



## **Community safety capacity**

### **Examining the capacity of local government to deliver the community safety agenda**

Report for the Improvement and Development Agency (IDeA)

**June 2009**

working with you

to improve social results

**252B Gray's Inn Road, London WC1X 8XG**

tel: **0845 055 3900** fax: **0845 055 1700** email: [office@opm.co.uk](mailto:office@opm.co.uk) web: [www.opm.co.uk](http://www.opm.co.uk)

## Contents

1. Executive Summary .....	1
2. Introduction .....	6
3. Methodology .....	7
3.1 Research limitations.....	9
4. Overview of respondents .....	10
5. Key findings .....	13
5.1 Role of the Community Safety Manager.....	13
5.2 Perceptions and confidence .....	15
5.3 CDRP capacity to deliver .....	17
5.4 Leadership and decision-making.....	33
5.5 The role of partner organisations .....	43
5.6 The role of national and regional organisations.....	51
6. Key findings – support requirements.....	58
6.1 Generic support requirements.....	58
6.2 Support requirements of CDRPs reporting limited capacity.....	68
7. Appendix A – Online survey .....	73
8. Appendix B – Interview topic guide .....	81
9. Appendix C - Survey respondents.....	83
10. Appendix D – Partner agency involvement.....	87

To request a large-text version of this document, phone 020 7239 0877

OPM is a registered trademark of the Office for Public Management Ltd.

ILM accredited

# 1. Executive Summary

## Introduction and methodology

Early in 2009, the Office for Public Management (OPM) was commissioned by the Improvement and Development Agency (IDeA) to undertake a review of the capacity of local government to deliver the emerging community safety agenda.

In order to effectively assess capacity levels and the key capacity-building support requirements of Crime and Disorder Reduction Partnerships (CDRPs), we focused our research upon community safety managers (or equivalent) working within local authorities across England. OPM designed an online survey, achieving a 41.4% response rate (142 completed questionnaires), and gained a further insight into capacity levels by conducting twenty in-depth interviews.

## Key findings – current situation

### Community safety managers, perceptions and knowledge

Community safety managers are highly satisfied with their roles, and demonstrate high levels of enthusiasm and commitment. Satisfaction comes from making a positive impact upon people's lives, and achieving stretching targets.

The majority of community safety managers report high levels of confidence in their own knowledge of the community safety agenda, but remaining up-to-date within this fast-moving field of work presents a challenge. Community safety managers tend to be involved in local networks with peers, which on the whole is a beneficial and useful way of sharing information and good practice.

However, community safety managers experience several key challenges in undertaking their roles, including high workload, high levels of bureaucracy, and a slow moving culture (in terms of decision-making and action) within CDRPs and local authorities.

### CDRP capacity

The size of community safety teams varies significantly, ranging from one to 185 people. However, there appears to be no direct correlation between staffing levels and capacity to deliver, with sixty-seven respondents (47.2%) reporting that lack of capacity 'always' or 'often' negatively impacts upon delivery of the community safety agenda. Ten percent of community safety managers report that lack of capacity is 'always' a problem.

The most challenging aspects of the community safety agenda are drug and alcohol work, closely followed by tackling anti-social behaviour, and the impact of the credit crunch was raised as a concern by some respondents.

Community safety managers in London and the North East are the most confident about their CDRP's capacity to deliver over the coming twelve months, and overall more than two-thirds of community safety managers are 'very' or 'fairly' confident about the capacity of their CDRP to deliver the emerging agenda.

The most challenging aspects of the emerging agenda were highlighted as:

- Improving public confidence
- Improving accountability to the public
- Undertaking effective community engagement activities.

In London almost half of community safety managers expect to find 'managing short term centrally dictated initiatives' to be a challenge – making this the second biggest challenge for that region.

### **Leadership, influence and decision-making**

The positive contribution made by elected members is recognised by many community safety managers, but others report limited understanding and involvement by politicians in their local area.

In terms of chairing arrangements, senior police officers and local authority officers were identified as the most common and most effective chairs for CDRPs, with high levels of knowledge, influence and skills in leading the CDRP.

Ninety-two percent of community safety managers rate themselves as being 'very' or 'fairly' influential in setting the strategic direction for the CDRP, although levels of influence were lower in districts and boroughs and London CDRPs than in unitary and metropolitan authorities.

Seventy-eight percent of community safety managers report that decision-making within the CDRP is based on evidence 'to a large extent'; with the remainder reporting that this happens 'to some extent'. Unitary and metropolitan authorities have higher levels of evidence-based decision-making, and also have greater access to dedicated analytical staff within the community safety team. Lower rates of evidence based decision-making may also be due to problems in sharing data across the CDRP, with Primary Care Trust (PCT) data highlighted by many as an information gap.

### **The role of partner agencies**

There are significantly higher levels of strategic engagement by key partners in unitary authority areas, although across all types of CDRPs the police have the highest levels of involvement in strategic decision-making, with 91% reporting the police to be 'very involved'. The county council (in two-tier areas) and the fire and rescue service also have high levels of involvement in strategic decision-making. By contrast, the youth offending service, PCTs and the probation service all have relatively low levels in involvement in strategic decision-making in CDRPs, with fifteen percent of community safety managers in districts and boroughs reporting the PCT to be 'not at all involved'.

The police also have the highest levels of operational involvement in CDRPs, and the fire and rescue service and youth offending service also are 'very' or 'fairly' involved operationally in approximately 90% of CDRPs. Again, the PCT and probation service have low levels of operational involvement, being 'not very involved' in 33% and 34% of CDRPs respectively.

Districts and boroughs have lower levels of engagement from all key partner agencies, at both strategic and operational levels. In terms of successfully engaging partners, the adoption of simple structures and emphasising 'what's in it for you' has helped to secure buy-in from partner agencies in some CDRPs. The importance of inter-personal relationships in securing partner involvement was also highlighted by several respondents.

### **The role of national and regional organisations**

The Home Office and Government Offices are the main sources of policy information for community safety managers, but there are clear regional variations:

- One hundred percent of respondents from the East Midlands obtain policy information from their Government Office, compared with 71% from the North East
- One hundred percent of respondents from Yorkshire and Humber and the West Midlands receive policy information from the Home Office, compared with 14% in the North East
- Almost 30% of respondents from the North East and East Midlands receive policy information from their Regional Improvement and Efficiency Partnership (RIEP), compared with none from Yorkshire and Humber, West Midlands and the North West.

Community safety managers tend to be uncertain of the roles played by different national organisations, unsure of 'who does what' and who to approach for help with specific issues.

The e-bulletins provided by several Government Offices are a helpful source of information, and Government Offices have provided other useful support to many CDRPs. However, several community safety managers perceive that the issues faced by larger CDRPs tend to be prioritised by national and regional organisations, leaving some post holders working in rural or smaller CDRPs feeling unsupported.

In terms of other support mechanisms, registration with the National Community Safety Network is high, but many questioned the value added, struggling to relate good practice examples to local circumstances.

A high number of community safety managers also reported concerns about funding arrangements – in terms of the levels of funding, sustainability, allocation and monitoring arrangements. Funding for the CDRP is the main concern for community safety managers, and many articulated the negative impact that funding problems can have upon capacity to deliver.

### **Key findings - support needs**

Respondents highlighted the following support requirements to improve CDRP capacity to deliver the emerging community safety agenda:

## **Funding**

Funding was the main issue raised by community safety managers, and longer notice periods regarding changes in funding would be helpful, with more sustainable and long term funding requested in order to assist with delivery of three-year targets.

Ring-fenced funding for CDRPs or specific community safety issues would be welcomed, as would encouragement from national organisations for local mainstreaming of key community safety posts and activities.

## **Support with capacity to deliver the emerging agenda**

Respondents highlighted needs for additional support, training and guidance to assist with:

- Improving public confidence
- Improving accountability to the public
- Undertaking effective community engagement activities.

Help with tackling the fear of crime and building public confidence would assist CDRPs, whilst many would also welcome national publicity to positively influence local perceptions about crime and disorder and public confidence.

Mechanisms to enable community safety managers to remain up-to-date (e.g. e-bulletins) would be beneficial to many community safety managers, and the development of IDeA case studies focussing upon the emerging community safety agenda would also be well received.

## **The role of partner agencies**

Community safety managers are keen for pressure to be exerted upon local partners to fulfil their statutory duties and engage fully with the CDRP, at both an operational and strategic level. This stronger drive from the centre should emphasise the importance of the community safety agenda.

Guidance to local authorities would also be welcomed, to enable them to recognise the cross-over between the community safety agenda and other issues that fall within their remit. This should reinforce the importance of complying with their responsibilities outlined under Section 17 of the Crime and Disorder Act 1998.

Work should be targeted towards PCTs and the probation service, to encourage their active involvement in CDRPs, and to increase the levels of data sharing within the CDRP. Responsible authorities require reminding of their duties to share de-personalised data with other partners, and support to facilitate this process may be needed in some CDRPs.

## **Leadership and evidence-based decision-making**

Community safety managers would welcome additional analytical capacity, which is a barrier to effective problem-solving and evidence-based decision-making in some CDRPs, particularly for district and borough authorities.

The provision of training and guidance for elected members (CDRP chairs, portfolio holders and other local authority and police authority elected members) would be useful in raising understanding of and engagement with the community safety agenda.

### **Guidance, training and learning opportunities**

Community safety managers would welcome the provision of regional events (conferences, seminars, practice exchange sessions and learning programmes), to enable larger numbers of community safety practitioners and leaders to attend. The opportunity to influence the agenda is also important, to develop conferences that meet the needs of local CDRPs.

The ability to obtain help and support when needed, without fear of being perceived negatively for seeking help, was also highlighted as an unmet support need, and greater clarification of the roles of central government departments and national and regional agencies would also be welcomed.

Community safety managers reported that they would benefit from a greater openness with central and regional government about ways of tackling issues affecting local communities, with recognition from the centre that local priorities do not always mirror national priorities.

Up-to-date online information and regular e-bulletins to all community safety managers would also be helpful in ensuring that post-holders can remain informed of any new developments.

### **Initiatives and targets**

Community safety managers would welcome a reduction in centrally-driven initiatives, or at least to be provided with longer time scales for project planning, delivery and evaluation. The coordinated timing of initiatives would also be helpful.

The challenges of delivering in two-tier structures should be reflected in guidance, case studies and examples of good practice, and issues affecting smaller, rural CDRPs should be recognised by national and regional organisations.

## 2. Introduction

In January 2009, the IDeA commissioned the Office for Public Management (OPM) to undertake a review of the capacity of local government to deliver the emerging community safety agenda.

A requirement of the review was to consider the new duties placed upon Crime and Disorder Reduction Partnerships (CDRPs) outlined within the Louise Casey review 'Engaging Communities in Fighting Crime' and the Policing Green Paper 'From the Neighbourhood to the National: Policing our Communities Together', as well as the numerous requirements that have been placed upon CDRPs since their formal inception in 1998.

The review aims to identify both the current capacity to deliver the community safety agenda at a local level, and also to assess the capacity-building support requirements of CDRPs and community safety managers.

This review is intended to aid the IDeA and other national bodies' understanding of local government's ability to manage the expectations that have been placed upon them with regards to community safety, in order to:

- Enable the IDeA to work better with the Regional Improvement and Efficiency Partnerships (RIEPs) in order to best utilise local government improvement resources in this direction
- Allow the IDeA to improve the community safety elements in their ongoing generic support programmes (e.g. leadership training for councillors)
- Help to identify where resources allocated to developing and disseminating good practice in this area should be targeted
- Identify where the use of councillor and officer peers would add value in the context of sector-led improvement.

### 3. Methodology

In order to effectively assess the capacity of local government to deliver the safer communities agenda, the project was designed to include both an online survey and a series of in-depth interviews with those practitioners most actively engaged in driving forward and delivering community safety work at a local level – namely community safety managers (or equivalent) based within local authorities.

By designing the research to include both a survey and series of in-depth interviews with a carefully selected sample of respondents, we were able to gather both qualitative and quantitative information, to gain a full picture of the capacity of local government to deliver the safer communities agenda.

#### Contact database

The initial stage of the project involved compilation of a comprehensive and up to date contact database for all CDRPs across England, including details of the telephone numbers, email and postal addresses of the community safety manager (or equivalent) in each local authority in England (excluding county councils).

OPM systematically contacted each local authority in order to update the existing database held on the Crime Reduction website.

An electronic version of this contact database has been provided to the IDeA, in order to facilitate any future communications with CDRPs or community safety managers.

#### Survey of community safety managers

OPM worked with the IDeA in order to design a self-completion survey, which was distributed to the community safety manager in every unitary, district, London borough and metropolitan authority across England. The survey was designed for online completion within a three-week time frame. OPM handled queries regarding the survey, and reminders were sent out to encourage completion within the allotted timescale.

A total of one-hundred and forty-two responses were received, totalling a 41.4% response rate (see Appendix A for the full list of survey respondents).

The survey was designed to ensure that each respondent answered both qualitative (open-ended) and quantitative (closed) questions. This enabled respondents to identify their own key issues of concern, and to feedback relevant comments about their capacity and support requirements.

Respondents were also asked to indicate whether they would be willing to be contacted by OPM to discuss the local community safety capacity in further detail. Positive responses to this question were then utilized within our sampling framework to select participants for the in-depth interviews.

### **In-depth interviews**

In order to expand upon the findings generated by the online survey, twenty in-depth interviews were conducted with a representative sample of community safety managers. The interview sample was selected with the aim of ensuring a good representation in terms of:

- Size and type of authority
- Geographical spread across England
- Size of community safety team
- Responses to the questions in the online survey.

Of the twenty interviews undertaken, three were conducted with representatives from county councils. Although county councils were not asked to complete the online survey, we wanted to ensure that the capacity to deliver the community safety agenda within two-tier areas was fully explored within the project. This enabled the county council representatives' perspectives to be compared against those of respondents working within districts and boroughs.

The majority of the interviews were conducted via the telephone, to ensure convenience for participants, although one interview was conducted face-to-face, due to this method being preferred by the interviewee.

The interviews were designed to explore responses to the survey in greater detail, in order to obtain a more detailed insight into the capacity within local CDRPs to deliver the emerging community safety agenda.

A copy of the interview discussion guide is appended, for information (see Appendix B).

### **Research questions**

The survey and interview questions were designed to explore the perceptions of community safety managers regarding the following issues:

- Their knowledge about the emerging community safety agenda
- The role played by local partner agencies within the CDRP, at both an operational and a strategic level
- The main challenges facing the community safety managers and the CDRPs, and the impact of these upon local capacity to deliver the safer communities agenda
- The motivations of community safety managers for undertaking the role; their sense of achievement and satisfaction; and their overall perceptions of the role
- The support networks in place and the usefulness and relevance of these
- The leadership and decision-making capacity within local CDRPs
- The levels of awareness about the roles played by national organizations such as the IDeA, the Home Office, and the Ministry of Justice
- Perceptions of the support provided by national and regional bodies, and future training and development needs
- Confidence levels about the capacity to deliver the emerging safer communities agenda at a local level.

## 3.1 Research limitations

Although we received a relatively large number of responses to the survey, and anticipate that the findings are representative of the views of community safety managers across the country, several limitations should be noted, as outlined below.

### **Voluntary responses to the survey**

The survey was designed to be voluntary for community safety managers to complete. Consequently, those post-holders in CDRPs with the lowest levels of capacity and those struggling to cope with the demands of the role may have been unable or unwilling to spend the 15-20 minutes required to complete the survey. This may have resulted in some bias in terms of the positive responses to the survey questions.

### **Interview sampling**

In order to increase our chances of obtaining meaningful information during the interview phase of the project, we asked survey respondents to indicate their willingness to be contacted to clarify or expand upon their responses. The positive responses received in relation to this question were then used to inform our sampling for the in-depth interviews.

Although this helped to ensure that we had willing interviewees, this method may have limited the number of interviewees who were feeling negative about either their own or their CDRP's capacity to deliver the community safety agenda. This may have increased the number of positive responses to the interview questions.

### **Community safety managers' views – not the whole picture of CDRP capacity**

We directed the interviews and survey towards community safety managers (or equivalent) within local authorities. This approach was informed by the rationale that community safety managers are involved in the work of the CDRP on a daily basis, and have a good insight into capacity levels, the provision of support and the engagement of partner agencies.

However, in seeking the views of just one representative from each local authority area, we cannot claim to fully understand the capacity levels within CDRPs. Other partners involved in CDRPs may have very different perspectives about the capacity to deliver, the involvement of key partner agencies and the key challenges facing the partnerships.

## 4. Overview of respondents

### Survey

In terms of local authority type, more than two thirds (70%) of the sample are based in a district or borough council, whilst a further fifth are based in either a unitary or metropolitan authority. The remaining tenth (11%) are based in London boroughs, as shown in Table 1 below.

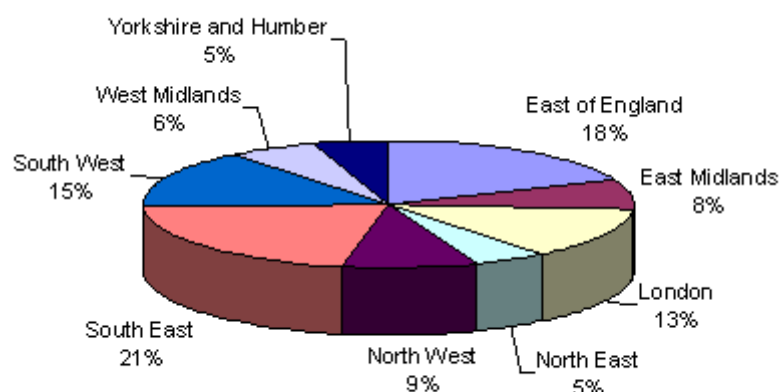
**Table 1: Respondents – by local authority type**

	Number	% of total response rate
District / borough	99	70
Unitary	24	17
London borough	15	11
Metropolitan	4	3
<b>Total</b>	<b>142</b>	<b>100%</b>

The survey was completed by CDRPs from across the regions, with approximately a fifth of CDRPs in the sample based in either the South East or the East of England. More than a tenth of respondents are based in the South West (15%) and in London (13%). The remaining regions account for between five and nine per cent of the sample, as shown in Table 2 and Figure 1 below.

**Table 2: Survey respondents: regional representation**

Region	No. of CDRPs	No of responses	As a % of total response rate	Response rate within that region
South East	67	31	22%	46%
East of England	48	27	19%	56%
South West	44	21	15%	48%
London	33	18	13%	55%
North West	43	12	9%	28%
East Midlands	40	11	8%	28%
West Midlands	27	8	6%	30%
North East	23	7	5%	30%
Yorkshire and Humber	20	7	5%	35%

**Figure 1: Survey respondents; regional representation**

As shown in Table 3 below, more than two thirds of the survey respondents were a community safety manager or officer, whilst just over a tenth (14%) were the head of safer communities.

**Table 3: Respondents' job roles**

Role title	No. of respondents	% of total respondents
Community safety manager / officer	103	73%
Head of safer communities	20	14%
Other	19	13%

Survey respondents were also asked to indicate their length of time in their current role. Close to a third (43 respondents, or 30%) have been in the role for five or more years, whilst only 15% have been in the role for less than one year. This may indicate several key issues:

- A degree of satisfaction with the role, with post-holders remaining in the same role for a relatively long period of time
- A degree of consistency within the local areas, enabling key contacts to be established and maintained
- A potential lack of career progression opportunities available to community safety managers.

## Interviewees

We conducted in-depth interviews with community safety managers working within CDRPs in the following types of local authorities:

- Unitary authorities (6)
- Boroughs and Districts (6)
- London Boroughs (3)
- Metropolitan authorities (2)
- County Councils (3).

Although county council representatives were not asked to complete the online survey, we wanted to ensure that the capacity to deliver the community safety agenda within two-tier areas was explored within the review, and consequently conducted a limited number of interviews with county council representatives. This enabled their perspectives to be compared against the findings generated by the respondents working within districts and boroughs.

The interviewees were selected to ensure a geographical spread across the English regions:

- North West (4)
- London (3)
- East Midlands (3)
- South East (3)
- East of England (2)
- West Midlands (2)
- Yorkshire and the Humber (2)
- South West (1).

