Improving community wellbeing, resilience and safety through collaborative efforts

Safe Communities Foundation New Zealand

A literature search of evidence/discussion concerning partnerships and collaboration and crime prevention and community safety

Background

The 1980s and 90's saw the advent and proliferation of crime prevention partnerships. There was growing acceptance that crime was not solely the product of a criminal intent, but of the much broader social, economic and cultural policies, values and conflicts in society.

The first paper sets the scene.

Paper #1

Shared Responsibilities, Pooled Resources: Mapping the Partnership Approach in Crime Prevention, Pre-publication version of 22 October 03. *Ekblom, P (2004) and A Wyvekens A Partnership Approach to Crime Prevention. Strasbourg: Council of Europe Publishing.*

"What is partnership? A 'logic model'

Partnership is an institutional arrangement that shades into a philosophy. It is a way of enhancing performance in the delivery of a common goal, by the taking of joint responsibility and the pooling of resources by different agents, whether these are public or private, collective or individual. The added value from such a collaborative approach usually stems from an enhanced ability to tackle problems whose solutions span the division of labour, and/or centre on a particular locality. The agents in partnership may bring with them conflicting or competing interests, and different perspectives, ideologies and cultures – so in democratic and legally-regulated contexts they seek to act together without loss of their separate professional identities, without unacceptable or illegal blurring of powers and interests, and without loss of accountability.

The publication outlines a set of principles and definitions concerning crime prevention partnerships. And it asks the question:

Why does Crime Prevention especially need partnership?

"If we narrowly focus on the crime itself, its illegality and the 'evil intent' of the offender, the response to crime is traditional law enforcement and punishment. In that case the partnership approach has only a narrow role to play ….But research has shown that enforcement-based solutions to crime are limited in scope, not always cost-effective, and can have serious side-effects.

*"…we realise that most crimes and related social problems are not simply matters for **control** or repression. They often also contain elements requiring the pursuit of **care** (welfare), civil **conflict avoidance and resolution,** and **collaboration**. This applies to effectiveness both of interventions against crime, and wider harm reduction."*

"Partnership, it can be argued, is an institutional arrangement which is fundamentally about correcting the shortcomings of this division of labour [organisational silos] *in tackling a range of social problems and solutions which cut across it. Partnership seeks to re-arrange or re-connect the distribution of **competence** in tackling a particular social problem, **coverage** of the extent of that problem on the ground, **responsibility** for dealing with the problem, and **acceptability** of information assembled and actions taken. (Another institutional tool which attempts to span this divide is **planning** (control of physical and commercial development and other land use) where settings for behaviour are created – including, inadvertently, criminal behaviour.)*

In a similar vein, Rosembaum expands on the theory and practice of partnerships in crime prevention

Paper #2
Evaluating Multi-Agency Anti-Crime Partnerships: Theory, Design, and Measurement Issues. *Dennis P. Rosenbaum University of Illinois at Chicago, Crime Prevention Studies, volume 14, p.171-225. 2002*

> *"In essence, the new discourse on public safety among Western nations gives special attention to "prevention," "community," "partnerships," and "problem solving" as the defining features of an idealized local government that is more effective, efficient, and just than traditional response schemes. This discourse has yielded a wide variety of configurations in practice.*
>
> *"…the international importance of this approach to crime prevention is captured in the unanimously approved resolution of the 1990 United Nations Congress on the Prevention of Crime and Treatment of Offenders, which states that crime prevention must...*
> *Bring together those with responsibility for planning and development, for family, health, employment and training, housing and social services, leisure activities, schools, the police, and the justice system in order to deal with the conditions that generate crime. [United Nations, 1991, cited in Crawford, 1997:56]*

