs and were realistic in their substance, execution and in outcomes to be achieved. Many of the initiatives had evolved significantly over time and, to the credit of the LGA's, have been followed through with some outstanding successes. An example of this being the Shire of Yalgoo receiving funding for a Youth Centre in the town. With the development of the Youth Centre, the shire has managed to start up a cooking/nutrition program for indigenous children (and some parents), implemented a points system to reward good behaviour that involved the whole town, established a music program that is seeing many students learning instruments and progressing the formation of a youth band. None of these specific programs were identified in the initial submission and the impact on local resources is very high but the outcomes have been remarkable. In January 2007, a bad time for crime due to heat and school holidays, the town of Yalgoo recorded zero offences. The flow on in improved school attendance, purchasing of healthier food at the store and improvement in social behaviour is a credit to the community as a whole and specifically to the Shire of Yalgoo.

Lack of Project continuity

Some of the LGA's have suffered from staffing problems, either in high levels of staff turnover or in attracting people to their towns to take up employment. This is in part due to the lucrative opportunities in the mining areas of the State. Local government simply cannot compete with the high salaries, fly-in fly-out benefits that mining companies offer.

The Shire of Mullewa has a very good initiative to increase the opening hours of the town's youth centre but simply cannot find a suitable person to fill the position. The Shire of Mount Magnet has received funding to upgrade lighting in an area of town but cannot attract an electrical contractor to come to the town to carry out the work. These problems are unlikely to abate whilst the resources boom is so strong and there will be definite delays in these LGA's progressing their CSCP plans.

Findings

The Mid West Gascoyne appears to be strongly behind the CSCP process. All of the shires I visited remained positive of achieving quality outcomes from their CSCP plans, despite facing many issues that adversely impact on their plans. Many face ongoing issues related to staffing, access to funding, and maintenance of partnerships and need to be supported fully by the Office of Crime Prevention (OCP) to ensure they do not fall by the way. Several Shire's have already fallen behind in the progression of their plans and there is a definite lack of quality evaluation processes in many plans. There is no easy way for individual LGA's to address these problems without the assistance of the OCP as they simply do not have the resources at hand. Specifically, I feel that a review of all of the mid-west Gascoyne CSCP plans by the OCP Community Engagement Team needs to be undertaken to identify where support can be given.

How local government obtains funding for initiatives in their CSCP plans also needs to be looked at. Many LGA's report that it is quite difficult to find the resources to compile funding submissions and, in the case of competitive grants, the ability to compete against larger

bodies who employ professionals to compile grant applications. Any initiative that has been endorsed in the CSCP plan should be eligible for OCP funding as a matter of course. If the issues and proposed actions are endorsed in the plan, then subsequent additional funding could be subject to a simple supplementary application. Many Shires have advised that they have missed out on funding for issues that were endorsed in their plans, which impedes their ability to implement their initiatives.

For funding outside OCP, any issue endorsed in the CSCP plans should be fully supported by the OCP, and relevant assistance given to help the LGA's obtain grant funding. In the case of small LGA's with limited resources, this assistance should involve OCP staff working directly with the LGA. The base reason for this is that the LGA is meeting their part in implementing OCP policy and strategic actions and need to have ongoing support. In implementing and steering the CSCP process, the OCP needs to ensure that it fulfils its own role as a partner in the process.

Bermingham S 2007. *Open Axis project: mid-west Gascoyne* (unpublished)

Appendix 6: Amended Open Axis activity form

Open Axis submission form for WA CSCP Plans: How to fill out the forms

This form can also be found online at

www.aic.gov.au/research/projects/openaxis.html

If you have any problems filling in the form, feel free to contact the OA administrator:
Jessica Anderson: jessica.anderson@aic.gov.au; (02) 6260 9223

Please email the completed forms to Jess Anderson.

Some questions may ask you to use bold font to indicate your response. An example of this would be:

E.g. How many people were targeted in your plan? (choose one)

use **bold font to indicate your selection*

- 10
- 100-200**
- more than 200

This indicates that 100-200 people were targeted (this is not a question on the form)

.....
...

Open Axis submission form for WA CSCP Plan Activities

1. Plan title (use the full name of the endorsed (or yet to be) plan:

2. What is the name of the activity?

3. What is the current status of the activity? use **bold** font to indicate your selection

- Yet to commence
- Just starting out
- Ongoing
- Completed

4. What crime prevention area did this activity/action target? use **bold** font indicate your selection

- Alcohol
- Anti-social behaviour
- Assault
- Burglary (unlawful entry with intent)
- Child abuse
- Damage / Vandalism
- Domestic violence
- Driving offences
- Drug offences
- Environmental crime
- Family violence
- Farm crime
- Fraud
- Graffiti
- Motor Vehicle theft
- Perceptions of Crime / Fear of Crime
- Prostitution
- Retail / Small Business crime
- Road Violence
- Robbery
- Sexual Assault
- Stealing from Motor Vehicle
- Trespass
- Other (please specify) _____