The only region with no representation during the interview stage was the North East. This was due to the relatively low survey response rate from this region, with even lower numbers identifying themselves as being willing to be contacted for an in-depth discussion of their views.

## 5. Key findings

The findings from both the survey and interview responses are outlined below. In order to present a full picture of the current situation in terms of CDRP capacity to deliver, the findings have been categorised into the following topics:

- 5.1: Role of the community safety manager
- 5.2: Perceptions and confidence
- 5.3: CDRP capacity to deliver
- 5.4: Leadership and decision-making
- 5.5: The role of partner agencies
- 5.6: The role of national organisations.

### 5.1 Role of the Community Safety Manager

In order to gain an insight into the roles undertaken by those involved in the management and coordination of local community safety activity, we asked interviewees about their background prior to their current role; the relevance of their previous experience; the main tasks that they undertake on a day-to-day basis; and their knowledge about the community safety agenda.

#### Background prior to the role and the relevance of this

Interviewees came from a range of backgrounds, including previous roles within CDRPs, other roles within a partner agency, or roles within the private sector.

Many interviewees came from fields related to community safety, therefore bringing with them a good understanding of the main issues. For those coming from unrelated backgrounds, in spite of reporting a significant role change, all interviewees found that certain aspects of their prior experience were useful, for example in providing an understanding of performance management, community engagement, or project management.

#### Main aspects of the role

The typical management responsibilities of community safety managers include:

- Anti-social behaviour, domestic violence and hate crime coordination
- Management of staff within the community safety team
- Information management
- Management and coordination of the CDRP
- Financial management
- Emergency planning
- Preventing violent extremism coordination
- CCTV management.

Those interviewed largely reported similar usage of their time in conducting tasks, with many interviewees reporting that they spend around forty percent of their time attending

various meetings. However this does vary according to the size of authority and scope of the individual post holder's remit.

Several interviewees described the need to be able to work on both strategic and operational issues, emphasizing the need to be flexible to react to priority tasks whilst meeting the ongoing needs of the CDRP.

### **Knowledge and training**

Approximately half of those interviewed had participated in some form of specific community safety training, whilst the remaining half had not received specific training but had attended more generic skills-based training on topics such as performance management and leadership development.

A minority of interviewees raised the issue of professionalisation of the community safety manager role, citing other groups of public sector posts that are represented by professional bodies. One interviewee also raised the issue of career development, questioning the future career options available to community safety managers, and emphasising the importance of developing transferable skills.

### **Relevance and usefulness of training**

Several interviewees remarked on the benefits of the informal learning exchange that takes place within community safety teams when a colleague attends training, with some managers noting that they expect the knowledge gained at training and events to be cascaded through the CDRP. This provides opportunities for busy managers to learn from other colleagues within the team, and for relevant learning to be cascaded to other team members. The transferability of knowledge to the wider CDRP team was an important factor in deciding whether to attend an event or training.

### **How knowledgeable do community safety managers feel?**

The majority of interviewees are confident in their knowledge and understanding of the emerging community safety agenda. Several stated that it was imperative for them to be knowledgeable and confident in order to effectively carry out their role. This was particularly emphasised by community safety managers working within county councils, who highlighted the importance of being confident in advising and passing knowledge on to district and borough community safety managers.

### **Engagement in local networks with other community safety managers**

Levels of engagement with colleagues in other local CDRPs are generally very high, with many community safety managers actively involved in local community safety forums and meetings. These tend to be organised either by the Government Office or county council representatives. County council interviewees recognised the value in providing a forum to share information, good practice examples, policy updates, and to receive feedback from post-holders working in the districts and boroughs.

## 5.2 Perceptions and confidence

In order to gain an understanding of the perceptions of community safety managers, we asked about their thoughts regarding their current role, and the levels of confidence regarding capacity to deliver the community safety agenda at a local level.

### Perceptions of the role

In general, community safety managers enjoy their roles and are extremely enthusiastic and committed. Many interviewees stated that they obtain a great deal of satisfaction from their job. They describe their positions as '*challenging*', '*satisfying*', '*interesting*', '*varied*', and '*multi-dimensional*'.

### Sense of satisfaction and achievement

When asked where their personal sense of achievement and satisfaction came from, attaining and exceeding targets were described as key motivational factors. Several interviewees also remarked that they enjoy the direct impact of their work in contributing to the well-being of residents in the local area, and in terms of working '*for the public worth*':

*'I do the job because I think it's worthwhile, I get a buzz out of seeing crime reduction work, especially some of the project work we develop and [which] makes a real difference, [it] wouldn't be worthwhile if the work was just bureaucratic.'*

### Confidence

Many interviewees were confident about the capacity of their CDRP to deliver the community safety agenda.

Good relationships with local partners were identified as being key to building confidence around the ability of CDRPs to deliver the community safety agenda:

*'Partnership working has meant we are able to provide services using volunteers from various agencies and maximised our capacity to support our communities'*

*'We are actively involved in the West Midlands Peer Mentoring scheme. Long may their funding last as it has been very helpful to have other CDRPs to share with.'*

## Main challenges in delivering the emerging community safety agenda

Several interviewees did report some frustrations and challenges that impact negatively upon their perceptions of the role. Among the common frustrations reported were:

### High workload

*'Volume can be difficult, managing my time and inability to say no, volume is phenomenal and there is a lot of responsibility'*

*'Time factor, distractions from the day job present a challenge'*

*'The priorities seem to be growing, with less people doing it'*

### **High levels of bureaucracy**

*'Frustration is filling forms in, attending meetings where you don't make a difference on the ground.'*

**A slow-moving culture** (in terms of decision-making and actions) within both the CDRP and local authority

*'Challenge is feeling unable to get decisions made at a higher level at a quicker rate'.*

*'Working to deliver change in a huge organization is a challenge, as is bringing about change across a range of organizations. There are individual politics, relationships, accepted practices that get in the way – how do you move around that?'*

*'Main challenge is to get things happening more quickly, [we] need well coordinated activity but it's hard won'*

**Difficulty arising from dealing with members of the public** (due to the high profile and often contentious nature of the community safety agenda)

*'...Neighbourhood action groups can be a problematic in that they are not elected, not always representative of their locality, and their selection of local priorities can leave a lot to be desired. You can end up with a small vocal group putting forward issues that are not true priorities for their neighbourhood. Can get a skewed approach, e.g. CCTV – people tend to be interested in that, even if it is clearly not the right tool in that particular location, CCTV and more police on the streets are their main requests. Responding to these demands but also hitting targets can be difficult'.*

### **Concerns**

In general, the main concerns raised by interviewees related to resource levels. In many interviews and survey responses, managers expressed concerns about their ability to deliver the safer communities agenda and respond to changing demands with what they perceive to be limited resources. In this respect, future confidence is shown to be affected by structural changes such as the future of partnership funding and the ability to deliver projects and resource community safety posts using mainstream funding.

Negotiating and influencing partners in respect of CDRP priorities can present a significant challenge to community safety managers, as they have to deal with the interface of individual partners' priorities and those of the partnership as a whole.

There was some concern that the number of directives to which CDRPs are required to adapt could place a strain on community safety managers due to the frequency of

changes. To combat this, new initiatives could be timed to co-ordinate in order that they do not present high administrative burdens for CDRPs.

In respect of challenges facing CDRPs in the short term, significant numbers of interviewees reported concerns about the impact of the economic downturn on their ability to deliver crime and disorder reductions, citing concerns about the anticipated rise in acquisitive crime and the subsequent impact that this will have on CDRPs' use of resources. If CDRPs are required by circumstances to strengthen their focus on acquisitive crime, there are concerns that this could divert resources from their other priorities (e.g. improving community confidence and engagement).

## 5.3 CDRP capacity to deliver

In order to assess the capacity of local government to deliver the safer communities agenda, community safety managers were asked to provide information about:

- The staffing levels within their community safety team
- How often lack of capacity has had a negative impact upon local delivery
- Confidence levels regarding delivery of the emerging community safety agenda
- The most challenging aspects of the community safety agenda.

### Staffing levels within community safety teams

Community safety managers were asked to specify the number of each of the following posts within their community safety team:

- Community safety officers
- Drug and alcohol team members
- Anti-social behaviour officers
- Street wardens
- Council-funded PCSOs
- Prolific offender workers
- Analysts
- Domestic violence officers
- Co-located police officers
- Administrative staff
- Other staff (specify).

As might be expected, there are wide variations in staffing levels across different community safety teams. Numbers of posts ranged from one up to 185+ (due to increase to approximately 200 in the near future). As might be expected, districts and boroughs have significantly smaller community safety teams than unitary, London borough and metropolitan authorities, with lower levels of all types of staff.

Unitary authority community safety teams range from 7.5 officers to 185+ officers, whilst metropolitan authorities have an average of forty-six community safety team members. London boroughs range from eight posts up to 85 posts.

Community safety officers and anti-social behaviour officers are the posts most commonly found within community safety teams, with only eleven percent of teams having no community safety officer and 15% having no ASB officer. Those community safety teams based in districts and boroughs are the least likely to host these posts.

The majority of community safety teams do not host street wardens, with only thirty-five (25%) incorporating wardens within the partnership team.

**Table 4: Prevalence and numbers of street wardens within community safety teams, by type of authority**

Type of authority	Average number of staff in community safety team	Average number of staff in community safety team (exc. wardens)	Number of community safety teams hosting wardens	Percentage of community safety teams hosting wardens (%)
Unitary	28.2	20.8	7	29.1%
Metropolitan	55.4	46.4	3	75%
London borough	31.82	24.55	5	33.3%
District / borough	7.4	7.5	20	20.2%

Districts and boroughs are considerably less likely to have dedicated analytical support within the community safety team than other types of authorities, whilst all London boroughs have some form of dedicated analytical support. District and borough community safety teams may have access to shared or partner agency analytical resources, either at a local or county level, which may help to explain the relatively low levels of analytical officers located within these teams.

Where community safety teams do have dedicated analytical support within the team, only fourteen (10%) have more than one analyst working on their behalf. This is likely to impact upon their capacity to take a problem-solving, evidence-based approach to decision-making (see page 42 for further information).

**Table 5: Prevalence and levels of dedicated analytical support within community safety teams, by type of authority**

Type of authority	Number of community safety teams with dedicated analytical support	Percentage of community safety teams with dedicated analytical support (%)
Unitary	21	87.5%
Metropolitan	3	75%
London borough	15	100%
District and borough	35	35.4%

## Capacity to deliver

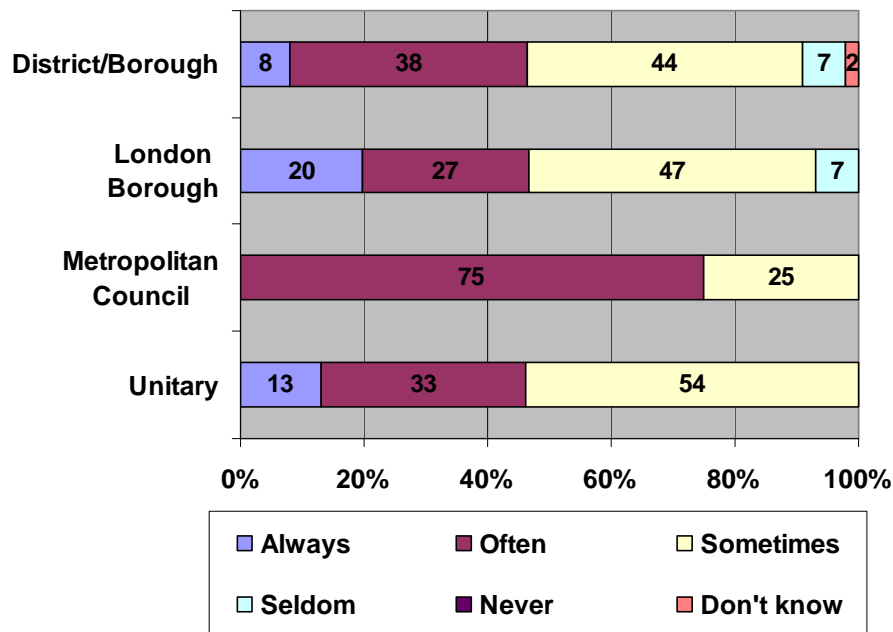
In the online survey, respondents were asked to indicate the extent to which a lack of capacity has had a negative impact on local delivery of the safer communities agenda. As shown in Table 6 below, 93% of community safety managers report some problems as a result of a lack of capacity, with ten percent reporting that lack of capacity was always a problem.

**Table 6: Based upon your experience, how often has a lack of capacity had a negative impact on local delivery of the safer communities agenda?**

Response	No. of responses	% of total responses
Always	14	10%
Often	53	37%
Sometimes	65	46%
Seldom	8	6%
Never	0	0
Don't know	2	1%

Looking at the results by local authority type, more than two fifths of respondents from districts and boroughs, London boroughs and unitary authorities indicated that lack of capacity often or always negatively impacts on delivery of the agenda, whilst for metropolitan authorities (which only accounted for three per cent of the overall sample) lack of capacity is considerably more problematic.

**Figure 2: Based upon your experience, how often has a lack of capacity had a negative impact on local delivery of the safer communities' agenda? By local authority type**



When capacity levels are analysed on a regional basis, the West Midlands has the greatest disparity in capacity levels, whilst CDRPs in the North of England are the least likely to 'always' struggle with a lack of capacity.

Community safety managers in the North and South West are the most likely to experience delivery problems due to a lack of capacity (58% and 57% respectively). CDRPs in the North East have noticeably lower delivery problems as a result of a lack of capacity, with only 14% of respondents (one respondent) from this region identifying this as occurring 'often'.

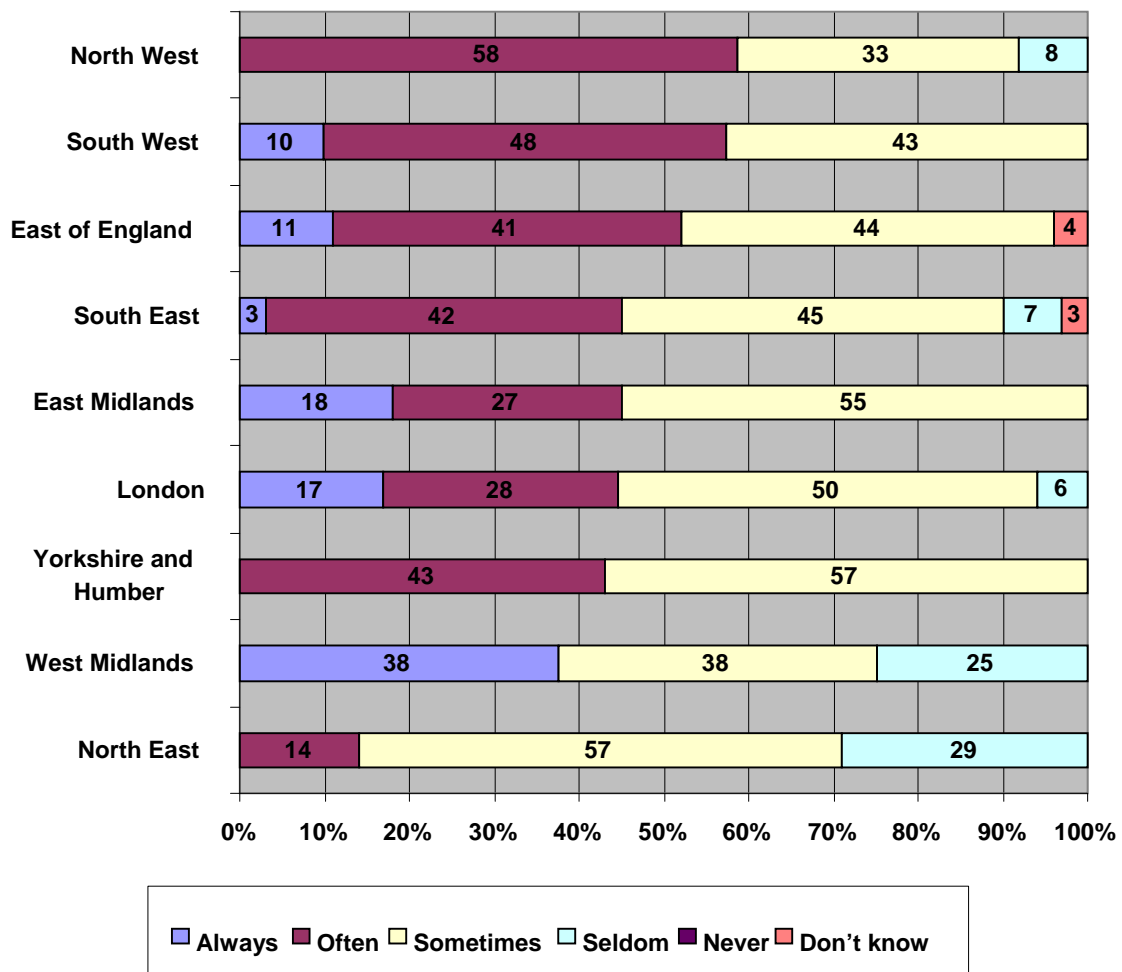
**Table 7: Based upon your experience, how often has a lack of capacity had a negative impact on local delivery of the safer communities agenda? By region**

Region	Total no. of CDRPs in sample	Always %	Often %	Sometimes %	Seldom %	Never %	Don't know %
North West	12	0	58	33	8	0	0
South West	21	10	48	43	0	0	0
East of England	27	11	41	44	0	0	4
East Midlands	11	18	27	55	0	0	0
South East	31	3	42	45	7	0	3
London	18	17	28	50	6	0	0
Yorkshire and Humber	7	0	43	57	0	0	0
West Midlands	8	38	0	38	25	0	0
North East	7	0	14	57	29	0	0

**Table 8: Percentage of CDRPs for whom lack of capacity 'often' or 'always' has a negative impact on local delivery of the safer communities agenda. By region.**

Region	Total no. of CDRPs in sample	No of respondents indicating 'often' or 'always'	% of the region's respondents
North West	12	7	58%
South West	21	12	57%
East of England	27	14	52%
East Midlands	11	5	45%
South East	31	14	45%
London	18	8	44%
Yorkshire and Humber	7	3	43%
West Midlands	8	3	38%
North East	7	1	14%

**Figure 3: Based upon your experience, how often has a lack of capacity had a negative impact on local delivery of the safer communities agenda? By region.**



### Impact of staffing levels upon capacity to deliver

Based upon the survey results, the number of staff employed within the community safety team does not appear to have any correlation with capacity to deliver. For example, amongst those authorities reporting that lack of capacity 'always' or 'often' impacts upon delivery, the number of staff within the community safety team varies from one to 75, with the mean average number of team members (excluding street wardens) standing at eleven across all the authorities struggling with capacity.

The interpretation of the question may vary by respondents, which may help to explain the wide variation in responses. Community safety managers completing the survey may be struggling personally with their capacity to simultaneously undertake their partnership role and manage large teams, and this personal lack of capacity may impact negatively upon delivery. Those with large teams are also likely to be tackling higher levels of crime and disorder, which may impact negatively upon perceived capacity to deliver.

However, it may also be the case that community safety managers working in smaller authorities experience a lack of capacity due to the lack of dedicated community safety support available to tackle issues within their locality.