"The partnership model is based on several key assumptions and postulates:
1. *Crime and drug problems are complex and deeply rooted, requiring complex, innovative, and comprehensive solutions.*
2. *Partnerships are better suited than individual agencies to identify and accurately define the target problems of greatest concern in a given community. They are more likely to include diverse perspectives and theories about crime and drug causation.*
3. *Partnerships are better suited to developing creative targeted interventions because they include a diverse group of individuals representing a diverse group of organizations with different philosophies of intervention.*
4. *Multiple interventions are more effective than single interventions. Multiple interventions hold the potential of increasing the total quantity (dosage) and/or quality of the "treatment."*
5. *Applying similar reasoning, multiple agencies are more effective than single agencies. Representing different organizational cultures and services, partnership members bring more "new" ideas and resources to the problem-solving arena.*
6. *As a corollary of 4 and 5 above, interventions that emanate from different domains — individual, family, peer group, neighborhood, community institutions and government — will maximize the total impact on the target audience. Multiple interventions by multiple agencies create the opportunity for the target group to be exposed to more than one intervention and thus experience cumulative effects.*
7. *As a corollary of 4 and 5, exposure to different strategic mechanisms at different levels of intervention may yield new synergistic effects. That is, new effects can be created from the combination of two or more interventions — interventions that produced no effects or different effects singularly.*

"In sum, several avenues are hypothesized for partnerships to outperform single-agency approaches on crime and drug prevention outcomes: First, by "putting heads together" a partnership may result in new, innovative approaches that would not have been conceived without the "collision" and synthesis of diverse perspectives. Second, the application of resources from multiple agencies may

increase the quantity or "dosage" of the intervention. Third, partnerships may lead to the coordinated application of resources in a manner that changes the nature or quality of the interventions and their effects. The presence of such synergistic effects would serve to demonstrate that "the whole is greater than the sum of the parts."

Partnerships, in theory, are expected to:
1. *increase organizational accountability;*
2. *reduce fragmentation and duplication of services;*
3. *build public-private linkages;*
4. *increase public awareness of (and participation in) anti-crime initiatives;*
5. *strengthen local community organizations; and*
6. *permanently alter the way agencies "do business" by giving more attention to strategic planning, data-driven decision making, prevention, interagency cooperation, and community participation in local governance.*

Paper #3 is a more recent assessment of partnerships in crime prevention and raises the important issue of definitions and methodologies and their underpinning political and philosophical determinants, and in particular the distinction between crime prevention and community safety.

Paper #3
Partnerships and communities of practice: a social learning perspective on crime prevention and community safety in Scotland. *Alistair Henry, Ph.D. thesis, University of Edinburgh, 2009*

"Here, the potential for community safety to be viewed as a new and distinctive institutional complex within which ways of thinking about crime and justice can develop in ways that transcend the institutional trammels of traditional 'modern' criminal justice institutions will be explored. It will be argued that Community Safety Partnerships **do** *have such potential. They have established (or at the very least formalised) new institutional spaces within which criminal justice and non-criminal justice personnel increasingly work, participate, communicate, argue, cooperate and learn with one another. Whether or not they will become institutional spaces in which a cadre of personnel will actually evolve identities and knowledges that transcend existing silos ultimately depends on the extent to which they are cultivated as spaces in which this is possible.*

"The fact that community safety and crime prevention are both open-textured and ambiguous terms that can encompass a broad range of interventions underpinned by very distinct political and philosophical assumptions has been noted throughout preceding chapters (see chapters 2 and 5 in particular). The result of this ambiguity is that the domain of community safety is contested and so there can be different assumptions about what ought to be done under its auspices. Although it is generally recognised that community safety is a broader, more encompassing, term than crime prevention (Home Office, 1991) there is still debate about whether partnership work should be focused on the more pragmatic, measurable, situational interventions of what has become known as the 'crime science' movement.