5. Did your plan target any particular group(s)? (you may choose more than one)

**use bold font to indicate your selection*

- Aboriginal and Torres Strait Islander people
- Children (0-12 years)
- Community groups
- Disabled people
- Ethnic communities
- Families
- Gay, lesbian, bisexual, transgender, gender questioning or same sex attraction
- Government agencies
- Homeless people
- Men
- Mentally ill people
- Older people
- Socio-economically disadvantaged people
- Small business
- Victims
- Women
- Youths (13-18 years approx))
- General population
- Other (please specify)_____

6. What was the objective of this activity? (you may choose more than one)

**use bold font to indicate your selection*

- Reduction in the targeted crime or anti-social behaviour
- Increased reporting of the targeted offence or anti-social activity
- Reduction in offending and/or re-offending by the targeted group of people
- Reduction in community levels of fear of crime
- Increased community knowledge/ awareness of targeted crime, anti-social behaviour or issue
- Increased support for victims or witnesses of crime
- Increased access to legal services for the targeted group of people
- Improved response time to the targeted crime or anti-social behaviour
- Introduction of more appropriate sentencing options for the targeted group of people
- Increased support for the targeted offender group or people in danger of becoming involved in crime

-
- Increased communication between targeted group of people and police/criminal justice agencies
 - Evaluation of an existing crime-prevention project
 - Research into a criminal trend or social issue

7. Starting out:

- i. What is the nature of the problem targeted in this initiative
- ii. Who are the perpetrators/demographic targeted in this initiative?
- iii. How did you identify this problem/issue?
- iv. How does this problem/issue impact on your community?
- v. Did you carry out research into this problem/issue - if so, how?
- vi. What type of community consultation was undertaken?
- vii. Did you review other good practice examples for this project?

i.	.
ii.	.
iii.	.
iv.	.
v.	.
vi.	.
vii.	.

8. Getting support:

- i. What partnerships were required to implement this initiative?
- ii. How were new partnerships formed/existing partnerships utilised or enhanced?
- iii. Was the HSRMF (Human Services Regional Managers Forum) utilised/involved in the process
- iv. What were the tasks/responsibilities for each partner and how were they determined?
- v. What were the motivating factors for each partner?
- vi. Were there any issues with creating partnerships?
- vii. How did you/will you use the funding for this initiative
- viii. Did you/will you seek further funding for this initiative?

i.	.
ii.	.
iii.	.
iv.	.
v.	.
vi.	.
vii.	.
viii.	.

9. Initiative development

- i. What actions were proposed for this initiative?
- ii. What is the reasoning behind each action?
- iii. What expected outcomes were determined for these actions?

i.	.
ii.	.
iii.	.

10. Implementation:

- i. How were the actions implemented?
- ii. Was any customisation required to meet your community's needs?
- iii. How were the actions organised and managed?
- iv. How were the actions steered and monitored?
- v. What processes were put in place to document progress/outcomes of the actions?
- vi. How were the actions promoted and milestones/outcomes disseminated.
- vii. What was the impact of risk management, training and/or ethical considerations?
- viii. What was the reality of implementing the project?

i.	.
ii.	.
iii.	.
iv.	.
v.	.
vi.	.
vii.	.

11. Project results:

- i. What are the expected outcomes and how were they determined?
- ii. What evaluation processes were utilised in this initiative?
- iii. How was the evaluation process carried out?
- iv. How did the results measure up to the expected outcomes?
- v. What did or didn't work and what could be improved in the future?
- vi. Would you do anything differently?
- vii. Were there any unexpected outcomes/ events?
- viii. Was it cost effective and did the timeframe for the project fit?
- ix. Is there potential for this project to be replicated elsewhere? If so, what local conditions aided/hindered the implementation?
- x. What community services were present or needed to be present in the community that were necessary to the activity's implementation?
- xi. Was the HSRMF partnership utilised / if so, how effective was it.
- xii. What is the sustainability of this initiative and have any lessons been learnt?
- xiii. Is there anything other areas should avoid doing if they wanted to implement this project

i.	.
ii.	.
iii.	.
iv.	.
v.	.
vi.	.
vii.	.
viii.	.
ix.	.
x.	.
xi.	.
xii.	.
xiii.	.

12. Useful resources or advice if attempting to adapt this project elsewhere (or do it again):

You may have used quite a useful website (e.g. Domestic violence clearinghouse) when researching an activity, or used a particularly helpful book. These are the types of things you can record here, and the list doesn't have to be long or too detailed- all that is needed is a short point on what it was and a line or two on why it was useful (though write more if you like).

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13. **Who/What were targeted in this activity? (The definitions I have put on the last pages for your reference)**

use **bold font to indicate your selection*

- Crime promoters
- Crime preventers
- Wider environment
- Target enclosure
- Target person or property
- Offender presence in situation
- Anticipation of risk, effort and reward
- Resources for crime
- Readiness to offend
- Resources to avoid crime
- Criminality (predisposition)

14. **From our experience in implementing this project, we think it was(is):**

- Innovative
- Resource Intensive
- Good
- Challenging
- One we would probably would not do again
- Other _____

15. **How would you assess the overall success of this activity so far?**

- Not successful
- Moderately successful
- Successful
- Exceeded expectations

16. **Contact person for this particular activity (if available)**