## Confidence in delivering the emerging community agenda

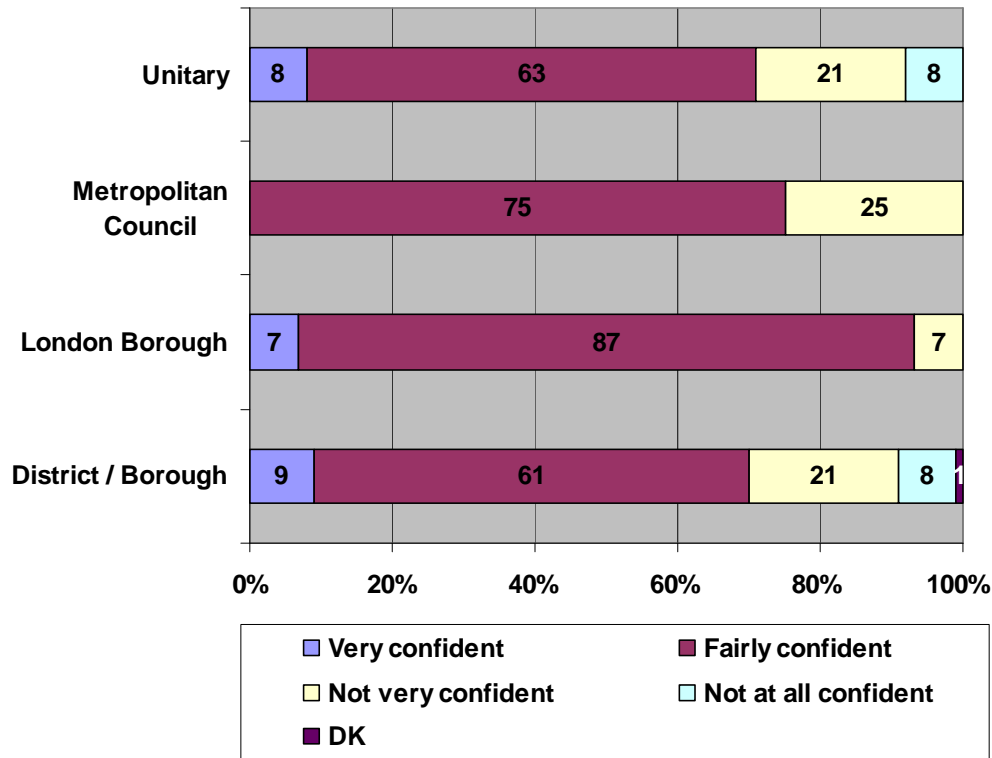
Community safety managers are generally confident about the capacity of the CDRP to deliver the emerging community safety agenda, with 79% feeling either 'very confident' or 'fairly confident'.

Confidence levels across unitary and district and borough CDRPs are very similar, despite the wide variations in staffing levels across these types of authorities. London boroughs are the most confident overall about the capacity of the CDRP to deliver the emerging community safety agenda, with no London community safety managers feeling 'not at all confident'.

**Table 9: Based upon current capacity levels, how confident are you that the CDRP has sufficient capacity to deliver the emerging community safety agenda over the next 12 months? By local authority type.**

	Very confident		Fairly confident		Not very confident		Not at all confident		Don't know	
	No.	%	No.	%	No.	%	No.	%	No.	%
Unitary	2	8	15	63	5	21	2	8	0	0
Metropolitan	0	0	3	75	1	25	0	0	0	0
London borough	1	7	13	88	1	7	0	0	0	0
District / borough	9	9	60	61	21	21	8	8	1	1

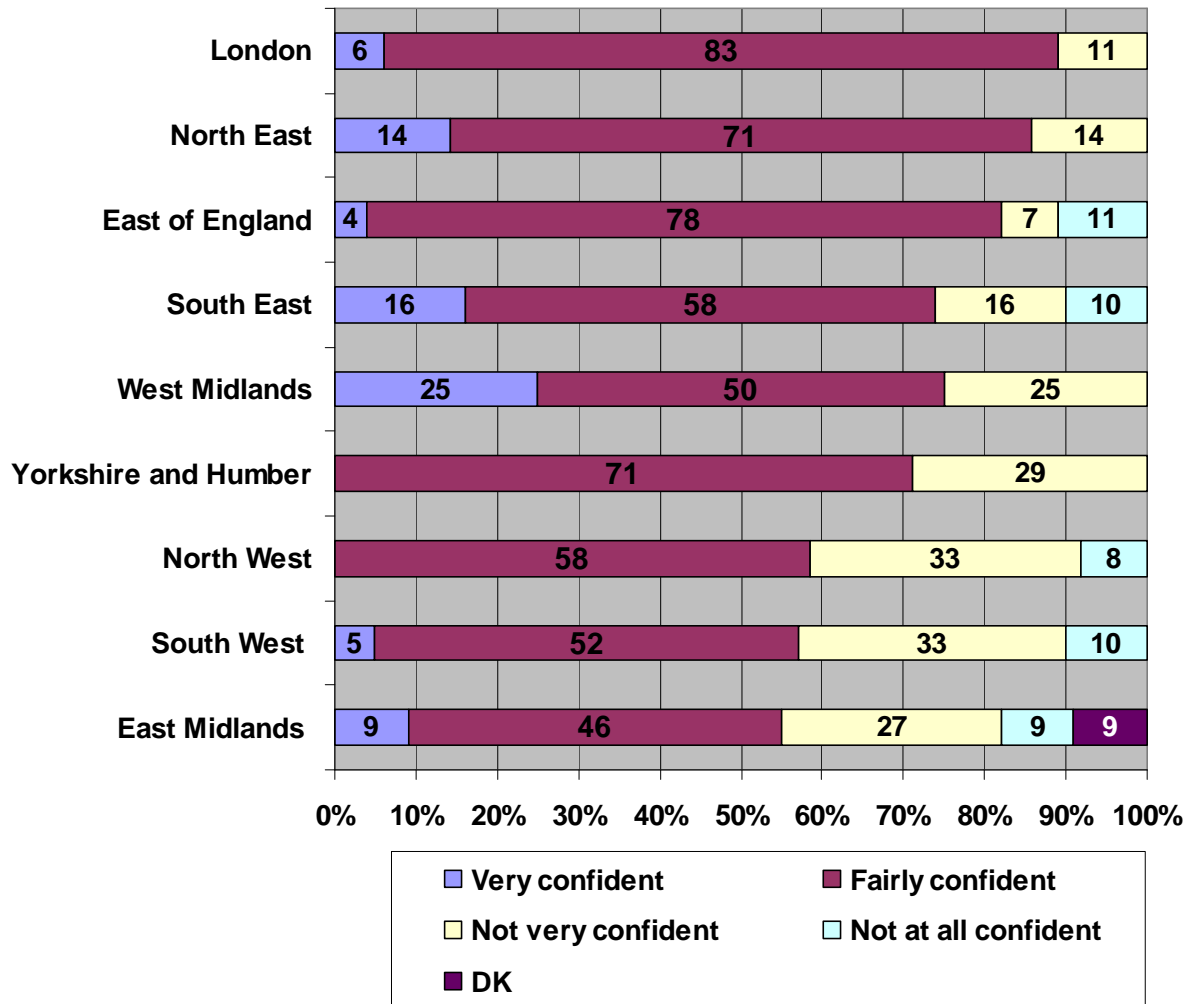
**Figure 4: Based upon current capacity levels, how confident are you that the CDRP has sufficient capacity to deliver the emerging community safety agenda over the next 12 months?**



**Regional confidence levels**

CDRPs based in Yorkshire and the Humber are significantly more confident of their capacity to deliver the community safety agenda compared with other regions. The three regions where confidence is lowest are the South West, North West and East Midlands, where only just over half of community safety managers feel ‘very confident’ or ‘fairly confident’.

**Figure 5: Based upon current capacity levels, how confident are you that the CDRP has sufficient capacity to deliver the emerging community safety agenda over the next 12 months? By region.**



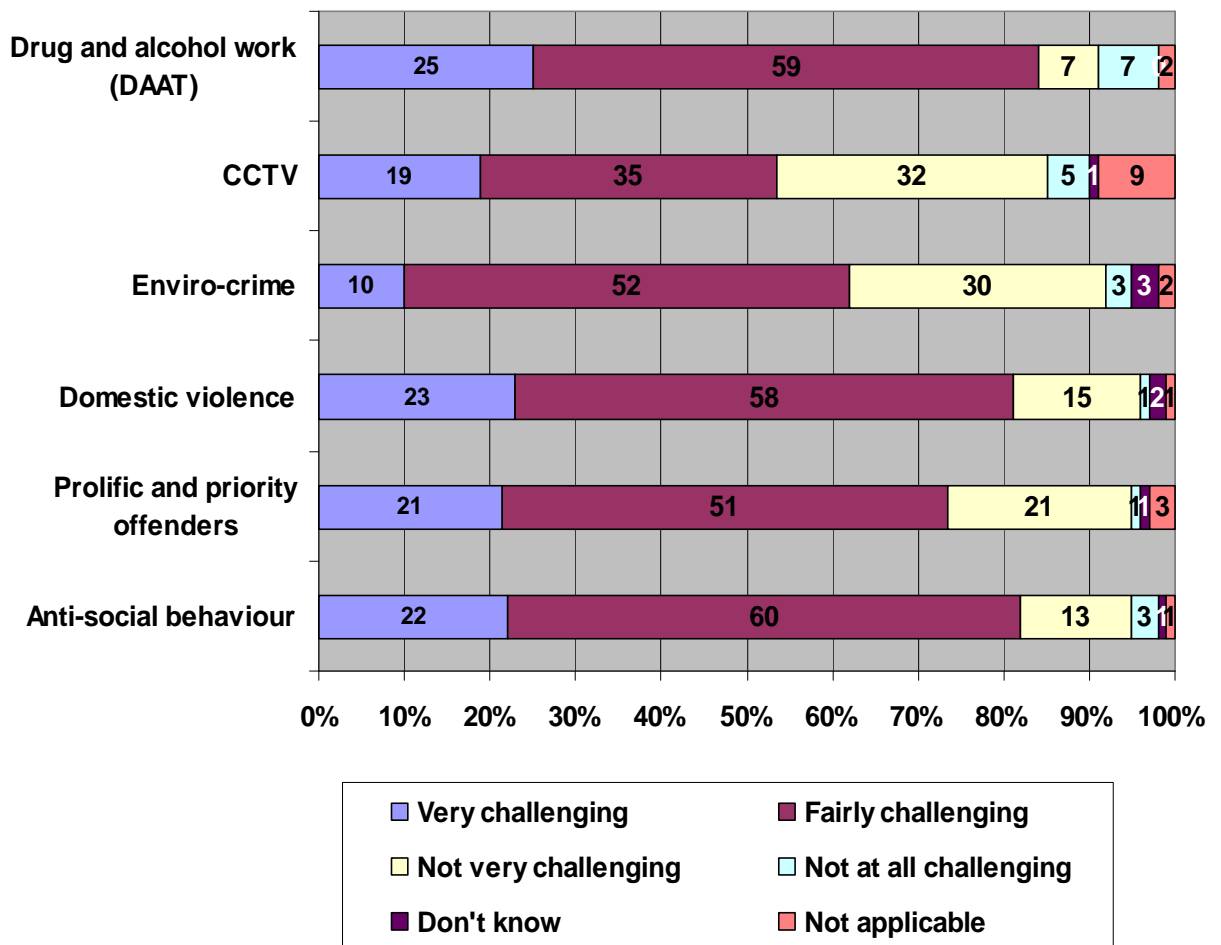
## Challenging aspects of the community safety agenda

Respondents were asked to consider the extent which several key aspects of the community safety agenda would be challenging to deliver. More than a fifth of respondents indicated that tackling drug and alcohol misuse, domestic violence, prolific and priority offenders and anti social behaviour would be very challenging, whilst CCTV and enviro-crime are the least challenging aspects of the agenda.

**Table 10: How challenging do you find it to deliver the following aspect(s) of the community safety agenda?**

	Very challenging		Fairly challenging		Not at all challenging		Don't know		N/A	
	No.	%	No.	%	No.	%	No.	%	No.	%
Anti-social behaviour	31	22	86	60	19	13	4	3	1	1
Prolific and priority offenders	30	21	74	51	30	21	2	1	2	1
Domestic violence	32	23	82	58	22	15	1	1	3	2
Enviro-crime	14	10	74	52	43	30	4	3	4	3
CCTV	27	19	49	35	44	32	7	5	2	1
Drug and alcohol (not districts)	11	25	25	59	3	7	3	7	0	0

**Figure 6: How challenging do you find it to deliver the following aspect(s) of the community safety agenda?**



### **Challenging aspects of the emerging agenda**

Community safety managers were asked to select up to three aspects of the emerging community safety agenda which they considered to be the most challenging to deliver. As shown in Table 11, below, not including metropolitan councils (which only account for three per cent of the sample), improving public confidence clearly stands out as the most challenging aspect to deliver, cited by four fifths of respondents based in unitary and London boroughs, and by three fifths of respondents based in district and borough councils.

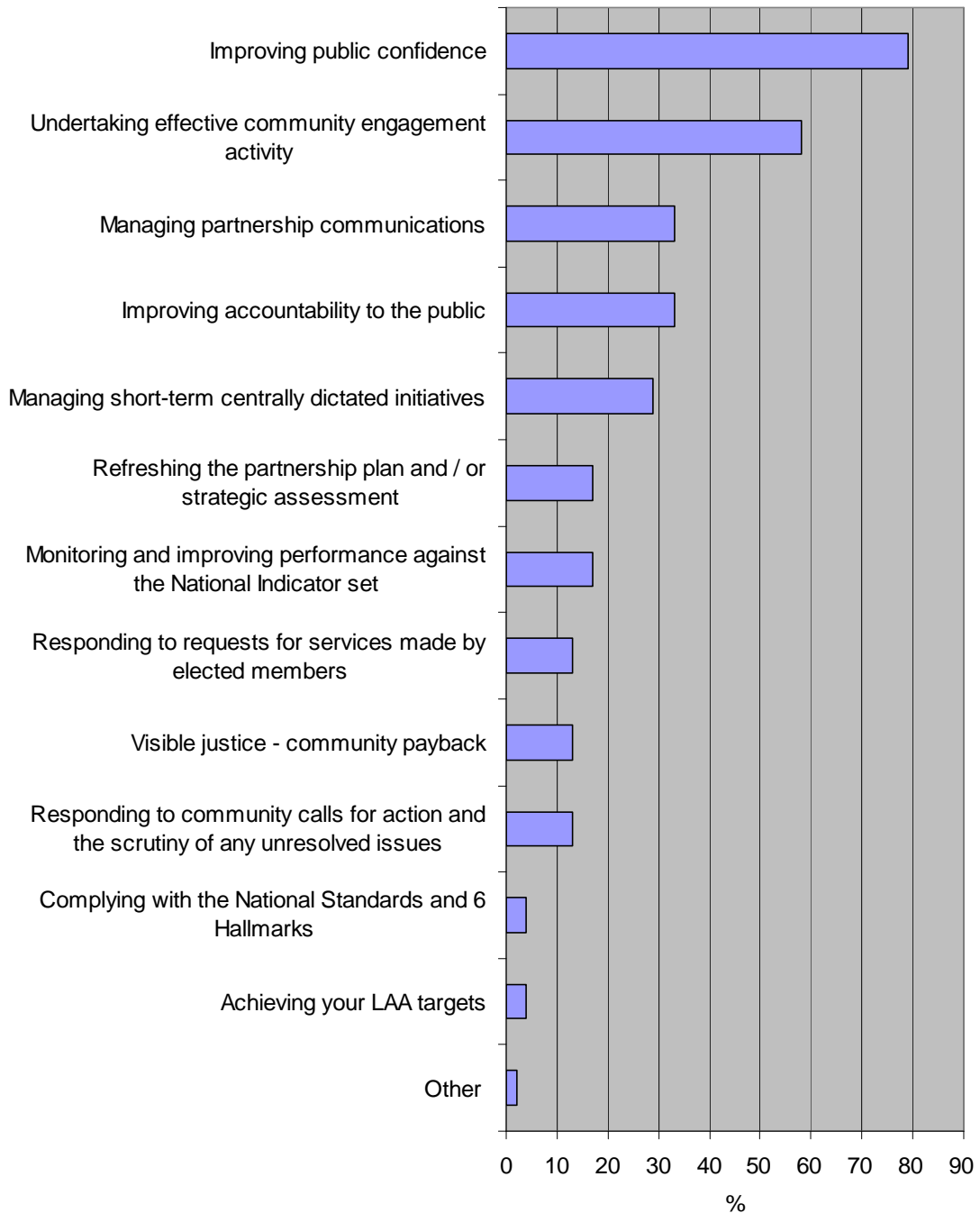
Improving public confidence, undertaking effective community engagement activity, improving accountability to the public and managing short term centrally dictated initiatives were identified as the most challenging aspects of the emerging community safety agenda.

**Table 11: Which aspect(s) of the emerging agenda do you expect to find the most challenging to deliver? (Tick up to three options)**

	Unitary		Metropolitan		London borough		District / borough	
	No.	%	No.	%	No.	%	No.	%
Improving public confidence	19	79	2	50	12	80	63	64
Undertaking effective community engagement activity	14	58	2	50	7	47	39	39
Improving accountability to the public, e.g. feedback to the public regarding outcomes, victim satisfaction, etc.	8	33	2	50	7	47	24	24
Managing short term centrally dictated initiatives	2	29	1	25	7	47	21	21
Managing partnership communications	8	33	2	50	1	7	18	18
Monitoring and improving performance against the National Indicator set	4	17	0	0	1	7	20	20
Responding to community calls for action and the scrutiny of any unresolved issues	3	13	0	0	2	13	20	20
Visible justice - community payback	3	13	0	0	1	7	19	19
Responding to requests for services made by elected members	3	13	1	25	3	20	7	7
Achieving your LAA targets	1	4	2	50	4	27	12	12
Refreshing the partnership plan and / or strategic assessment	4	17	0	0	1	7	8	8
Complying with the National Standards and 6 Hallmarks	1	4	0	0	0	0	9	9
Achieving local CDRP targets (districts / boroughs only)	-	-	-	-	-	-	10	10

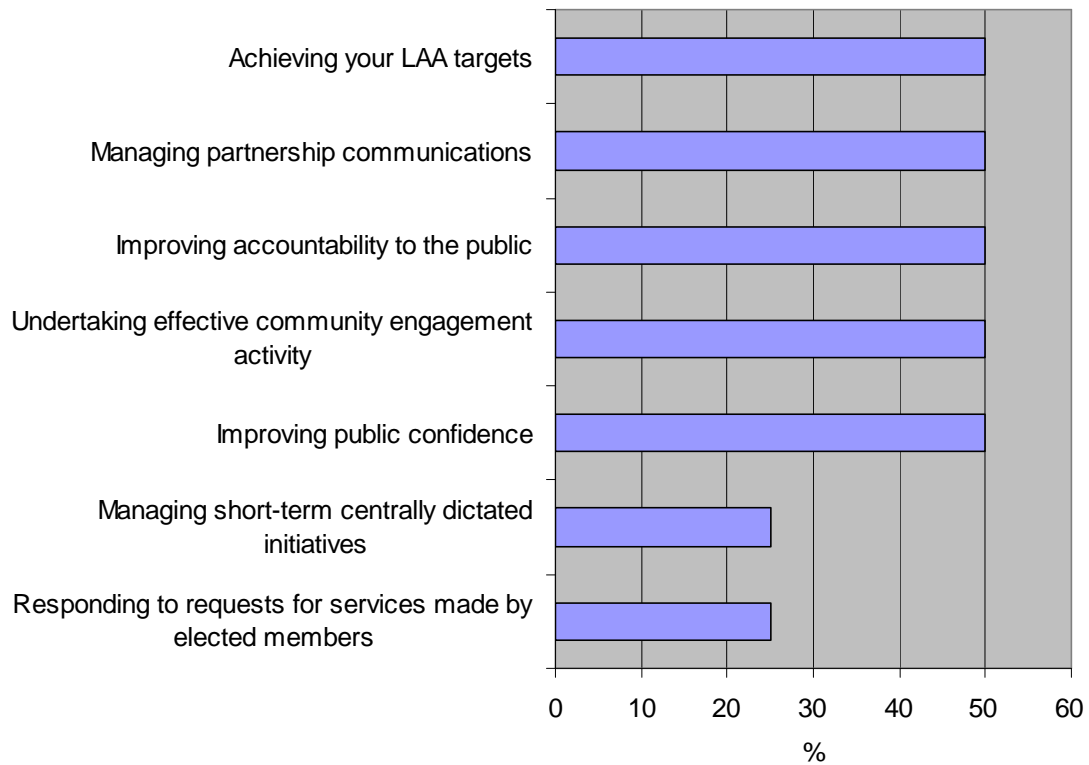
Unitary authorities indicated a wide range of challenging aspects, but two aspects were indicated by the majority of community safety managers in unitary CDRPs – ‘improving public confidence’ and ‘undertaking effective community engagement activity’.