"Thinking about Community Safety Partnerships in terms of communities of practice demonstrates that there is potential appeal in both narrow crime prevention orientated understandings of community safety (in that they provide a clearer, more actionable, domain) and in broader social conceptions of it (in that they establish a domain that is of more interest to a wider and more diverse

community) (see chapter 5). However, I will argue here, drawing from the present study and existing research on crime prevention and community safety, that there are good practical and normative reasons for adopting the latter, broader conception of community safety, and seeking to cultivate it in those terms. These reasons are as follows:

- *Practitioners in Scotland generally understood community safety in the broader sense.*
- *The tendency for situational or crime science approaches to exclude social approaches as irrelevant, or at best too "distal" to be a meaningful point of intervention (Ekblom, 1995; Hope and Karstedt, 2003), is less pronounced the other way around. Adopting a more social understanding of community safety does not exclude development and deployment of situational or explicitly crime-focused initiatives within this broader agenda – it just means that such approaches are not defining of the agenda.*
- *The term 'community safety' was originally coined as an alternative to 'crime prevention' (Home Office, 1991). It was also understood by many commentators to be a potential alternative to coercive state crime control and a means through which to de-monopolise crime prevention and take it out of the hands of the police and state functionaries acting alone.*
- *Where community safety is viewed in this way (different from crime prevention and absolutely not to be viewed as a mechanism through which criminal justice agencies simply extend their reach) it becomes clear that it does not comfortably sit within any pre-existing institutional box (police or local authority, for example). It has the potential to be understood as an enterprise that genuinely crosses traditional organisational boundaries, and as such is a new, or formally new, institutional complex which has the capability to generate skills, knowledge, expertise and cultural values that are distinctive to it.*

"In conclusion, the recommendations that are outlined below assume community safety to be: broader in scope than crime prevention; of interest to a broad range of agencies, organisations and community members; nested within, and subordinate to, a wider social agenda; and having the potential to become a distinctive professional identity in its own right."

This is the space that Safe Communities occupies – as the only inter-sector, inter-agency, community-based entity focused on community safety in New Zealand.

Background in NZ

In New Zealand in the 1990's, the status of crime prevention strategies and partnerships was summarised at the time in this paper written for the Social Policy Agency (now the Ministry of Social Development).

Paper #4

Crime Prevention Strategies: The New Zealand Model. https://www.msd.govt.nz/documents/about-msd.../spj1-crime-prevention.doc, *Rose O'Neill, Policy Analyst, Social Policy Agency*

> *"In April 1992, the New Zealand Government established the Crime Prevention Action Group (CPAG) to develop a national crime prevention strategy. Crime, and its direct and indirect*

costs to New Zealanders, has continued to increase while the criminal justice system remains limited in its ability to prevent its occurrence.

"A preventative strategy for dealing with crime requires that the traditional reactive response to crime be expanded to take account of the social conditions which contribute to the increased likelihood of criminal events occurring. Serious consideration needs to be given to those factors which contribute to people becoming offenders, and to those conditions which influence how and why people become victims of crime.

"CPAG noted that a comprehensive crime prevention strategy needs to take account of the range of criminal offences in the community, the varying circumstances of offending groups, and the preconditions which promote the likelihood of crime taking place. It also needs to be flexible and broad enough to encompass the need to support, protect and strengthen responses to victims.

"The New Zealand Government approved the establishment of the Crime Prevention Unit, as of 1 July, 1993. The Unit is to be located in the Department of the Prime Minister and Cabinet.

"In July 1990 a Safer Community Councils pilot project was launched in New Zealand. It opened in four different locations, and represents the first attempt at co-operation between central and local government for the purpose of crime prevention. The Safer Community Councils model was based on a French crime prevention and urban safety initiative, and was adapted to suit the New Zealand administration. This pilot programme ran for two years and came to an end in December 1992. Funding for the pilots was maintained on an interim basis pending decisions on the wider crime prevention strategy.

"The Safer Community Councils are seen as one of the appropriate mechanisms for advancing the strategy of central government/ community co-operation. They demonstrate a good level of relevance to the local community and provide an appropriate forum for the co-ordination of central government and community delivered crime prevention activities at the local level.

For practitioners who were active at that time, this is a nostalgic view as the agency (CPU) and the resources to support Safer Community Councils have long gone. But it is interesting to note that many Safer Community Councils continued beyond the demise of CPU and the subsequent loss of associated funding (2014-15). Some morphed into accredited Safe Communities eg Tauranga, and some retained their identity eg Ashburton, which was one of the original pilot programmes, and is now about to become an accredited Safe Community.

It was argued that Safer Community Councils tied up resources and were not proven to be effective, along with the expectation that local government would take more responsibility (ie fund) crime prevention activities in their communities. Some did. Inevitably, with the departure of active leadership and the withdrawal of funding, community-based crime prevention initiatives diminished in number and scope. As noted above (Paper #3), the decisions were politically and philosophically driven. In the intervening period, the focus has evolved from crime prevention to crime reduction; through Problem-Oriented Policing; Community Policing; and the latest iteration: Prevention First. With this latest strategy comes a push for the adoption of crime science and evidence-based interventions.

https://www.justice.govt.nz/justice-sector-policy/key-initiatives/investment-approach-to-justice/

"2016 Investment Approach

The Investment Approach is a bold new inter-agency initiative that is using data and evidence to support crime prevention. Its purpose is to boost crime prevention, and reduce harm from crime, in New Zealand Communities. By providing organisations involved in crime prevention with high-quality analysis and research, the Investment Approach will help them make the biggest difference. The analysis and research will focus on understanding which people and places we can expect to be involved in crime in the future and inform justice sector decision makers which approaches would be most effective at preventing these crimes.

1. *"How we measure the burden that crime places on society, and how we can understand if our investments are reducing it. In the welfare system they use a fiscal liability measure. We are exploring that option but are also considering alternatives that may be more appropriate to crime.*
2. *Building the statistical models that will help us understand who in the country is most at risk of future offending and victimisation, and to estimate the effect that changing sentencing policy would have on crime.*
3. *Understanding what works to reduce crime - not just in the justice sector, but right across government and at all stages of a person's life. Crime has been extensively studied over many years, but the research findings are not always easy for busy decision makers to find and interpret. An important part of the Investment Approach is gathering this evidence and making it accessible.*
4. *Connecting these insights with decision-makers across the system and taking different decisions as a result.*

It remains to be seen how and if this approach survives the change of government.

Current crime prevention thinking also includes Police Science, and Third Party Policing.

Paper #5

Police science: Toward a new paradigm, Australasian Policing, Volume 5 Issue 2 (Summer 2013), David Weisburd, Peter Neyroud

> *"Abstract: We believe that a radical reformation of the role of science in policing will be necessary if policing is to become an arena of evidence-based policies.*

Paper #6

"Harnessing the crime control capacities of third parties", Policing: An International Journal of Police Strategies & Management, Vol. 31 Issue: 4, pp.631- 647, (2008) Adrian Cherney

> *"Harnessing the crime control capacities of third parties requires police to act as effective brokers of public safety by improving the spheres of influence that third parties assert over relevant locations, systems or conditions that facilitate crime. This process is often termed redistribution, leveraging or third-party policing. Research from the fields of illicit synthetic drug control and regulation is reviewed to highlight a number of key implementation issues.*

Paper #7

"The power of policing partnerships: sustaining the gains", [Journal of Experimental Criminology](#) Volume 10, [Issue 3](#), pp 341–365, September 2014, Lorraine Mazerolle

> *"Third Party Policing partnerships rest on the capacity of police to build relationships with third parties who have a stake in the crime problem, who possess responsive regulation legal levers, and who have a clear mandate to offer long-term solutions and help sustain the crime control gains. Partnerships, I argue, offer long-term solutions for police because they activate latent mechanisms, building the capacity for third parties to both maintain short-term gains and sustain the crime control gains beyond the lifespan of the initial police intervention.*

Within NZ, particularly during the period when the Crime Prevention Unit and Safer Community Councils were functioning, there were many examples of the efficacy of third-party policing partnerships that involved Government agencies such as Police, ACC, HPA (formerly ALAC), Regional Public Health along with NGOs and private sector organisations.   A particularly good example is the advent of Alcohol Accords.