**Figure 7: Most challenging aspects of the emerging community safety agenda: CDRPs in Unitary Authority areas**



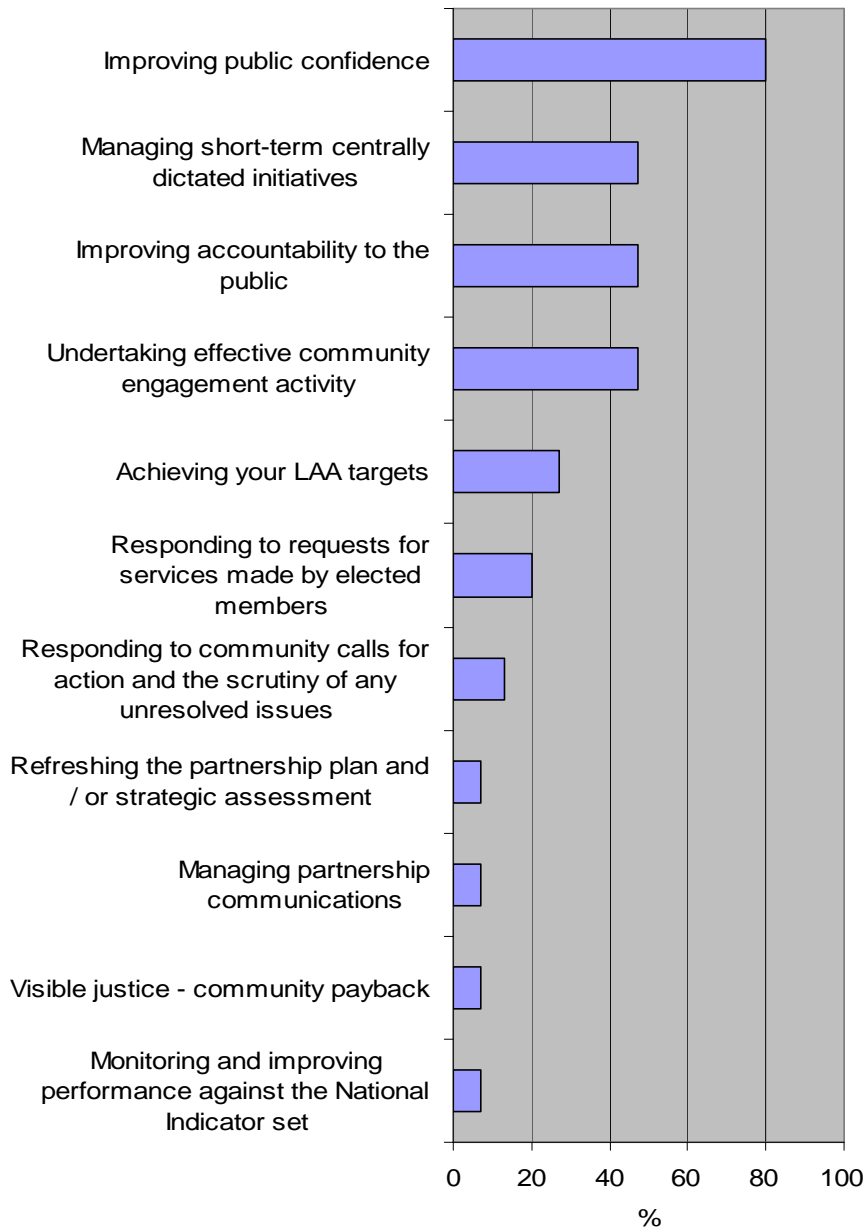
‘Improving public confidence’ and ‘undertaking effective community engagement activity’ are aspects of the emerging agenda that metropolitan CDRPs also expect to find challenging. However, metropolitan CDRPs were equally as likely to find LAA target achievement to be challenging, compared with only 4% of unitaries.

**Figure 8: Most challenging aspects of the emerging community safety agenda: Metropolitan Authority areas**



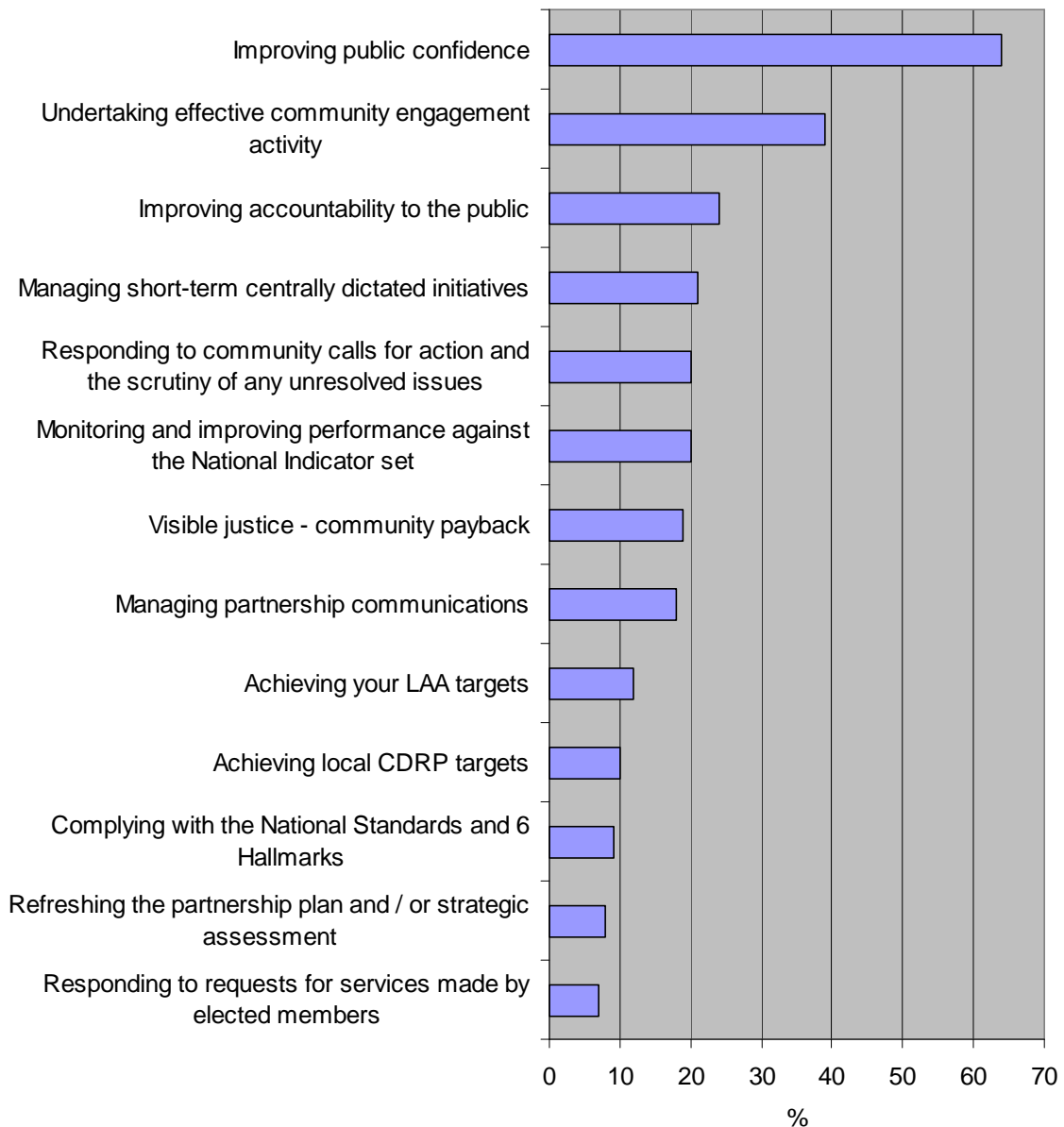
Community safety managers in London are significantly more likely to find it challenging to manage short-term centrally dictated initiatives, with this coming second only to 'improving public confidence' as the most challenging aspect of the emerging community safety agenda. London boroughs are also considerably more likely to find it challenging to achieve the LAA targets than their unitary and district and borough counterparts.

**Figure 9: Most challenging aspects of the emerging community safety agenda: London Boroughs**



The majority of district and borough community safety managers expect to find 'improving public confidence' to be the most challenging aspect of the emerging community safety agenda, but were significantly less likely to find 'managing partnership communications' to be challenging than community safety managers in unitary authorities.

**Figure 10: Most challenging aspects of the emerging community safety agenda: District and Borough Authorities**



## Resources to deliver

A common theme that emerged within both the interview findings and survey responses is that many CDRPs feel that they are being asked to deliver the community safety agenda with insufficient resources. This is seen to significantly impact upon CDRP capacity to deliver:

*'We have a relatively small budget to delivery huge outcomes. Whilst funding is not necessarily the answer to everything - it is a great help'*

*'Lack of funding means that many of the projects are unable to be funded and that partners are becoming more insular as they are concerned with funding their priorities rather than CDRP priorities'*

This concern is particularly acute amongst community safety managers working in rural areas, where crime and disorder is often considered to be less of a problem, and therefore identified as a lower priority than in larger urban areas. Community safety managers perceive that this poses a challenge to the local capacity to deliver the safer communities agenda, because fear of crime and community confidence levels do not always reflect recorded crime and disorder levels:

*[We would benefit from]... 'Increased resources for engagement and communication in low crime areas - where fear of crime may be disproportionately high'*

Community safety managers requested additional funding for a range of different purposes, and funding was highlighted in thirty-two (23%) of the survey responses, with the capacity to deliver both front-line and back-office functions being impeded by funding levels:

*'We do well 'on the ground', but struggle with capacity for back-line functions'*

Sustainable, long-term funding was also identified as a key enabling factor in community safety delivery, providing post-holders with security, and enabling longer-term planning and activity:

*'...Annual funding which is allocated late - often well into the financial year - is unacceptable and means that staff are constantly on possible redundancy cycle. Pump priming for projects is well and good but in the current financial situation no authorities have the capacity to mainstream successful projects for continuity and improvement'*

## 5.4 Leadership and decision-making

'Empowered and effective leadership' represents one of the 6 Hallmarks of Effective CDRPs, and is vital for driving forward community safety activity and strategic decision-making within localities, as highlighted in the Home Office Guidance to CDRPs:

*'The leadership of the partnership is crucial to the success in tackling the issues of the community.... The chair for either the district/unitary or county group has a key leadership function'<sup>1</sup>*

<sup>1</sup> Home Office: Delivering safer communities: A guide to effective partnership working

In order to understand the impact of local leadership and decision-making processes upon the capacity to deliver the community safety agenda, we asked survey respondents about chairing arrangements, the use of evidence in decision-making, and their perceptions of their personal influence.

## Role of elected members

Many community safety managers recognise and value the positive role played by local elected members in driving forward community safety activity:

*'Always invite elected members onto these locality action groups for their input and access to funding.'*

*'Portfolio holders are the right way to go.'*

*'There is a role for members because if the priorities coming from the community are not what members consider to be the priority ones, it's down to them to explain to the community why not – the police need to explain and members can help in that. In a partnership all the members are saying the same thing which is helpful.'*

However, elected members' priorities can sometimes be at odds with those identified by the community and the CDRP's direction of travel:

*'[it would help to take...] the politics out of delivering community safety at local levels. Members are not aware of the bigger picture and still are only concerned with the priority in their ward.'*

*'[it would help if there was...] a better understanding at strategic level and by elected members'*

*'[it would help if there was...] a better understanding from members about the need to forget individual agendas to concentrate on the overall picture'*

## CDRP chairing arrangements

Respondents were asked to identify who chairs the local CDRP. As shown in Table 12, below, a senior local authority officer most commonly undertakes this role. The least common types of chairs are 'other' elected members, paid officers from 'other' partner agencies (i.e. not police or local authority) and independently elected chairs, which each account for less than a tenth of the sample.

Seventeen respondents have more than one chair (15 joint arrangements are held by two people, one is held by three people, and one chair position is jointly held by 4 individuals). In all cases of joint chairing arrangements, a senior police officer and senior local authority officer share the role.

**Table 12: Status of the chair of the CDRP**

Chair	No. of responses	% of total responses
A senior local authority officer	69	49%
A senior police officer	36	25%
The portfolio holder for community safety	31	22%
Another elected member	9	6%
A paid officer from another partner agency	8	6%
An independently elected chair	1	1%
Other	8	6%

## CDRP chairs: influence, skills, involvement and knowledge

Respondents were asked to consider the knowledge, influence, understanding and involvement of the CDRP chair. Responses varied significantly across different types of chairs, with wide variations in terms of their effectiveness in undertaking the role.

It should be noted that other partners involved in the CDRPs may have very different interpretations of the effectiveness of the chair, and this research project did not offer chairs of CDRPs the opportunity to undertake a self-assessment or peer review process. Consequently, although the findings do provide an insight into the effectiveness of different types of chairing arrangements, further research into this area would be advisable in order to obtain an accurate assessment of chairing arrangements.

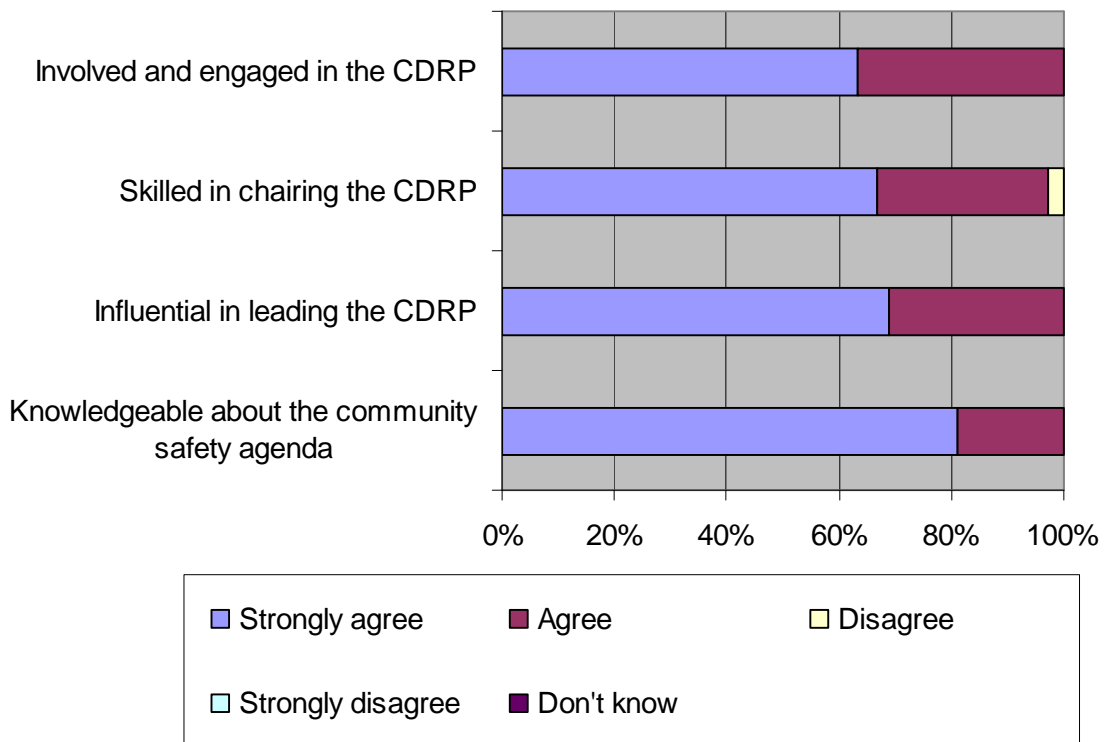
**CDRP chairing arrangements: senior police officers**

Senior police officers received the highest rating for their knowledge of the community safety agenda, and also for their influence in leading the CDRP.

**Table 13: The senior police officer who chairs the CDRP is:**

	Strongly agree		Agree		Disagree		Strongly disagree		Don't know	
	N	%	N	%	N	%	N	%	N	%
Knowledgeable about the community safety agenda	29	81	7	19	0	0	0	0	0	0
Influential in leading the CDRP	25	69	11	31	0	0	0	0	0	0
Skilled in chairing the CDRP	24	68	11	31	1	3	0	0	0	0
Involved and engaged in the CDRP	23	64	13	37	0	0	0	0	0	0

**Figure 11: The senior police officer who chairs the CDRP is:**



*'My support comes from the Chair who is [from the] police... Chair [is] very supporting and he understands he had to tailor his ways of working ... and he knows his stuff.'*

**CDRP chairing arrangements: senior local authority officers**

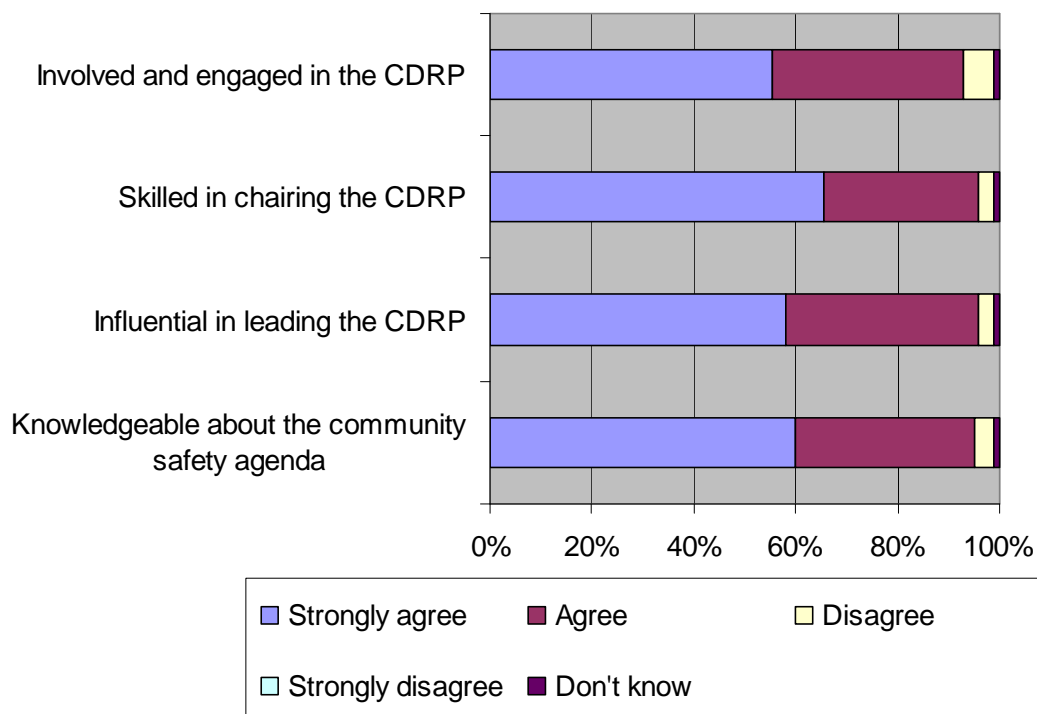
Senior local authority officers received high ratings in terms of their effectiveness at chairing the CDRP, with consistently high ratings for their knowledge, influence, skills and involvement in the CDRP.

These results are particularly positive in light of the tendency for local authority officers to chair CDRPs.