Paper #8

What is an Alcohol Accord ?
https://www.alcohol.org.nz/sites/default/files/field/file_attachment/AL604%20Accords%20Guidelines_FA_Online_May%202015_EB.pdf

An Alcohol Accord is a partnership between key stakeholders/partners in the Accord coverage area to promote community safety through safer alcohol consumption. Members can include the police, the local city or district council, public health units, representatives of both on and off-licensed premises, and other interested community organisations. An Accord complements the regulatory environment that exists under New Zealand legislation. It is a proactive, non-regulatory way of bringing about safer streets, neighbourhoods and communities.

"1. Partnerships can help to reduce alcohol-related harm. Where the suppliers of alcohol and the police and health, environmental and community agencies cooperate effectively, the consumption of alcohol can be made a safer experience for drinkers and for the community. Partnerships can be established through written or less formal agreements between parties – these agreements are called 'Accords'. Accords are one strategy by which communities can work together to prevent or solve problems.

"Why an Alcohol Accord? Alcohol Accords are an initiative to make the streets and venues of New Zealand towns and cities safe and enjoyable places for people to be. The Alcohol Accords' key objectives are to promote safe alcohol use and minimise alcohol-related harm. They can result in:
- *• reductions in crime, disorder and anti-social behaviour*
- *• reductions in alcohol-related harm in the community*
- *• an increase in public confidence regarding safety.*

"Alcohol Accords have been implemented and maintained throughout New Zealand, from Kaitaia to Dunedin, since 2001. Evaluations have shown that Accords have a positive effect on reducing alcohol-related harm in communities."

Paper/Webinar #9

A reported example was presented in the Safe Communities Foundation webinar series #3 Alcohol-related Harm in the Community. At 48mins there is a presentation on a partnership to address alcohol-related harm in Tauranga. All four presentations are good examples of activities in alcohol harm reduction. http://www.safecommunities.org.nz/resources/recorded-webinars

In response to reports of street violence in a popular entertainment precinct in Tauranga a partnership approach was developed:
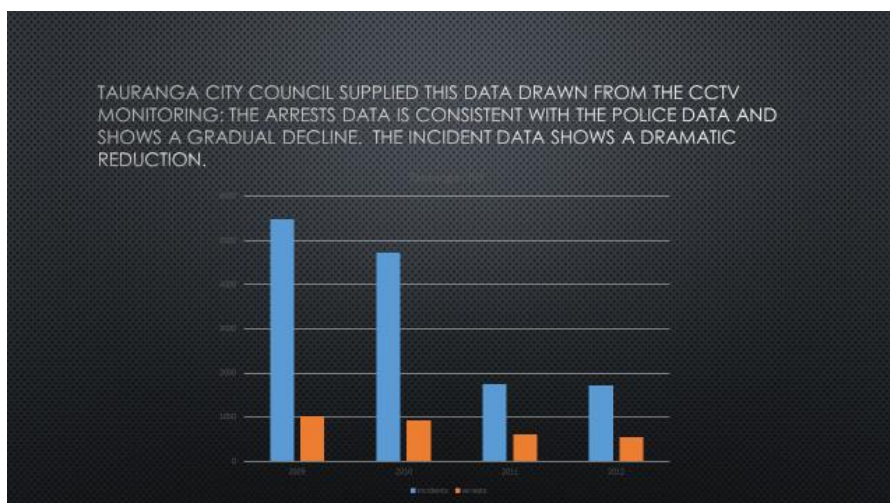- In 2010 the parties came together to thrash-out a comprehensive plan (Strand Night Management Plan) to overcome the recurring issues and create channels of communication rather than resorting to the media.
- The Planning Partners comprised of the Police, various Council departments, Safe City, Main Street, HANZ (Hospitality Association of NZ), and a number of the Strand Licensees.