**Table 14: The senior local authority officer who chairs the CDRP is:**

	Strongly agree		Agree		Disagree		Strongly disagree		Don't know	
	N	%	N	%	N	%	N	%	N	%
Knowledgeable about the community safety agenda	41	60	24	35	3	4	0	0	1	1
Influential in leading the CDRP	40	58	26	38	2	3	0	0	1	1
Skilled in chairing the CDRP	45	65	21	30	2	3	0	0	1	1
Involved and engaged in the CDRP	38	55	26	37	4	6	0	0	1	1

**Figure 12: The senior local authority officer who chairs the CDRP is:**



**CDRP chairing arrangements: portfolio holders**

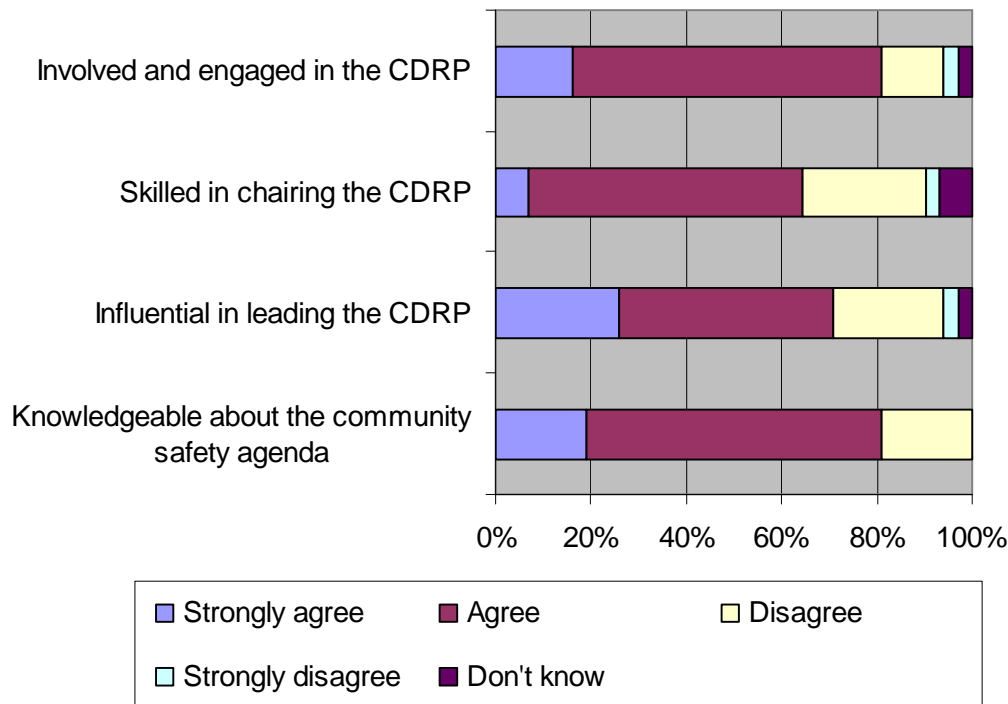
Community safety portfolio holders were the most likely chairs to receive a negative response in terms of their chairing ability, with between thirteen and twenty three percent of respondents disagreeing that they were effective across the four aspects of the chairing role.

In particular, the level of skills in chairing the CDRP and influence of the portfolio holder are significantly lower than those of paid officers involved in chairing CDRPs.

**Table 15: The portfolio holder who chairs the CDRP is:**

	Strongly agree		Agree		Disagree		Strongly disagree		Don't know	
	N	%	N	%	N	%	N	%	N	%
Knowledgeable about the community safety agenda	6	19	19	61	6	19	0	0	0	0
Influential in leading the CDRP	8	26	14	45	7	23	1	3	1	3
Skilled in chairing the CDRP	2	7	18	58	8	26	1	3	2	7
Involved and engaged in the CDRP	5	16	20	65	4	13	1	3	1	3

**Figure 13: The portfolio holder who chairs the CDRP is:**



**CDRP chairing arrangements: other elected members**

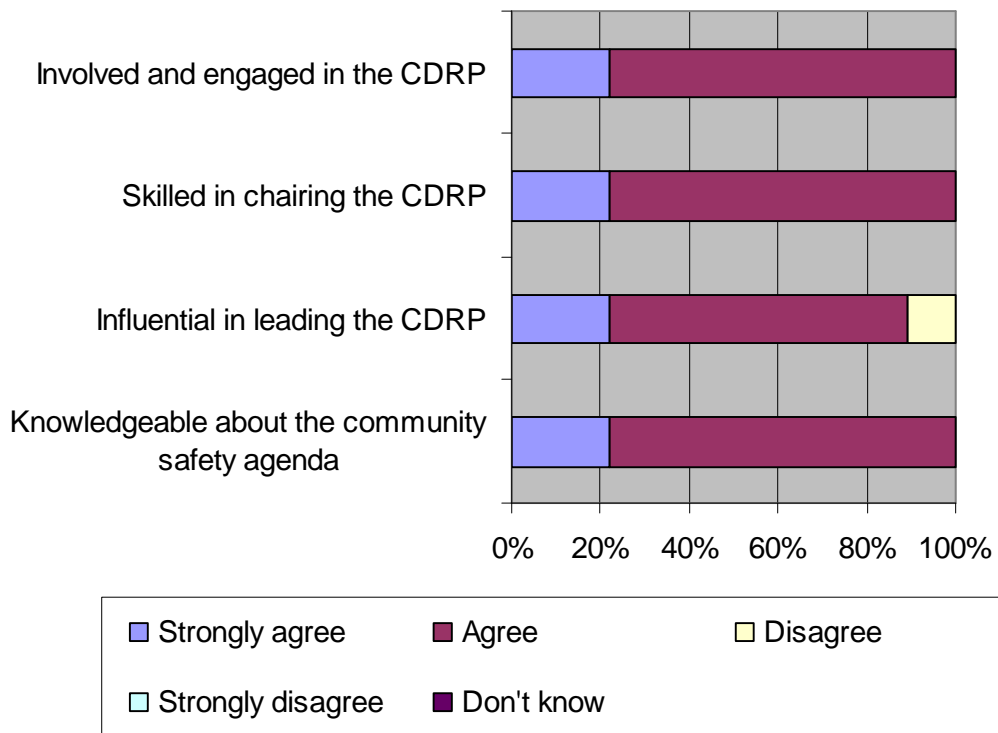
The number of ‘other elected members’ chairing CDRPs is relatively low (10 out of 142 CDRPs who responded to the survey), but the results still provide an interesting insight into their capacity to effectively chair the CDRP.

Although other elected members received significantly worse ratings than senior police and local authority officers, they received better ratings than portfolio holders who chair CDRPs.

**Table 16: The elected member who chairs the CDRP is:**

	Strongly agree		Agree		Disagree		Strongly disagree		Don't know	
	N	%	N	%	N	%	N	%	N	%
Knowledgeable about the community safety agenda	2	22	7	78	0	0	0	0	0	0
Influential in leading the CDRP	2	22	6	67	1	11	0	0	0	0
Skilled in chairing the CDRP	2	22	7	78	0	0	0	0	0	0
Involved and engaged in the CDRP	2	22	7	78	0	0	0	0	0	0

**Figure 14: The elected member who chairs the CDRP is:**



### CDRP chairing arrangements: paid officers from other partner agencies<sup>2</sup>

A quarter of respondents whose CDRP chair was a paid officer from another partner agency disagreed that they were effective in both leading and chairing the CDRP. Alongside portfolio holders, they were the most likely chairs to receive a negative response regarding their knowledge of the community safety agenda, identified as not being effective in this regard by 13% and 19% of respondents respectively.

**Table 17: The paid officer from a partner agency who chairs the CDRP is:**

	Strongly agree		Agree		Disagree		Strongly disagree		Don't know	
	N	%	N	%	N	%	N	%	N	%
Knowledgeable about the community safety agenda	1	13	4	50	1	13	0	0	2	25
Influential in leading the CDRP	2	25	2	25	2	25	0	0	2	25
Skilled in chairing the CDRP	3	38	2	25	2	25	0	0	1	13
Involved and engaged in the CDRP	1	13	5	63	0	0	0	0	2	25

### CDRP chairing arrangements: directly elected chairs

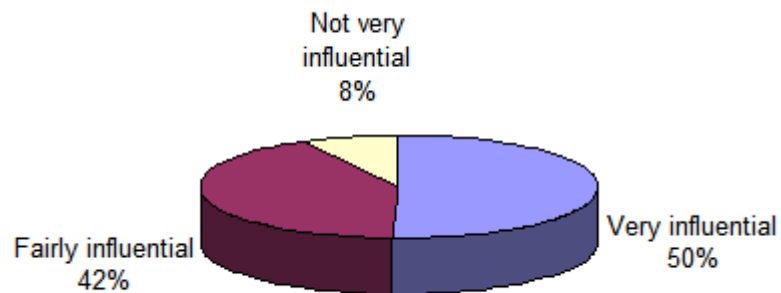
There was only one directly elected CDRP chair amongst the responses we received. However, this chair received the highest possible rating across all categories. This may be due to the process undertaken in order to select an appropriate chair for the CDRP, or because the chair has actively volunteered to undertake the role, rather than it being perceived as an 'add-on' to their substantive role.

## Influence of the community safety manager

Respondents were asked to consider the extent to which they personally felt able to influence the strategic agenda of the CDRP. As shown in Figure 15 below, the vast majority of community safety managers perceive themselves to be either 'very' or 'fairly' influential, with less than a tenth (8%) of respondents seeing themselves as 'not very influential'.

<sup>2</sup> 'Other partner agencies' include all partner agencies involved in CDRPs except the police and local authorities, which have been identified separately within the findings

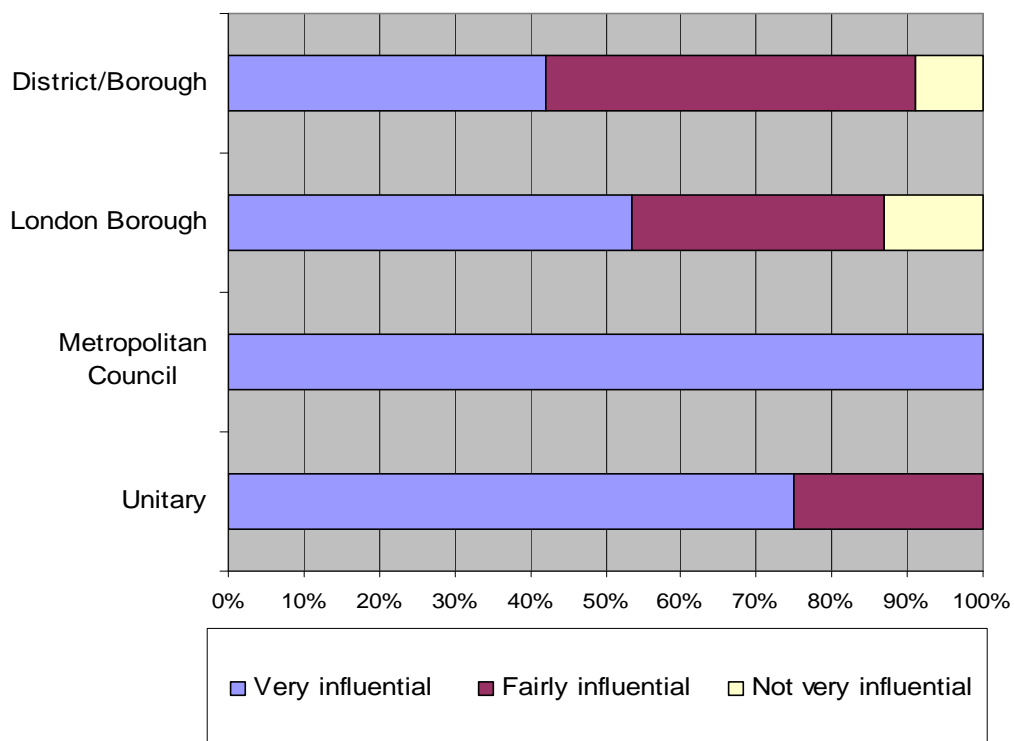
**Figure 15: How influential do you feel that you are personally in setting the strategic agenda for the CDRP?**



**Influence of the community safety manager – by local authority type**

Perceived levels of influence vary significantly across different types of authorities. Three quarters of community safety managers based in unitary authorities viewed themselves as very influential, whilst for those in London this view was held by just over half (53%) of community safety managers.

**Figure 16: How influential do you feel that you are personally in setting the strategic agenda for the CDRP?<sup>3</sup> By type of authority.**



<sup>3</sup> To a small extent, not at all, and not applicable were not selected by any respondents

## Evidence based decision-making

'Intelligence-led business processes' forms one of the 6 Hallmarks for effective CDRPs, and is important for ensuring that activity is effectively targeted towards identified crime and disorder priorities and the concerns of local communities.

The survey revealed that the majority of CDRPs (52%) have some form of dedicated analytical support within the community safety team.

However, analytical capacity was highlighted as an area of concern for many respondents, reporting insufficient capacity within the CDRP and a lack of understanding amongst partner agencies of the analytical products being produced.

In some CDRPs, the evidence base used to inform decision-making is not as comprehensive as it could be. This is due to a range of reasons, including a lack of joined-up information sharing across local partner agencies. When asked to identify what support would help to improve the local capacity to deliver the community safety agenda, several respondents highlighted the importance of effective data sharing within the partnership:

*'Better info sharing on partner targets and action plans to facilitate better, more cost effective, joint working that is not dependent on the individuals' personality'*

*'Real partnership, with partner agencies taking appropriate responsibility for delivery of statutory activity with basics such as proactive information sharing and shared targets and commitment of resources'*

### The extent of evidence based decision-making

Survey respondents were asked to consider the extent to which strategic decision-making within the CDRP is based upon evidence. The majority (78% of respondents) 'strongly agree' that strategic decisions are based upon evidence, whilst the remainder agreed 'to some extent'.

**Table 18: The extent to which strategic decision-making within the CDRP is based upon evidence, by type of authority.**

	To a large extent		To some extent		To a small extent		Not at all		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
<b>Unitary</b>	20	83	4	17	0	0	0	0	0	0
<b>Metropolitan</b>	4	100	0	0	0	0	0	0	0	0
<b>London borough</b>	11	73	4	27	0	0	0	0	0	0
<b>District / borough</b>	75	76	24	24	0	0	0	0	0	0

When decision-making is analysed by local authority type, the results indicate that respondents in London and district and borough councils are less likely to utilise evidence to inform decision-making than those in unitary or metropolitan authorities. In the case of district and borough authorities, this may be because many lack dedicated analytical support within the community safety team.

As outlined earlier, seventy-five respondents (52%) reported having an analyst within their CDRP community safety team. Of these, only fifteen have more than one full time analyst within the community safety team (up to a maximum of 5 analysts within three community safety teams), and fourteen of the CDRPs with dedicated analytical support benefit from the equivalent of 0.5 full time analytical support or less:

*'[we need] greater analytical capacity, so we could understand more clearly the factors which undermine public confidence and address them'*

*'[we need] better local data and other analytical information'*

*'A common assessment with the police as they are our major partner would help to make sure our agendas are the same.'*

## 5.5 The role of partner organisations

The active involvement of all responsible authorities is vital to ensuring that CDRPs fulfil the legal obligations and deliver effective interventions within communities.

In order to assess the extent of partner agency involvement in CDRPs, we asked respondents to indicate the involvement of key partner agencies at both a strategic and an operational level.

### Local authority involvement and engagement

Because community safety managers tend to be based within the local authority, employed on local authority terms and conditions and often have a council-based role as well as a partnership coordination role, we did not specifically ask respondents about the involvement of the local authority (with the exception of district and borough councils, which we asked about the involvement of the county council). However, several respondents chose to respond to open-ended questions with comments about the involvement of the local authority:

*'Most council departments are supportive, but [we] have had issues - for example, issues that have been resource related or trying to persuade them that taking a certain approach is the right thing for them to do'*

Understanding and prioritisation of Section 17 of the Crime and Disorder Act 1998 was highlighted by a minority of respondents as a continuing problem that impacts upon the capacity to deliver:

*'There needs to be a greater buy in and understanding of the section 17 agenda from senior officers of the council and the health service. There is a culture of substitution by Directors, too many meetings and not enough activity at the front line'*

### **Delivering the community safety agenda in two-tier areas**

Several community safety managers highlighted the challenges of delivering the community safety agenda within a two-tier area. The main challenges and areas of concern related to:

- Tension in the relationship between county and district / borough partnerships
- Frustration arising from reporting to the county council
- Tensions with the LAA target setting and funding allocation processes.

These challenges are illustrated in the comments provided by survey respondents:

*'I spend so much time reporting to County about local delivery that I hardly have time to deliver initiatives'*

*'More local power for district CDRPs- it should not all be county driven'*

*'[we need...] Less diktat and "off line" meetings at county council and more understanding and support of local delivery in response to local need'*

*'Make us a unitary authority.'*

## **Strategic involvement of partner organisations**

In terms of the extent to which the responsible authorities are each involved in the strategic decision-making in the CDRP, nine tenths (91%) of respondents reported that the police are 'very involved'. No CDRPs struggle to engage the police in strategic decision making. This finding is perhaps unsurprising given the cross-over between the policing agenda and the work undertaken by CDRPs.

The fire and rescue service also have relatively high levels of involvement in CDRPs at a strategic level, being very involved in 43% of all CDRPs.

For respondents based in districts and boroughs, county councils are very engaged in strategic decision making in 56% of CDRPs, with county councils being the second most engaged responsible authority.

The PCT and youth offending service have the lowest levels of involvement in strategic decision-making in CDRPs, being 'not very involved' in approximately one third of CDRPs. Slightly more (37%) struggle to engage the probation service in strategic decision making, whilst community safety managers in districts and boroughs experience difficulty in engaging the local Drug and Alcohol Action Team (DAAT) in strategic decision making.

**Table 19: In your experience, how involved are the following partner agencies in strategic decision making in the CDRP?**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	129	91	13	9	0	0	0	0	0	0
County Council (districts and boroughs only)	55	56	30	30	12	12	1	1	1	1
Fire Authority / Service	62	43	56	39	22	16	2	1	1	1
Youth Offending Service	37	26	46	32	44	31	15	11	0	0
Primary Care Trust	29	20	50	35	47	33	16	11	0	0
Probation Service	25	18	48	34	52	37	17	12	0	0
Drug and Alcohol Action Team (districts and boroughs only)	16	16	39	39	28	28	13	13	3	3

Although there are clear trends in terms of the involvement of the responsible authorities, the levels of involvement do vary significantly across the different local authority types.

Unitary and metropolitan authorities experience significantly higher levels of involvement of the key partners in strategic decision-making, whilst district and borough CDRPs experience relatively low levels of engagement and involvement by partner agencies.

**In your experience, how involved are the following partner agencies in strategic decision making in the CDRP? By local authority type.**

**Table 20: Unitary Authorities**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	23	96	1	4	0	0	0	0	0	0
Fire Authority / Service	13	54	8	33	3	13	0	0	0	0
Primary Care Trust	10	42	10	42	4	17	0	0	0	0
Youth Offending Service	11	46	8	33	4	17	1	4	0	0
Probation Service	11	46	9	38	4	17	0	0	0	0
Other	7	29	1	4	0	0	0	0	1	4

The co-terminosity of agency remits may account for the relatively high levels of involvement by partners in strategic decision making within unitary authorities. Partner agencies may also find it less burdensome to engage with one CDRP within a locality, rather than attending numerous strategic group meetings across two-tier areas.

**Table 21: Metropolitan Authorities**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	4	100	0	0	0	0	0	0	0	0
Fire Authority / Service	4	100	0	0	0	0	0	0	0	0
Primary Care Trust	1	25	2	50	1	25	0	0	0	0
Youth Offending Service	3	75	0	0	1	25	0	0	0	0
Probation Service	2	50	1	25	1	25	0	0	0	0
Other	2	50	0	0	0	0	1	25	0	0

Despite operating in a unitary system, London boroughs experience significantly lower levels of involvement in strategic decision making by partner agencies than metropolitan and unitary authorities. Over half (53%) struggle engage the probation service in strategic decisions, and there are low levels of PCT and youth offending service involvement.

**Table 22: London Boroughs**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	14	93	1	7	0	0	0	0	0	0
Fire Authority / Service	5	33	7	47	3	20	0	0	0	0
Primary Care Trust	3	20	6	40	5	33	1	7	0	0
Youth Offending Service	5	33	6	40	3	20	1	7	0	0
Probation Service	2	13	5	33	8	53	0	0	0	0
Other	4	27	1	7	0	0	1	7	0	0

Districts and boroughs experience significantly lower levels of engagement of all partner agencies than CDRPs in other types of authorities. The police and fire service have lower levels of engagement strategically than in CDRPs in single-tier authorities, and several responsible authorities are 'not at all involved' in relatively high numbers of CDRPs.

**Table 23: District and Borough Authorities**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	90	89	9	9	0	0	0	0	0	0
Fire Authority / Service	40	40	40	40	16	17	2	2	1	1
Primary Care Trust	15	15	33	33	38	38	15	15	0	0
Youth Offending Service	18	18	32	32	37	37	14	14	0	0
Probation Service	10	10	33	33	40	40	18	18	0	0
County Council	55	55	32	32	12	12	1	1	1	1
Drug and Alcohol Action Team	16	16	39	39	29	29	14	14	3	3
Other	14	14	6	6	0	0	0	0	9	9

Some of the key challenges in engaging partners in the community safety agenda were highlighted by survey respondents and interviewees:

*‘Partnership arrangements are an add-on- they’re not taken seriously by many agencies – health are the worst offenders’*

*‘Equity of strategic partnership commitment would be helpful rather than my officers enjoying good local relationships with officers which are not backed up by management’*

*(Support need) ‘A coordinated performance framework that acts as an incentive to encourage statutory partners to work toward the shared priorities’*

*(Support need) ‘Some of our partner agencies being better resourced and having an understanding of how working with the CSPs will help them to achieve their outcomes. Prime examples are the Youth Service and PCT’*

These findings suggest that further work may be required to demonstrate the benefits of engagement to partner agencies, to encourage their active involvement in the local CDRP and to remind them of the statutory duties.