Key actions in the Plan
- No more liquor licences with closing times after 3.00am (new or renewal)
- 24/7 liquor ban across the whole CBD
- Closed the reclamation car park after 10.00pm Thursday/Friday/Saturday nights to prevent congregating of people in a hard to manage setting
- Removed hedging along the railway line boundary fence to increase visibility
- Moved the pedestrian footpath to the outside of the pavement and fencing the licensed areas to keep separation between patrons and pedestrians
- Improved lighting (light attracts people but dark attracts crime)
- Better positioning and improved quality of CCTV
- Bar and door staff training
- Mellow Yellow: fluoro vests for Door Staff
- Radio communications between door staff and CCTV operator.
- Resources in bars with key messages around personal responsibility
- Dedicated Policing Team (Alcohol Safety Strategy ASS)

Outcomes

There was a drop in Police arrests, and a substantial drop in CCTV reported incidents. The lower reduction in the number of Police arrests reflects the reality that Police frequently did not respond to incident reports from the CCTV operators, as shown in the graph. This is an example where just utilising Police data would have led to incorrect conclusions about the effectiveness of the partnership, and the wide-ranging interventions.

TAURANGA CITY COUNCIL SUPPLIED THIS DATA DRAWN FROM THE CCTV MONITORING; THE ARRESTS DATA IS CONSISTENT WITH THE POLICE DATA AND SHOWS A GRADUAL DECLINE. THE INCIDENT DATA SHOWS A DRAMATIC REDUCTION.

Internationally, and nationally, there are many more examples of sustainable partnerships in community safety and crime prevention.

Paper #10

Abstract

Purpose
This paper aims to outline an exploratory study of how a multi-agency, partnership approach to crime prevention might enable the police more effectively to target their utilisation of resources in order both to reduce local levels of criminality and to improve public confidence. It is set against a backdrop of major police reforms that will require police commanders to demonstrate high levels of accountability in terms of resource and financial utilisation, and to show continuing improvement in levels of public confidence.

Design/methodology/approach
A case study approach is adopted; it draws upon both primary and secondary data sources and is framed within a situational approach to crime prevention.

Findings
There has been a drop in the levels of burglary in those areas where the home improvement initiative (Decent Homes Programme) has been carried out. The tenants consulted as part of the research reported that they felt safer in their homes as a result. Also, their general level of satisfaction with the police and other agencies has improved.

Research limitations/implications
There has been an overall drop in levels of reported crime in terms of burglaries across the UK. It may be asked whether such improvement in Nottingham has been due to a genuine improvement in police performance or is as a consequence of the home improvements. The present paper is a single case study, with no opportunity for a comparative analysis across other police force areas. This limitation could be overcome by other researchers involved in similar Decent Homes Programmes in other cities in the UK.

Practical implications
The research illustrates that multi-agency working may indeed help create an improvement in living conditions for residents. It also identifies the fact that, as a result of successful integrated multi-agency approaches to crime prevention, the police are able to save resources in terms of time spent investigating crime.

Comparable examples in New Zealand were undertaken in Tauranga, Rotorua, Napier under the banner "Safe as Houses" and elsewhere around the country in similar neighbourhood and street-by-street campaigns.

Paper #11

Safer Napier undertook a comprehensive evaluation of "Safe as Houses" in Tamatea, Napier in 2014. Project partners: Napier City Council (NCC) Community Development and Emergency Management, ACC, NZ Police, NZ Fire Service, and Napier Neighbourhood Support (NNHS).

Some of the crime prevention outcomes are:

> *"All 40 households were first visited by a Police Officer and another member of the Assessment team. The same key safety messages were provided plus additional information based on the individual needs of that household.*

> *"Of the 25 households surveyed three months after the Home Assessment, almost two thirds (64%) had made changes to improve their or their families safety (see Table 1). These changes were in addition to the actions the agencies and groups involved implemented.*

> *"Of the 25 households surveyed 44% felt safer after being part of the 'Safe as Houses' programe (Table 2).*