## Operational involvement of partner organisations

As might be expected, the police were the most involved partner agency, being very involved in operational delivery in 95% of CDRPs. In line with partner involvement in strategic decision-making, the fire and rescue service have the second highest level of involvement in CDRP operational delivery.

The youth offending service and DAATs (in two-tier areas) have higher levels of operational than strategic involvement.

There are very low levels of operational involvement by PCTs, being 'not very involved' or 'not at all involved' in operational delivery in over half (51%) of CDRPs. PCTs are the least involved partner in operational delivery towards CDRP priorities, despite having been a responsible authority since 2004.

**Table 24: In your experience, how involved are the following partner agencies in the operational delivery of the CDRP's priorities?**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	135	95	6	4	1	1	0	0	0	0
Fire Authority / Service	67	47	53	37	18	33	3	2	1	1
Primary Care Trust	21	15	49	35	47	33	25	18	0	0
Youth Offending Service	52	37	55	39	31	22	4	3	0	0
Probation Service	29	20	57	40	48	34	8	6	0	0
County Council (districts and boroughs only)	34	34	34	34	24	24	6	6	1	1
Drug and Alcohol Action Team (districts and boroughs only)	23	23	26	26	38	38	11	11	1	1

There are variations in operational involvement by partner agencies across different types of authority areas. CDRPs in unitary areas report the highest levels of operational delivery by all partner agencies, with district and borough CDRPs reporting the lowest levels of operational delivery. These differences are particularly significant in respect of PCT and probation service operational delivery.

Despite operating in single tier structures, both metropolitan and unitary authorities experience low levels of operational involvement by the PCT.

Youth offending services have particularly high levels of operational involvement in metropolitan and unitary authorities. This may be due to working along co-terminus boundaries or in some cases being co-located with the community safety team.

In your experience, how involved are the following partner agencies in the operational delivery of the CDRP's priorities?

**Table 25: Unitary Authorities**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	24	100	0	0	0	0	0	0	0	0
Fire Authority / Service	11	46	8	33	5	21	0	0	0	0
Primary Care Trust	6	25	11	46	6	25	1	4	0	0
Probation Service	10	42	11	46	2	8	1	4	0	0
Youth Offending Service	14	58	8	33	1	4	1	4	0	0

In your experience, how involved are the following partner agencies in the operational delivery of the CDRP's priorities?

**Table 26: Metropolitan Authorities**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	4	100	0	0	0	0	0	0	0	0
Fire Authority / Service	3	75	1	25	0	0	0	0	0	0
Primary Care Trust	0	0	2	50	1	25	1	25	0	0
Probation Service	1	25	1	25	2	50	0	0	0	0
Youth Offending Service	4	100	0	0	0	0	0	0	0	0

CDRPs in London have noticeably lower levels of operational involvement by the youth offending service and probation service than metropolitan and unitary authorities. However, they do enjoy higher levels of operational involvement by the PCT, with 73% finding the PCT to be either very or fairly involved in operational delivery towards CDRP objectives.

**In your experience, how involved are the following partner agencies in the operational delivery of the CDRP's priorities?**

**Table 27: London Boroughs**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	14	93	1	7	0	0	0	0	0	0
Fire Authority / Service	6	40	5	33	4	27	0	0	0	0
Primary Care Trust	3	20	8	53	3	20	1	7	0	0
Probation Service	2	13	7	47	6	40	0	0	0	0
Youth Offending Service	6	40	5	33	4	27	0	0	0	0

District and borough CDRPs have the lowest levels of partner agency involvement in operational delivery. Although operational involvement by the fire and rescue service is higher than for metropolitan and London CDRPs, the levels of involvement by all other partner agencies are lower than in single-tier authority areas. In particular, 60% of district and borough CDRPs struggle or fail to involve the PCT in operational delivery towards their objectives.

**In your experience, how involved are the following partner agencies in the operational delivery of the CDRP's priorities?**

**Table 28: Districts and Boroughs**

	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	No.	%	No.	%	No.	%	No.	%	No.	%
Police	95	94	5	5	1	1	0	0	0	0
Fire Authority / Service	48	48	40	40	9	9	3	3	1	1
Primary Care Trust	12	12	29	29	38	38	22	22	0	0
Youth Offending Service	29	29	43	43	26	26	3	3	0	0
Probation Service	16	16	38	38	40	40	7	7	0	0
County Council	23	23	26	26	39	39	12	12	1	0
Drug and Alcohol Action Team	34	34	35	35	25	25	6	6	1	0

### Additional analysis – by partner agency

Additional analysis of the strategic and operational involvement of each partner agency has been included in Appendix D, to provide a further insight into the engagement of responsible authorities with partnership working to deliver the community safety agenda.

### Partner agencies as sources of support

Survey respondents were asked to identify the most helpful capacity building support they had received. Several identified local partner agencies as providing the most useful support:

*‘Metropolitan Police Authority - meaningful scrutiny and sharing of best practice relating to issues such as hate crime and domestic violence’*

*‘Working in Partnership with Other Districts and County Council’.*

## 5.6 The role of national and regional organisations

In order to assess the current support provided by national organisations, community safety managers were asked to indicate:

- How much support they have received to date
- Which agencies provide policy information, advice and guidance
- How confident they feel about their understanding of roles played by national organisations.

### Sources of policy information

Survey respondents were asked to select all of their current sources of policy information from a list of national and regional bodies.

The main sources of policy information are the Home Office and Government Offices.

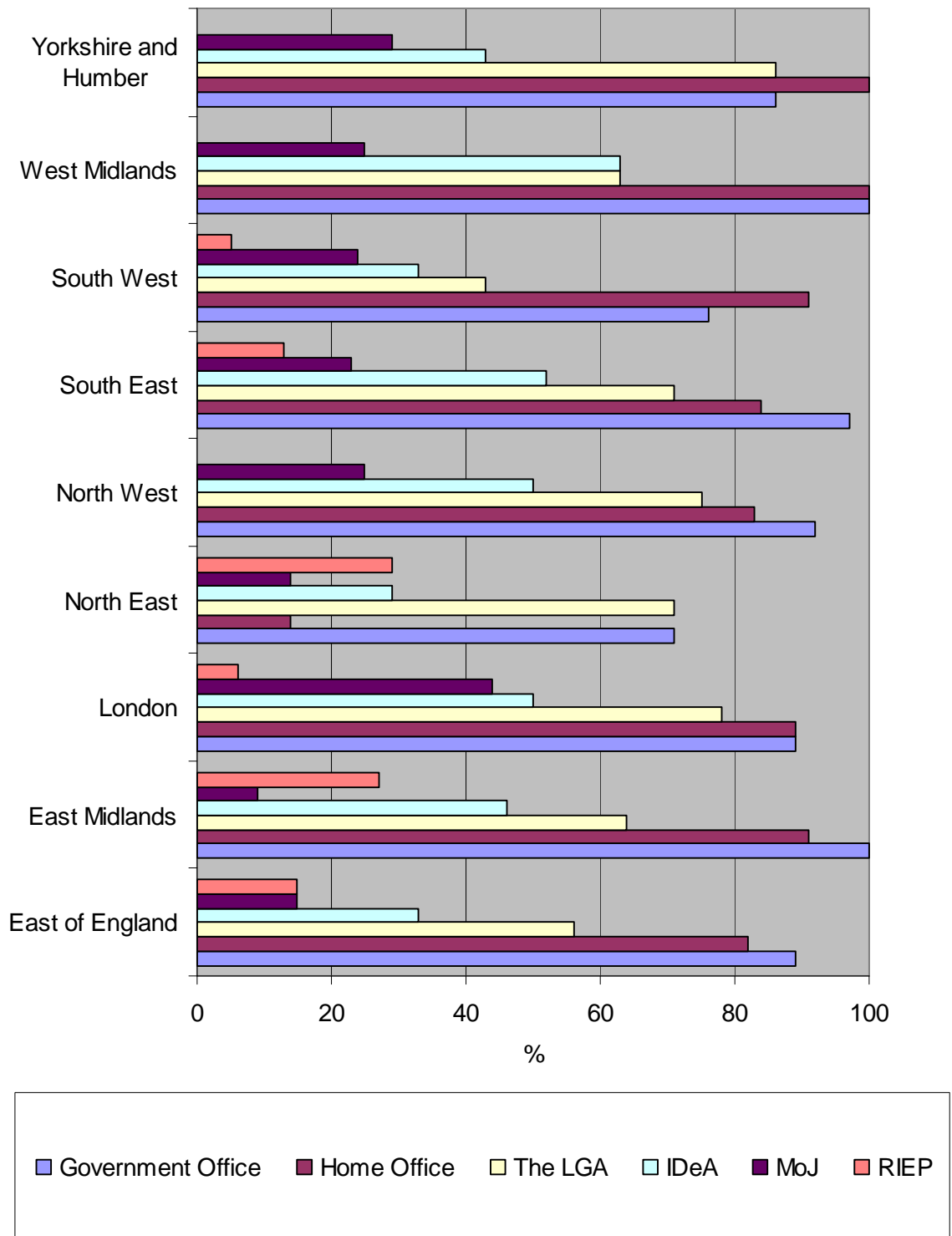
Between forty three and eighty six per cent of respondents identified the Local Government Association (LGA) as a source of policy information (third highest behind the Home Office and regional Government Offices). Slightly fewer respondents (33% to 63%) receive policy information from the IDeA, whilst considerably fewer respondents selected either the Ministry of Justice (MoJ) or Regional Improvement and Efficiency Partnerships (RIEPs) as sources of policy information.

Clear regional variations are evident though, with almost a third of CDRPs in the North East and East Midlands receiving policy information from the local RIEP, compared with none from other regions.

**Table 29: Current sources of policy information for community safety managers**

	Gov. Office		Home Office		LGA		IDeA		MoJ		RIEP	
	No	%	No	%	No	%	No	%	No	%	No	%
East of England	24	89	22	82	15	56	9	33	4	15	4	15
East Midlands	11	10	10	91	7	64	5	46	1	9	3	27
London	16	89	16	89	14	78	9	50	8	44	1	6
North East	5	71	7	14	5	71	2	29	1	14	2	29
North West	11	92	10	83	9	75	6	50	2	25	0	0
South East	30	97	26	84	22	71	16	52	7	23	4	13
South West	16	76	19	91	9	43	7	33	5	24	1	5
West Midlands	8	100	8	100	5	63	5	63	2	25	0	0
Yorkshire and Humber	6	86	7	10	6	86	3	43	2	29	0	0

**Figure 17: Current sources of policy information for community safety managers, by region.**



## Support received from national agencies

Survey respondents were asked to provide information about the most useful capacity-building support that they or their CDRP has benefitted from. Whilst many provided

examples of support from local partner organisations, others provided examples of support provided by regional and national organisations.

### Government Offices

Community safety managers are particularly positive about the support provided by Government Offices.

Several interviewees reported receiving regular (fortnightly or monthly) electronic updates from the Government Office, distributed to all community safety managers within their local area. Recipients have positive perceptions of this method of communication, finding emails easy to read and welcoming the regular policy and event updates:

*'In terms of awareness of policy, GOSE updates are very good, regularly supplied and well set out with links and summaries identifying key points'*

Other support interventions provided by Government Offices were highlighted by survey respondents as also being particularly helpful:

*'The local government office agreed to sponsor engagement of an external consultant to run two workshops for community safety officers across the County, one on action planning and another on commissioning. Both were really useful and timely'*

*'GOEM has provided funding for specific under-performing areas, increased our capacity to better understanding the work undertaken by better performing CDRPs and how this can help improve performance at the local level'*

*'The positive and supportive advice and help from Government Office has enabled us to be more imaginative in taking managed risks'*

*'GOSW is extremely supportive in providing guidance, advice in our work which is cross cutting'*

*'GOWM sponsor the Peer Support scheme and we have enlisted their help with addressing the Hallmarks'*

However, there was some criticism of the support provided to CDRPs by Government Offices. The focus of support on issues specific to high crime and urban areas was cited, leaving some working in smaller authorities feeling they receive less support for their particular needs, as described by one community safety manager working for a district CDRP:

*'They do events but they don't necessarily meet our needs – [they are] more focussed on West and South Yorkshire, whereas we are focused on community they are more about tackling high crime areas, unitary and metropolitan areas'*

The above scenario would suggest that there is scope for regional Government Offices to further develop their offer to smaller CDRPs in less urban areas, in order to help them better respond to the local crime and disorder issues.

## The Home Office

Community safety managers were generally positive about the support received from the Home Office:

*'Additional funding from the Home Office and DCSF which has helped us tackle some of the problems we have'*

*'The Home Office provides access to guidance and good practice via the web'*

*'Home Office Partnership Team provided the best initial capacity building, assisting us to refocus the work of the strategic board and to move forward'*

*'HO website is very good for research, newsletter of some use'*

## Other national sources of support

Although the Government Offices and the Home Office were identified as the main sources of useful support to community safety managers, other national bodies were recognised by respondents as having provided useful interventions.

Two respondents highlighted the IDeA as a useful source of support:

*'IDeA case studies are helpful - but need more of them covering these new emerging agendas. More regional workshops and seminars would be better than having most events based in London'*

*'IDeA training programme for performance management'*

ENCAMS, LGA and the Ministry of Justice were also identified as having provided useful support to community safety managers:

*'The most recent is the Ministry of Justice giving written clear guidance on the new duty to engage communities for the magistracy'*

*'ENCAMS worked with us on a very good criminal damage action plan and legal tools for enviro – crime'*

*'LGA briefing papers are very useful'*

## Negative comments about support received

Several survey respondents gave negative responses to the question 'thinking about any capacity-building support you have received, what has been the most helpful', citing either a total absence of support or inconsistent support provision:

*'No one agency has made any real impact on capacity building. Lots of policies and little or no support to implement'*

*'No capacity building support has been received'*

*'We have requested support but nothing has been forthcoming'*

*'Receive little support'*

However, on the whole the vast majority of respondents were able to identify at least one useful form of capacity-building support that they or their CDRP have benefitted from.

### **Online and web-based support**

Many community safety managers use online resources such as those provided on the Home Office, IDeA and LGA websites.

Online support is popular because it can be easily accessed when it is needed. However, several respondents complained that the websites are not updated frequently enough and that the policy information is sometimes lagging behind the ever-changing agenda.

The range of different websites providing information was also identified as a weakness in the current support arrangements, with community safety managers not always being sure of where to look first in order to obtain the information required.

Of the criticisms about online support, some community safety managers in smaller rural CDRPs find that the information is targeted at the larger or more urban CDRPs.

### **Awareness and understanding of the roles of national organisations**

Several interviewees highlighted that they are unsure of the roles played by the different national organisations operating within the field of community safety. Some cited confusion and a general lack of clarity around 'who does what' and who to approach when they had specific questions.

Interviewees tended to use their local Government Office as the first contact for policy information, and linkages with the Government Offices were generally viewed very positively.

Some community safety managers approached their local county council representatives for support and guidance, and interviewees from county councils saw this as a key part of their role. This was perceived as a potential burden for the managers within county councils though, feeling the need to remain fully up-to-date with the emerging community safety agenda without necessarily feeling able to ask for help from others.

### **'Safe spaces' to ask for help**

One of the reasons the county council community safety managers may be reluctant to ask for support is because of concerns about appearing incapable to deliver, suggesting there is scope for national and regional agencies to provide support to community safety managers working in county councils. There may be a need to emphasise collaboration to dispel the perception that community safety managers will be judged for seeking help:

*'If you ask for support you will expose weaknesses... [there is] not a level of trust or honesty to ask for support'*

*'I don't want to go asking for help, I don't want myself or the organization to be seen as a bit 'iffy' by asking for help, plus I'm not really sure what could be offered or what would be helpful. It is very hard to share any doubts or questions of confidence locally; you have to seem confident in your actions'*

*'[it's] hard to get answers to questions'.*

### **National Community Safety Network**

Interviewees were asked about their membership and engagement with the National Community Safety Network (NCSN). The majority of interviewees work in local authorities that are members of the NCSN, although the perceptions of the usefulness and added value of membership varied significantly:

*'I find the National Community Safety Network useful and they are switched on. I just get updates from them.'*

*'I find these very useful, I have reading folders put together by my PA, which contain information for me to read when I'm not at work. It is useful'*

*'I used to subscribe to NCSN – they were helpful when I first started up in community safety, and I subscribed previously, but I stopped it because it produced less and less relevant information. I felt that they were not moving with the times enough'*

*'...Quite often these things are set up with good intentions but can be a little vague. It's most useful to hear good practice from other areas or go out and see what other people are doing. If a new piece of legislation is coming up, a timely conference or seminar is useful. General experience is that they [conferences and seminars] take a long time to organize'.*

Several interviewees were very negative about the role played by the NCSN, questioning the value added by membership. Others claimed that they struggled to relate the examples of good practice highlighted to their local situation, with initiatives delivered by large, well resourced CDRPs not being applicable to the local circumstances of smaller CDRPs or those operating in rural areas:

*'[the National Community Safety Network is] very heavily northern driven. They've got a good membership in the northern parts of the country. I'm not convinced they speak on behalf of all CDRPs –they always seem to be behind the times. The LGA are always at the forefront but the NCSN is not. I don't get everything out of it that I need'*

*'Where there are case studies, flagging up which are urban and rural so you wouldn't have to trawl through them [would make the information more useful]'*

*'It's useful to see examples of rural-based CDRPs because if it worked there the chances are we could adopt it for X'.*

## 6. Key findings – support requirements

Survey respondents and interviewees were asked a range of questions (both open and closed) regarding their support requirements and what would help to increase capacity within the CDRP. These included questions regarding types of support needed, potential sources of support, and the preferred format of support for them and the CDRP.

### 6.1 Generic support requirements

Survey respondents were asked to select up to three forms of support that would provide the greatest benefit to themselves or the CDRP. Close to half of respondents identified 'additional involvement and sharing of the workload across partner agencies' as a useful form of support. Over two fifths of respondents selected the options of 'advice and guidance regarding legislation and policies' and 'sharing of good practice'.