> ***"Reduced crime through implementation of prevention actions***
> *This project has increased people's awareness about what they can do to make themselves safer, for example from burglary. Because of this project 18 people have said they would like to be part of a local Neighbourhood Support Group and group meetings have been held. Napier Neighbourhood Support had door knocked in this area before to try and establish a Neighbourhood Support Group but households had been reluctant to get involved. Through Safe as Houses two NHS groups have now been established in this area. The NNHS Coordinator says "Safe as Houses has allowed NNHS to reach areas we would not normally be able to. Safe as Houses is very important, we get better results than we would on our own".*

> *"The project has also made some physical changes based on Crime Prevention through Environmental Design (CPTED) principals. This has included the trimming of trees and bushes to improve sight lines.*

Paper #12

Multi-Sector Partnerships for Preventing Violence: A Guide for Using Collaboration Multiplier to Improve Safety Outcomes for Young People, Communities and Cities. Oakland, CA: Prevention Institute. (2014). Davis, R.A. & Tsao, B https://www.preventioninstitute.org/sites/default/files/publications/Multi-Sector%20Partnerships%20for%20Preventing%20Violence.pdf

Developed by Prevention Institute as part of the UNITY initiative with funding from The Kresge Foundation

> *"The UNITY Assessment of Youth Violence Prevention Activities in U.S.A. Cities revealed that cities with the greatest coordinated approach also had the lowest rates of youth violence. Efforts to prevent violence will be more effective when multiple private, public and community players come together in a strategic and coordinated way. A multi-sector collaboration can be organized as a coalition, committee, network or other form of public private partnership, and this can serve as the central coordinating body for prevention efforts. Such collaboration can better leverage available resources, enjoy greater reach and credibility than any individual organization, engage new networks that can help hold leaders and city agencies accountable, and accomplish more ambitious goals when members work together. Multisector collaboration also brings the capacity to define a problem and shape a solution, enhances resources to achieve success, adds credibility and advocacy power, and has staying power.*

Paper #13

Centre for Disease Control. https://www.cdc.gov/features/stryve/index.html

"Partnerships to Prevent Youth Violence"
The STRYVE Action Council is a partnership to prevent youth violence.Youth violence is a significant public health problem that causes considerable harm to young people, families, and communities. Learn about CDC's work leveraging partnerships across jurisdictions through the STRYVE Action Council, a multi-sector group of organizations with the common objective of mobilizing and sustaining actions that prevent youth violence before it starts.

"Why Youth Violence?"
Youth violence is a leading cause of death and injuries. Twelve young people are victims of homicide every day, and homicide is the third leading cause of death for youth aged 10-24 years. Its damage extends beyond young victims to harm the physical, mental, and economic health of all community residents.

"Why Partnerships? "
Youth violence is neither inevitable nor unavoidable. Evidence from research and practice shows that we can prevent youth violence. However, the public health sector cannot succeed alone. Multi-sector partnerships across jurisdictions are critical to implementing the comprehensive approaches needed to prevent youth violence.

For the past two decades, CDC has provided scientific and programmatic expertise to help communities prevent youth violence. Most recently, CDC released A Comprehensive Technical Package for the Prevention of Youth Violence and Associated Risk Behaviors.[4.09 MB] This technical package is a collection of strategies that represent the best available evidence to prevent or reduce public health problems like violence. It supports STRYVE's national initiative and is intended as a resource to guide prevention decision-making in communities and states.

CDC's youth violence prevention strategy focuses on research investments to build evidence, such as the National Centers of Excellence in Youth Violence Prevention, funding local health departments to implement prevention efforts, and providing an online space for practitioners to create a customized youth violence prevention plan through STRYVE Online. CDC formed the STRYVE Action Council in 2010 after recognizing the need to leverage the expertise, resources, and influence of partners inside and outside public health to advance its work in communities.

Case Studies

The following two case studies are presented as being similar to Safe Communities in their governance and operation. The processes and reported outcomes are consistent with what would be seen if there was a comparable level of data collection and analysis in New Zealand.