**Table 30: Looking to the future, what form of support do you feel would provide the greatest benefit to you or the CDRP?  
(Up to three options selected by each respondent)**

Support	Number	%
Additional involvement and sharing of the workload across partner agencies	65	46
Advice and guidance regarding legislation and policies	64	45
Sharing of good practice	61	43
Additional or enhanced local cross-border joint working arrangements	46	32
Clarity of roles and responsibilities across partner agencies	44	31
Training and personal development	41	29
Stronger leadership and strategic direction	30	21
Additional support and guidance from senior management within the local authority	25	18
Toolkits – e.g. providing guidance on strategic assessments	23	16
Peer support	18	13
Clarity of roles and responsibilities within the multi-agency community safety team	15	11

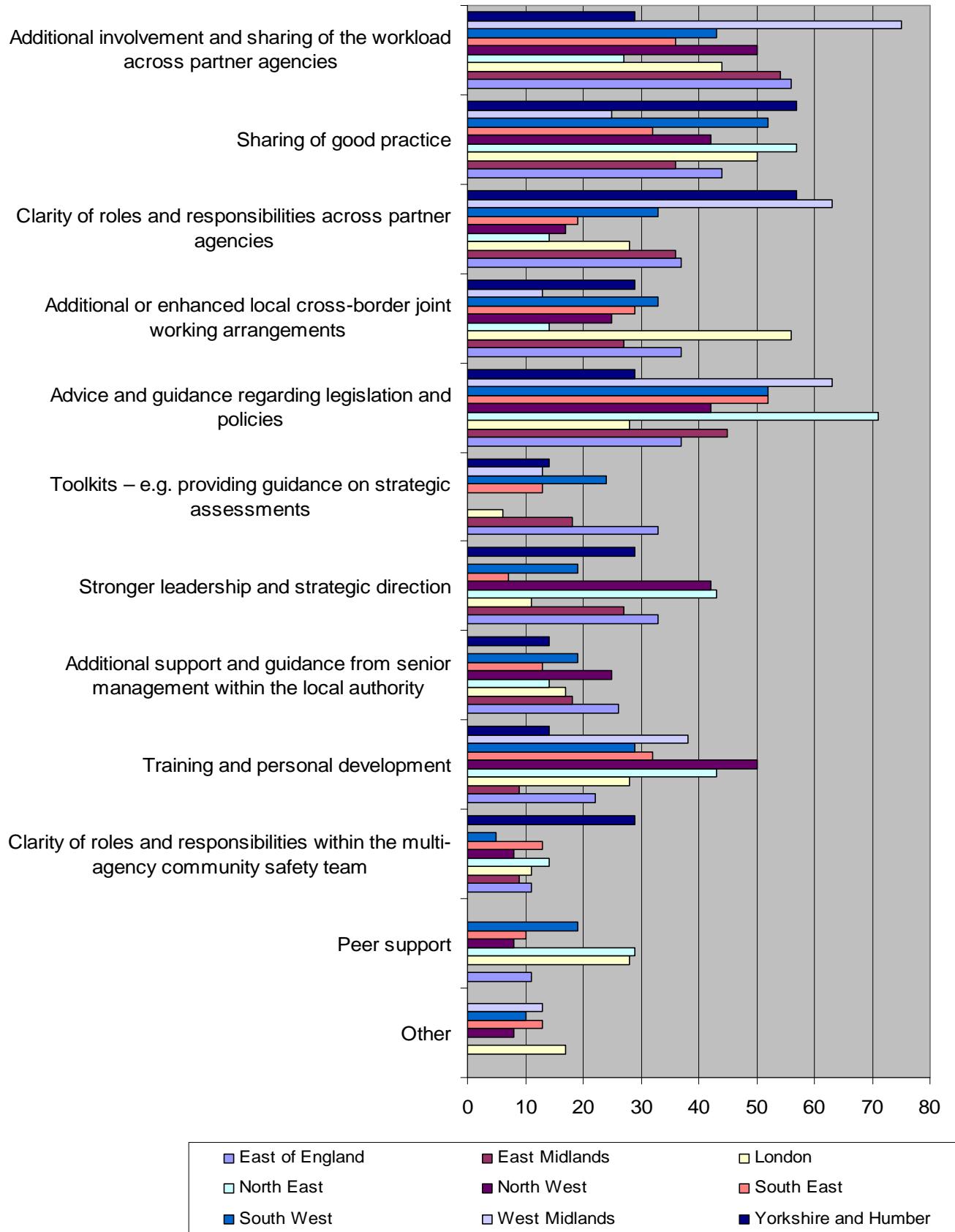
**Table 31: Amongst community safety managers who selected 'sharing of good practice' as a form of support, the preferred methods are:**

Method	Number	%
Via practitioner events	17	28
Via an online portal	12	20
Via informal local networks	9	15
Via IQuanta Most Similar Family Groups	9	15
Via newsletters an information bulletins	8	13
Via conferences and seminars	4	7
Other	2	3

**Table 32: Amongst community safety managers who selected 'stronger leadership and strategic direction' as a form of support, the preferred source is:**

Source	Number	%
From local authority senior officers	9	31
From the CDRP Chair	7	29
From Government Office	5	17
From Police BCU	3	10
Other	5	17

**Figure 18: Looking to the future, what form of support do you feel would provide the greatest benefit to you or the CDRP? By region.**



When the future support requirements are analysed by type of local authority, the sharing of good practice was highlighted by sixty-seven percent of respondents from unitary authorities, more than any other type of support. This was also the most popular form of support amongst respondents in London. Conversely, district and borough community safety managers were less keen on receiving this type of support, with only 35% of respondents selecting this option.

Almost half of community safety managers in districts and boroughs would welcome greater involvement by and a clarity of roles across partner agencies, whilst peer support is the least popular form of intervention amongst district and borough representatives, selected by significantly fewer respondents from two-tier than single-tier areas.

**Table 33: Looking to the future, what form of support do you feel would provide the greatest benefit to you or the CDRP? By local authority type.**

	Unitary %	Metropolitan %	London Borough %	District / Borough %
Additional involvement and sharing of the workload across partner agencies	38	50	40	49
Advice and guidance regarding legislation and policies	54	50	27	46
Sharing of good practice	67	50	53	35
Additional or enhanced local cross-border joint working arrangements	25	25	53	31
Clarity of roles and responsibilities across partner agencies	38	0	40	49
Training and personal development	46	25	27	25
Stronger leadership and strategic direction	8	25	13	25
Additional support and guidance from senior management within the local authority	8	0	20	20
Toolkits – e.g. providing guidance on strategic assessments	21	25	0	17
Peer support	25	25	27	7
Clarity of roles and responsibilities within the multi-agency community safety team	8	0	13	11

## Support requirements – open-ended comments

Survey respondents were asked in response to an open-ended question what would help to improve their local CDRP's capacity to deliver the community safety agenda.

The vast majority of responses given covered the topics outlined below, presented in order of frequency:

1. Funding
2. Partner agency involvement
3. National and regional organisation support
4. Training and guidance
5. Information sharing and support with analysis.

Interviewees were asked to expand upon their capacity requirements, and these findings have also been included below.

## **Funding**

Funding was the most commonly cited support requirement. Financial support requirements can be categorised as outlined below:

### **Additional funding**

Many community safety managers identified a lack of funding as a key barrier impacting upon the CDRP's capacity to deliver the community safety agenda:

*'More financial resources both locally and centrally generated'*

*'More resources/staff dedicated to the CDRP'*

*'More resource both physical and financial'*

### **Sustainable funding, with longer notice periods of changes in funding**

A common theme was the request for longer-term funding, with long lead-in periods in advance of any funding changes. Community safety managers highlighted the challenges faced within CDRPs when there are uncertainties over long-term funding:

*'Long term commitment to funding from the Home Office to enable the CDRP to commit to a three year delivery plan. Annual funding which is allocated late - often well into the financial year is unacceptable and means that staff are constantly on possible redundancy cycle. Pump priming for projects is well and good but in the current financial situation no authorities have the capacity to mainstream successful projects for continuity and improvement'*

*'More consistent funding for things that have already been shown to work'*

*'Assured knowledge, in advance, of what funding will be available for the forthcoming financial year'*

*'We need long term funding to enable projects to be commissioned for 5 years and to provide staff with longer contracts so that we do not have to keep recruiting specialist officers'*

### **Contributions from partners**

The mainstreaming of community safety posts and contributions (both in kind and financial) by partners were highlighted as key to improving the capacity of the CDRP:

*'Recognition by the partners who make up the CDRP board that more resource (finance and human) is required. The staff are continually working at capacity with no resilience'*

*'Dedicated officer time and funding from 6 significant partner agencies rather than leaving all the work to one council officer responsible for community safety!!'*

### **Ring fenced funding, provided directly to CDRPs**

A significant minority of respondents cited ring-fenced safer and stronger communities funding as being important to ensure their continued capacity to deliver, whilst others reported facing challenges in accessing funding via LAA processes:

*'The area based grant should be ring-fenced'*

*'Keep the Safer Stronger communities funding out of the LAA - all the talk of leveraging in additionality has come to nothing'*

*'Funding straight to partnerships - not held by county in two tier areas'*

### **Reduced monitoring and an end to the capital / revenue split**

A minority of community safety managers cited the monitoring arrangements around finance as a burden, impacting upon capacity to deliver. Others requested an end to the capital / revenue split in funding allocations.

*'Less requirements to continually submit returns and more resource to deliver against set requirements'*

*'Less performance reporting to a wide variety of stakeholders'*

*'Abolish the revenue/capital % split; allow CDRPs to decide how to spend their money, subject to the necessary and relevant audit.'*

### **Partner agency involvement**

Many respondents highlighted the need for additional involvement and support from partner agencies. These support requirements have been outlined below.

### **Improved joint working arrangements**

Several community safety managers highlighted the barriers caused by difficulties in joint working relationships in CDRPs:

*'Real partnership, with partner agencies taking appropriate responsibility for delivery of statutory activity with basics such as proactive information sharing and shared targets and commitment of resources'*

*'Greater understanding of the wider community safety agenda to allow for the buy in of more partners in terms of delivery'*

*'More work/lead from partners not just core team'*

*'Full engagement from all partners involved.'*

### **Improving partnership working in two-tier structures**

Several respondents highlighted the challenges of delivering the community safety agenda within a two-tier authority structure, and suggested how their capacity might be improved:

*'Less reporting to county level'*

*'Better partnership working between County and District Councils'*

### **Member and political support**

The importance of effective and informed political support for community safety activity was highlighted as a key support need by several community safety managers:

*'Support by chief exec and elected members at district level'*

The importance of having well informed members was also highlighted as important for successful delivery:

*'A better understanding at strategic level and by elected members'*

*'A better understanding from members about the need to forget individual agendas to concentrate on the overall picture'*

### **Involvement of key partners in the CDRP**

The involvement and engagement of all responsible authorities was highlighted as a key issue for many community safety managers, with several suggestions of the support they require:

*'Less focus on "the partnership" and more on "in partnership"'*

*'Improving dialogue with the community and certain key partners (PCT in particular)'*

*'A greater contribution in kind from all responsible authorities, especially the PCT'*

Central government could play a role in emphasizing the importance of nationally agreed agendas, which would put pressure on local partners to fulfil their duties and subsequently help the CDRP deliver. This was suggested in reference to information sharing, with a request that government puts pressure on PCTs to share information relevant to the CDRP agenda, such as alcohol statistics.

### **Cross-border working**

The benefits of working with nearby CDRPs have yet to be realised in many areas, with community safety managers highlighting the following:

*'Greater networking with adjoining Boroughs especially shared responses to cross-border crime; fear of crime and ASB'*

*'Greater dialogue between partnerships in the region'*

*'Improved sub-regional co-operation to tackle shared priorities'*

### National and regional organisation support

Several community safety managers responded to the open-ended question with suggestions of support from national or regional organisations that would help to improve capacity.

### Initiatives and targets

Several respondents highlighted the burdens placed upon CDRPs when responding to centrally driven initiatives:

*'Reduction of nationally driven initiatives allowing more time for locally focussed work'*

*'Better lead in times to nationally driven initiatives'*

*'Can we have less short term imposed initiatives from central government which require rapid response to implement and end up taking staff away from existing work'*

Universal target setting is difficult for some CDRPs whose local community safety issues do not correlate with national priorities. This can make it difficult for these CDRPs to reflect national priorities in their local delivery, suggesting that work could be done around helping CDRPs apply universal targets in a meaningful way (i.e. avoiding tokenism due to a particular target being a national priority).

Other community safety managers requested different approaches to initiatives and targets by central government:

*'Let's not have loads of changes to implement all at once (national standards, strategic assessments, LAAs etc) - it gets very confusing and guidance is not always clear!'*

*'Greater central recognition that not everyone throughout the country has the same problem. National pronouncements create expectations (and worries) everywhere. This can distract from actual local priorities'*

*'Better provision for partners in rural areas- crime just doesn't happen in urban centres... urban models do not work!'*

And a minority of respondents requested changes to target setting processes, at a national and local level:

*'Reduce the number of national indicators to a realistic number. Join together the targets across the community safety agenda i.e. NIs, PSAs, LAA - too many people working to too many targets it becomes meaningless - simplify the whole system'*

*'Government Offices to be more hands on in setting national and local targets that are realistic and in tune with what the people of our communities want'*

### Improving public confidence

Several interviewees described how fear of crime is an important challenge facing their CDRP. Even in areas where recorded crime figures are relatively low, addressing fear of crime within communities was often mentioned as a key area of concern. Community safety managers would welcome support with addressing the fear of crime, with national level publicity to increase perceptions of safety and public confidence.

### Sharing good practice

Feedback on best practice in other areas would be beneficial to community safety managers, helping them apply innovative solutions used elsewhere to local problems. Examples should cover the whole range of local authority types, and different sizes of CDRPs, to reflect the different local circumstances in which the community safety agenda is delivered.

### Online and web-based resources

Whilst a lot of support was given for more up-to-date web-based resources, interviewees would also welcome initiatives such as a national community safety forum, with a national event aimed at attracting a broad range of post-holders in community safety work rather than just focussed on specialised post-holders.

### Encouraging partner agency involvement

One interviewee highlighted the challenge of encouraging the local authority to understand the cross-over between community safety and other issues. Therefore, a stronger emphasis on joined up working and reinforcing the requirement of partners to play an active role in the CDRP and to mainstream community safety would be welcomed by some community safety managers:

*'[X] is as good as most local authorities at tackling cross cutting issues, but this is not good enough, I think that it's a real strategic challenge to pull those agendas together (health, crime and disorder etc) ... I don't think council and partnership a) have best experience and b) capacity with the management of change. This is something where central government could assist advising successful change process and how it [can be] achieved'*

### Accountability

One interviewee thought the Government Office could play a stronger role in accountability, helping CDRPs meet their requirements and be held more accountable for their strategic priorities. This accountability support could take several forms including:

- Strategy and action plan refreshers
- Acting as a critical friend and advisor
- Helping produce timelines for CDRP action plans
- How to prepare for Comprehensive Area Assessments (CAA)
- Communicating messages to the local community about what the CDRP is doing and why.

### Training and guidance

Many community safety managers highlighted the need for additional training, to better equip practitioners to deliver the community safety agenda within local communities.

### Networking and peer mentoring

Networking and peer support are valued by community safety managers, which can include local networks (on a formal level) and practice visits to other local CDRPs (on a

more informal level). Several interviewees described how they find it useful to have the opportunity to learn from others about how they are tackling similar issues, with this type of support often being self-initiated.

Linked to this, mentoring could be another way in which community safety managers receive support, using more experienced managers to share their experience with others. However, some interviewees expressed concern that the relationship would need to be carefully managed, to avoid less experienced post-holders feeling 'talked at', and to ensure there were also benefits for more experienced community safety managers in taking part in such a process.

### **Conferences and seminars**

Training would be useful for community safety managers, particularly in light of an ever-evolving and shifting agenda. Additional training in generic knowledge areas would be especially important for relatively new entrants to community safety, as described by one interviewee:

*'I would like staff to be able to take up training regarding community safety. The community safety agenda has changed so much over the last few years, it's no longer about handing out leaflets in the street, now it is about enforcement etc, which is very serious work with serious implications. I think that they need to engage in generic training regarding community safety'*

One of the ways government could help with training is more coordinated dissemination of best practice as described by one community safety manager:

*'Ideally I'd like to see a properly developed programme of training. I still believe one of the things we don't do well is share best practice. We get invited to conferences that we have to pay for but don't understand why the government isn't doing that themselves - it could be more co-ordinated and joined up'*

The time pressures experienced by community safety managers led several interviewees to suggest that conferences are not always the most appropriate form of support, because of the time required to travel to and participate in such events. However, several interviewees and survey respondents highlighted the need for more localised learning events, such as seminars and conferences:

*'More relevant courses to address issues at local locations so that more members of the partnership could attend'*

*'If I did have anything I'd want it to be regional – we get lots of invitations to events in London and it involves overnight stays and the high costs. I have to ask if what I'm seeing and learning is going to be of benefit to our communities and if not, I need to ask why I'm going. If I do need to know it, it'll be on a website somewhere'*

Other respondents also emphasised that they would welcome opportunities for practitioners to help shape the agenda of learning and development events, to ensure they address the main areas of concern and are of real benefit to attendees.

Legislative changes were highlighted by several interviewees as being a priority area on which to receive support and training.

### **Guidance and advice**

Several interviewees and a limited number of survey respondents also stated that they would welcome advice and guidance on how to implement the emerging agenda at a local level.

*'It would help to have more practical guidance / examples / case studies of ways to turn policy into practice for these emerging issues'*

This support request links with points made by other respondents about the difficulty in navigating websites when seeking specific advice.

### **Information sharing and support with analysis**

Several respondents indicated that improved information sharing within the partnership would help to improve capacity to deliver:

*'Compulsory information collection and exchange, e.g. from the health service'*

Others stated that improved analytical capacity would help the CDRP:

*'Greater analytical capacity, so we could understand more clearly the factors which undermine public confidence and address them'*

*'Analytical capacity and help we definitely want – it is really lacking. It would help if we had some additional resources at a local level. What helps is having some dedicated support and getting someone to do it in the way we would want them to do it.'*

## **6.2 Support requirements of CDRPs reporting limited capacity**

The support requirements outlined below were raised by community safety managers who indicated that a lack of capacity 'often' or 'always' has a negative impact on local delivery of the safer communities agenda.

In line with the general findings across all CDRPs, funding and the increased involvement of partner agencies were the most frequently cited support requirements.

**Table 34: Support requirements of CDRP where a lack of capacity ‘always’ or ‘often’ has a negative impact upon delivery of the community safety agenda**

<b>Support</b>	<b>Total</b>
Funding – increased long term and clarity over budgets	12
Funding – long term and clarity over budgets	9
Funding – more direct or ring fenced funding	8
Funding – secured mainstream funding	2
Funding – more pooled funding	2
Funding – additional, for tackling drug and alcohol issues	2
<b>Sub total</b>	<b>34</b>
Partners – greater buy-in and commitment	16
Partners – better communication and joint working	3
Partners – co-location	3
Partners – pooled funding	3
<b>Sub total</b>	<b>25</b>
Support with and improved community engagement	7
Council – greater commitment and buy-in from senior staff	7
Better two-tier working	5
Strategy and policy – more bottom up approach	5
Research and analysis capacity	5
Increased strategic and partnership planning capacity	2

## Specific support requirements – CDRPs reporting limited capacity

The specific support requirements highlighted by those community safety managers in CDRPs where lack of capacity has a negative impact on capacity ‘always’ or ‘often’ are outlined below.

### East of England (14 responses)

The most commonly raised theme by the CDRPs in the East of England region was the need for greater buy-in and commitment from partners. Here respondents called for better communication and for a realisation that partners’ outcomes could be achieved by partnership action. For another, commitment was understood in terms of:

*‘Partners fully understanding the vital part that they play - that it is not just the Police and the Council working together’*

Greater engagement also translated in to the need for dedicated officer time and funding from all responsible authorities. A further two respondents felt that a co-located partnership team would help to improve capacity of the CDRP.

Requests relating to increased funding were the second most common support needs articulated, with calls for secured mainstream funding; for funding to be delivered directly; and specific funding to tackle domestic violence and violent crime.

Two tier arrangements were felt to be negatively impacting on the delivery of the community safety agenda. Reporting to the county council was felt to be a key barrier to delivery with one respondent noting that:

*'I spend so much time reporting to County about local delivery that I hardly have time to deliver initiatives'*

Additionally several respondents made comments relating to national policy, with requests for tougher sentencing particularly for PPOs and for a greater national focus on ASB and violent crime.

### **South East (14 respondents)**

A lack of funding was the main challenge reported, with requests for the current level of provision to be maintained or increased. In two instances a lack of funding was felt to be negatively impacting on the ability to commission and sustain important project work:

*'We need long term funding to enable projects to be commissioned for 5 years and to provide staff with longer contracts so that we do not have to keep recruiting specialist officers'*

Increased capacity to undertake community engagement was a theme raised by two respondents.

The ability to plan and work in a more long term and strategic manner with partners was also highlighted, with a need for integration of community safety work into the mainstream operations of partners.

### **South West (12 respondents)**

More long term and consistent funding was the most common request made by respondents in the South West. Here several commented on the challenges of receiving funding on an annual basis – including staff insecurity and turnover and the difficulty of mainstreaming successful projects.

*'Pump priming for projects is well and good but in the current financial situation no authorities have the capacity to mainstream successful projects for continuity and improvement'*

*'More consistent funding for things that have already been shown to work. Not everything has to be new. Mainstreaming simply does not happen – especially in the current financial climate'*

Better partnership working was another common theme, where respondents called for statutory agencies to share information more effectively and for the good local

relationships that exist 'on the ground' to be supported by more shared targets and an equitable commitment to the agenda across agencies.

There were also a number of messages aimed at central government; here respondents called for targets that are more sensitive and in tune with the needs of communities, and for fewer nationally driven initiatives and better lead in times.

A further theme raised by several of respondents was around two-tier working, where there were calls for better partnership working between county and district councils and for more leadership, funding and senior buy-in from district councils.

### **London (8 responses)**

For London boroughs struggling with capacity, funding was again a key issue and the most common request was for more long term guaranteed funding - with three year allocations being suggested by two respondents. The majority of requests for increased funding were linked to suggestions for improving staff capacity:

*'The area based grant should be ring-fenced to support, match-fund permanent positions plus use of secondees from police, for example, to support ASB work'*

*'Short-term funding e.g. SSCF is still supporting contracted staff - this results in high turnover as staff seek more secure posts'*

Another significant theme was the need to devolve power and decision making away from national policy makers and other bodies and for giving CDRPs more space to set their own agendas and local targets. It was also pointed out that crime reduction was a long term aspiration that can be '*distracted by short term opportunism*'.

Three respondents also made comments relating to the relationships and equity of provision across London boroughs. Here a respondent requested greater networking with neighbouring Boroughs, in order to develop shared responses to cross border crime. Another respondent called for funding to be made more accessible across *all* London boroughs, whilst another requested:

*'An acknowledgement from "the centre" that the focus on central London has a displacement effect on outer boroughs.'*

### **North West (7 respondents)**

Respondents called for increased resources, whilst two respondents focussed on a lack of capacity in the area of research and analysis. In one instance it was felt that increased capacity in this area would give the CDRP quick and accurate information and in turn allows them to respond more effectively to community and partner concerns. For another respondent greater analytical capacity would allow the CDRP to '*understand more clearly the factors which undermine public confidence and address them.*'

Managing changes in CDRP arrangements and local government reorganisation was a theme that was raised by three respondents in the North West. Here a sense of

uncertainty and instability was highlighted as a challenge that would take to time to overcome:

*'I think our biggest barrier currently (apart from ever-dwindling resources of course) is the uncertainty surrounding our CDRP. It took a few years for the current CDRP to become established and start achieving real results.'*

### **East Midlands (5 responses)**

For respondents based in the East Midlands, lack of funding was the key issue.

Additional themes include the need for improved dialogue with local communities and partners, more comprehensive local partnership data and the need for the local authority to make community safety a greater priority.

### **West Midlands (3 respondents)**

In the West Midlands partnership commitment was a key theme with two respondents calling for greater support from the PCT. All three respondents made a general request for more resources and there was one comment relating to the need for greater analytical capacity within the CDRP.

### **Yorkshire and Humber (3 respondents)**

Partnership commitment was the key issue in Yorkshire and the Humber, where respondents called for partner agencies to take a greater ownership of the community safety agenda and to commit the necessary resources. As well as long term funding for initiatives there was a call for:

*'A coordinated performance framework - that acts as an incentive to encourage statutory partners to work toward the shared priorities.'*

### **North East (1 respondent)**

The one respondent from the North East region who reported struggling with capacity called for increased resources and for greater political and officer support for the community safety agenda.

## 7. Appendix A – Online survey

### Background information

1 Name of CDRP .....

2 Type of Local Authority

- a Unitary Council
- b Metropolitan Council
- c London Borough
- d District / Borough
- e County Council

3. Region

- a East of England
- b East Midlands
- c London
- d North East
- e North West
- f South East
- g South West
- h West Midlands
- i Yorkshire and the Humber

4. Your job role:

- a Community safety manager / officer
- b Head of safer communities
- c Other

5. Length of time in your current role

- a Less than one year
- b 1 – 2 years
- c 3– 4 years
- d 5 + years

6. Which posts does the community safety team have?

*Please insert numbers (annual full time equivalent) in each box, indicating 0 where none. By staff we mean within the community safety team, not the wider CDRP.*

Community Safety Officers	
Drug and Alcohol team	
Anti-Social Behaviour officers	
Street wardens	
Council-funded PCSOs	
Prolific Offender workers	
Analysts	
Domestic Violence officers	
Co-located police officers	
Administrative Staff	
Other, please specify	

### Leadership and strategic direction

7. Is the Chair of your CDRP (please tick all that apply in the case of joint chairing arrangements):

- a The Portfolio holder
- b Another elected member
- c A senior local authority officer
- d A senior police officer
- e Another paid officer from a partner agency
- f An independently elected chair
- g Other, please specify

Route people from Q7 to the corresponding question in Q8

8. To what extent do you agree or disagree with the following statements:

- a The Portfolio holder who chairs the CDRP is:
- b The elected member who chairs the CDRP is:
- c The senior local authority officer who chairs the CDRP is:
- d The senior police officer who chairs the CDRP is:
- e The paid officer from a partner agency who chairs the CDRP is:
- f The independently elected chair of the CDRP is:
- a The 'other' Chair of the CDRP is:

	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>
Knowledgeable about the community safety agenda					
Influential in leading the CDRP					
Skilled in chairing the CDRP					
Involved and engaged in the CDRP					

9. In your experience, how involved are the following partner agencies in strategic decision making in the CDRP?

	<b>Very involved</b>	<b>Fairly involved</b>	<b>Not very involved</b>	<b>Not at all involved</b>	<b>Not applicable</b>
Police					
Fire Authority					
Primary Care Trust					
County Council (Only ask district councils)					
Drug and Alcohol Action Team (DAAT) (Only ask district councils)					
Probation Service					
Youth Offending Service					
Other , please specify					

10 In your experience, how involved are the following partner agencies in the operational delivery of the CDRP's priorities?

	Very involved	Fairly involved	Not very involved	Not at all involved	Not applicable
Police					
Fire Authority					
Primary Care Trust					
County Council (Only ask district councils)					
Drug and Alcohol Action Team (DAAT) (Only ask district councils)					
Probation Service					
Youth Offending Service					
Other , please specify					

11 How influential do you feel that you are personally in setting the strategic agenda for the CDRP?

- a Very influential
- b Fairly influential
- c Not very influential
- d Not at all influential
- e Don't know

12 To what extent is the strategic decision making within the CDRP based upon evidence?

- a To a large extent
- b To some extent
- c To a small extent
- d Not at all
- e Don't know

**Capacity to deliver**

13 Based upon your experience, how often has a lack of capacity had a negative impact on local delivery of the safer communities agenda?

- a Always
- b Often
- c Sometimes
- d Seldom
- e Never
- f Don't know

14 How challenging do you find it to deliver the following aspect(s) of the community safety agenda?

<b>Community Safety capacity in local government</b>	<b>Very challenging</b>	<b>Fairly challenging</b>	<b>Not very challenging</b>	<b>Not at all challenging</b>	<b>Don't know</b>	<b>Not applicable</b>
Anti-social behaviour						
Prolific and Priority Offenders (PPO)						
Drug and Alcohol work (DAAT) (Do not ask districts)						
Domestic violence						
Enviro-crime						
CCTV services						

15 Based upon current capacity levels, how confident are you that the CDRP has sufficient capacity to deliver the emerging community safety agenda over the next 12 months (*insert basic overview of emerging community safety agenda*)?

- a Very confident
- b Fairly confident
- c Not very confident
- d Not at all confident
- e Don't know

16 Which aspect(s) of the emerging agenda do you expect to find the most challenging to deliver? (tick up to three options)

- a Undertaking effective community engagement activity
- b Responding to community calls for action and the scrutiny of any unresolved issues
- c Improving public confidence
- d Improving accountability to the public, e.g. feedback to the public regarding outcomes, victim satisfaction, etc
- e Responding to requests for services made by elected members
- f Complying with the National Standards and 6 Hallmarks
- g Achieving your LAA targets
- h Achieving local CDRP targets (for districts only)
- i Managing the tension between LAA and CDRP-level target setting and prioritisation (for District and County councils only)
- j Monitoring and improving performance against the National Indicator set
- k Refreshing the partnership plan and / or strategic assessment
- l Managing partnership communications
- m Managing short-term centrally dictated initiatives, e.g. alcohol harm reduction or knife crime campaigns.
- n Visible justice – community payback
- o Other – please specify .....

17 Where do you currently get your policy information from? (please tick all that apply)

- Government Office
- Regional Improvement and Efficiency Partnership (RIEP)
- IDeA
- Ministry of Justice
- Home Office
- The LGA
- Other, please specify

18 What do you think would help to improve your local CDRP's capacity to deliver the community safety agenda? .....

**Support**

19. What is your view of the level of support that the CDRP has received from the following agencies?

Agency	No support needed	Fully met our needs	Met our needs to some extent	More support needed	Not applicable
Government Office					
Regional Improvement and Efficiency Partnership (RIEP)					
IDeA					
Ministry of Justice					
Home Office					
The LGA					

20. Thinking about any capacity-building support you have received, what has been the most helpful (please state the nature of the support and which organization/s provided the support)? OPEN.....

21 Looking to the future, what form of support do you feel would provide the greatest benefit to you or the CDRP? (please tick up to three options)

- 1 Advice and guidance regarding legislation and policies
- 2 Training and personal development
- 3 Additional support and guidance from senior management within the local authority
- 4 Sharing of good practice (if tick this option)...
  - a Via an online portal
  - b Via conferences and seminars
  - c Via regional practitioners events
  - d Via informal local networks
  - e Amongst IQuanta Most Similar Family Groups
  - f Via newsletters and information bulletins
  - g Other – please specify.....
- 5 Additional or enhanced local cross-border joint working arrangements
- 6 Stronger leadership and strategic direction (if tick this option)...
  - a From the CDRP Chair
  - b From Local Authority Senior Officers
  - c From Police BCU Senior Officers
  - d From Government Office
  - e From the County Council (for Districts only)
  - f From other – please specify
- 7 Additional involvement and sharing of the workload across partner agencies
- 8 Clarity of roles and responsibilities within the multi-agency community safety team
- 9 Clarity of roles and responsibilities across partner agencies
- 10 Greater personal autonomy and influence
- 11 Toolkits – e.g. providing guidance on strategic assessments
- 12 Peer support
- 13 Other – please specify .....

22. What do you think is the most beneficial way that national bodies (such as the IDeA, Home Office, Ministry of Justice, NPIA) could assist with improving capacity within local government to deliver the community safety agenda?

.....

23. We may wish to follow up on answers given in this survey. Please tick this box if you are not willing to be contacted

## 8. Appendix B – Interview topic guide

The interview topic guide is detailed below, to provide an indication of the questions asked during the interviewing process.

### Background information

1. Name:
2. Job title:
3. Please can you tell me the main aspects of your role (i.e. key roles, responsibilities and relationships)
4. Background prior to taking up this role:
5. To what extent do you feel that your prior work experience is beneficial to you in undertaking this role?

### General perceptions of the role

6. On the whole, how do you find the role?
7. To what extent do you feel that community safety is treated as a priority for your local authority?  
Does this support the local delivery of the safer communities agenda?
8. How knowledgeable do you feel about the emerging community safety agenda?
9. How positive or negative do you feel about delivery of the emerging safer communities agenda within your locality?

### Challenges

10. What are the main challenges in undertaking your role?
11. What do you think would help you to address these challenges and effectively deliver the safer communities agenda?

### Capacity

12. To what extent do you feel that you have sufficient capacity to effectively undertake your role?
13. What three tasks do you spend the majority of your time undertaking?

### Personal development

14. Have you received any community safety-specific training?

15. Have you received any other training that has assisted you to deliver the safer communities agenda
16. Do you feel that (further) personal development support, i.e. training, attending seminars etc, would enable you to more effectively deliver the safer communities agenda?

### **Support**

17. To what extent do you feel that you are adequately supported in undertaking your role?
18. How far do you feel that local partners have a good understanding of the challenges of delivering the safer communities agenda?
19. Which local partner agency provides your main source of support in driving the community safety agenda:
20. Are you involved in local networks with other community safety managers in your local area?
21. What support do you currently receive from regional or national bodies? (e.g., GOEM, IDeA, Home Office, Ministry of Justice)
22. Would you welcome more support from regional or national bodies?
23. To what extent do you feel that you know enough about how these national or regional bodies can support you to deliver the safer communities agenda?
24. What (if any) national networking opportunities (i.e. National Community Safety Network) do you engage with?
25. What (if any) web-based support / networking sites (i.e. Crime Reduction website, National Community Safety Network website) do you use?

### **Looking to the future**

26. Looking to the future, how confident do you feel about your local CDRP's capacity to deliver the safer communities agenda?

### **Closing remarks**

- Any other comments regarding your / your teams' capacity to deliver the safer communities agenda?

## 9. Appendix C - Survey respondents

The full list of survey respondents is listed below, by type of authority.

### Unitary authorities

CDRP	Region	CDRP	Region
Isle of Wight	South East	Wiltshire	South West
Windsor and Maidenhead	South East	South Gloucestershire	South West
West Berkshire	South East	Torbay	South West
Milton Keynes	South East	Isles of Scilly	South West
Reading	South East	Plymouth	South West
Thurrock	East of England	Stockton	North East
Leicester	East Midlands	Sunderland	North East
Herefordshire	West Midlands	Hartlepool	North East
Swindon	South West	Hull	Yorkshire and Humberside
Bath and North East Somerset	South West	York	Yorkshire and Humberside
North Somerset	South West		

### Metropolitan authorities

CDRP	Region	CDRP	Region
Stockport	North West	Trafford	North West
Salford	North West	Barnsley	Yorkshire and Humberside

### London boroughs

CDRP	CDRP	CDRP	CDRP
Bromley	Waltham Forest	Camden	Merton
Richmond	Newham	Barnet	Lambeth*
Enfield	Haringey	Bexley	Safer Harrow*

Unknown – no name given	Hillingdon	Redbridge	Hounslow*
Unknown – no name given	Croydon		

#### District authorities

<b>CDRP</b>	<b>Region</b>	<b>CDRP</b>	<b>Region</b>
South Derbyshire	East Midlands	Gedling (South Nottinghamshire)	East Midlands
Daventry District and South Northamptonshire	East Midlands	Broxtowe (South Nottinghamshire)	East Midlands
Harborough	East Midlands	Ashfield	East Midlands
Boston	East Midlands	North Kesteven	East Midlands
Charnwood	East Midlands	High Peak	East Midlands
South Lakeland	North West	Hyndburn	North West
Macclesfield	North West	Ribble Valley	North West
Burnley	North West	Flyde	North West
Wyre	North West	Congleton	North West
Lancaster	North West	Tonbridge and Malling	South East
Dartford and Gravesham	South East	Mid Sussex	South East
Test Valley	South East	Aylesbury Vale	South East
Eastbourne	South East	Woking	South East
Oxford City	South East	Cherwell	South East
Rother	South East	Gosport	South East
Adur	South East	Chichester	South East
Crawley	South East	Spelthorne	South East
New Forest	South East	Havant	South East
Guildford	South East	Hastings	South East
Winchester	South East	Swale	South East
Basingstoke and Deane	South East	Dover	South East
Mole Valley	South East	Lewes	South East

<b>Tunbridge Wells</b>	South East	<b>Mendip and South Somerset</b>	South West
<b>South Worcestershire</b>	South West	<b>Cotswold</b>	South West
<b>East and Mid Devon</b>	South West	<b>Somerset West (Taunton Deane, Sedgemoor and West Somerset informally merged)</b>	South West
<b>North Wiltshire</b>	South West	<b>Caradon</b>	South West
<b>Exeter</b>	South West	<b>Gloucester</b>	South West
<b>Forest of Dean</b>	South West	<b>North Devon</b>	South West
<b>Tewkesbury</b>	South West	<b>Cheltenham</b>	South West
<b>South Devon and Dartmoor</b>	South West	<b>Dacorum</b>	East of England
<b>Castle Point</b>	East of England	<b>South Bedfordshire</b>	East of England
<b>Norwich</b>	East of England	<b>Colchester</b>	East of England
<b>North Herts</b>	East of England	<b>Tendring</b>	East of England
<b>South Norfolk</b>	East of England	<b>East Herts</b>	East of England
<b>South Cambs</b>	East of England	<b>East Cambridgeshire</b>	East of England
<b>Hinkley and Bosworth</b>	East of England	<b>Chester le Street</b>	East of England
<b>North Bedfordshire</b>	East of England	<b>Ipswich</b>	East of England
<b>Harlow</b>	East of England	<b>Hertsmere</b>	East of England
<b>Western Suffolk</b>	East of England	<b>Breckland</b>	East of England
<b>Colchester</b>	East of England	<b>Suffolk Coastal</b>	East of England
<b>Watford</b>	East of England	<b>Stevenage</b>	East of England
<b>Mid Bedfordshire</b>	East of England	<b>St Albans</b>	East of England
<b>Broxbourne</b>	East of England	<b>Epping Forest</b>	East of England
<b>North Yorkshire Moors and Coast</b>	Yorkshire and Humberside	<b>Selby</b>	Yorkshire and Humberside
<b>Richmondshire</b>	Yorkshire and Humberside	<b>Harrogate</b>	Yorkshire and Humberside
<b>East Staffordshire</b>	West Midlands	<b>Nuneaton and Bedworth</b>	West Midlands
<b>Moorlands</b>	West Midlands	<b>South</b>	West Midlands

---

		<b>Staffordshire</b>	
<b>Cannock Chase</b>	West Midlands	<b>Wear and Tees</b>	North East
<b>Newcastle</b>	North East	<b>Berwick</b>	North East
<b>Wansbeck</b>	North East	<b>Sedgefield</b>	North East

## 10. Appendix D – Partner agency involvement

In your experience, how involved are the following partner agencies in strategic decision making in the CDRP? Tables by CDRP partner and type of authority.

### Police

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	23	96	1	4	0	0	0	0	0	0
Metropolitan	4	100	0	0	0	0	0	0	0	0
London Borough	14	93	1	7	0	0	0	0	0	0
Borough / District	88	89	11	11	0	0	0	0	0	0

### Fire and Rescue Service

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	13	54	8	33	3	13	0	0	0	0
Metropolitan	4	100	0	0	0	0	0	0	0	0
London Borough	5	33	7	47	3	20	0	0	0	0
Borough / District	39	39	41	41	16	16	2	2	1	1

### Primary Care Trust

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	10	42	10	42	4	17	0	0	0	0
Metropolitan	1	25	1	25	2	50	0	0	0	0
London Borough	3	20	6	40	5	33	1	7	0	0
Borough / District	15	15	33	33	36	36	15	15	0	0

**Probation Service**

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	11	46	9	38	4	17	0	0	0	0
Metropolitan	2	50	1	25	1	25	0	0	0	0
London Borough	2	13	5	33	8	53	0	0	0	0
Borough / District	10	10	33	33	39	39	17	17	0	0

**Youth Offending Service**

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	11	46	8	33	4	17	1	4	0	0
Metropolitan	3	75	0	0	1	25	0	0	0	0
London Borough	5	33	6	40	3	20	1	7	0	0
Borough / District	18	18	32	32	36	36	13	13	0	0

In your experience, how involved are the following partner agencies in operational decision making in the CDRP? Tables by CDRP partner and type of authority.

**Police**

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	24	100	0	0	0	0	0	0	0	0
Metropolitan	100	4	0	0	0	0	0	0	0	0
London Borough	14	93	1	7	0	0	0	0	0	0
Borough / District	93	94	5	5	1	1	0	0	0	0

**Fire Authority**

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	11	46	8	33	5	21	0	0	0	0
Metropolitan	3	75	1	25	0	0	0	0	0	0
London Borough	6	40	5	33	4	27	0	0	0	0
Borough / District	47	46	39	39	9	9	3	3	1	1

**Primary Care Trust**

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	6	25	11	46	6	25	1	4	0	0
Metropolitan	0	0	1	25	2	50	1	25	0	0
London Borough	3	20	8	53	3	20	1	7	0	0
Borough / District	12	12	29	29	36	36	22	22	0	0

**Probation Service**

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	10	42	11	46	2	8	1	4	0	0
Metropolitan	1	25	1	25	2	50	0	0	0	0
London Borough	2	13	7	47	6	40	0	0	0	0
Borough / District	16	16	38	38	38	38	7	7	0	0

**Youth Offending Service**

Type of authority	Very involved		Fairly involved		Not very involved		Not at all involved		Not applicable	
	N	%	N	%	N	%	N	%	N	%
Unitary	14	58	8	33	1	4	1	4	0	0
Metropolitan	3	75	0	0	1	25	0	0	0	0
London Borough	6	40	5	33	4	27	0	0	0	0
Borough / District	29	29	42	42	25	25	3	3	0	0