Paper #14

The Santa Rosa Violence Prevention Partnership. http://www.thepartnershipsr.org/
Comprehensive 10 year report. *http://www.thepartnershipsr.org/history/*

"A collaborative effort involving private citizens, government, local community-based organizations, schools, parents, the faith community, and local law enforcement to prevent violence in our community and provide support for our youth and families through partnerships.

Paper #15
Communities That Care. https://www.communitiesthatcare.net/how-ctc-works/

The CTC methodology is almost identical to Safe Communities. The five phases for CTC mirror the Safe Communities accreditation criteria. Their research shows evidence that it works. https://www.communitiesthatcare.net/research-results/

Proven Results
Communities That Care was tested in a randomized controlled trial. 24 communities across 7 states were matched in pairs within state and randomly assigned to either receive CTC or serve as control communities.

In this trial, a panel of 4407 students from CTC and control communities was followed and surveyed annually from Grade 5. By the spring of Grade 8, significantly fewer of the panel students from the CTC communities had health and behavior problems than those from the control communities.

Panel students from CTC communities were:
25% less likely to have initiated delinquent behavior
32% less likely to have initiated the use of alcohol
33% less likely to have initiated cigarette use than control community youths

These significant effects were sustained through Grade 10, one year after the intervention phase of the trial ended. By the end of Grade 10, panel students from CTC communities also had 25% lower odds of engaging in violent behavior in the past year than those from control communities.

Research Briefs
- *Monitoring Levels of Depression in a Community's Youth The Communities That Care Brief Depression Scale: Psychometric Properties and Criterion Validity. University of Washington, Social Development Research Group*

- *Promoting Protection Community Wide: Effects of the Communities That Care Prevention System. University of Washington, Social Development Research Group*

- *More Evidence That Prevention Works: Communities That Care Significantly Reduced Substance Use, Delinquency, and Violence Through Grade 12. University of Washington, Social Development Research Group*

- *Communities That Care returns $5.30 per dollar invested by preventing youth tobacco use and delinquency. University of Washington, Social Development Research Group*

- *A test of Communities That Care: Community coalitions can prevent youth substance use and delinquency. University of Washington, Social Development Research Group*

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- [Can communities implement prevention programs with fidelity to program design?](#) *University of Washington, Social Development Research Group*

Earlier in this document, reference is made to the political and philosophical determinants of the value of partnerships for community safety and crime prevention.

This 2015 paper revisits the role and value placed on community-based organisations working in the crime prevention space and identifies real challenges in evaluating their effectiveness – raising the previously identified issues of ambiguity and definitions.

Paper #16

> *"Community-based organizations may employ various services that can be classified into one or more of the multiple dimensions listed above, thus it is possible for services to operate simultaneously at different levels. When providing some of these general services, organizations may employ evidence-based practices or model programs, such as those recommended by the Blueprints for Healthy Youth Development (Mihalic and Elliott 2015). Service programs may be more general as well: such as wilderness programs, drug abuse prevention, social development, and faith-based programs. Conversely, programs may focus on only one risk factor, such as, unemployment. Despite where these programs fall categorically, community-based organizations clearly perform a wide range of programs and services (see for example Farrington and Welsh 2007).*

> *"Though patterns and themes are evident in the crime prevention activities of community-based organizations, reviewing the evidence of their effectiveness is a challenge. The types of services can be operationalized in a myriad of ways, such as recreational, boot camp, or military-oriented formats, faith-oriented approaches, or even mobilizing youth for social change. The almost limitless choice of approaches that community-based organizations can pursue to prevent crime has advantages and disadvantages. Community-based approaches like community policing "can be custom-tailored to the problems and needs of specific communities" (Worrall 2013: 107), but this feature also makes it highly difficult to generalize to other contexts. Moreover, community-based organizations run a wide array of programs, some being general and others being tailored specifically to meet the needs of a given neighborhood or youth population, with complex, often piecemeal, funding sources. For evaluators, this makes it difficult to test outcomes.*

> *"Meta-analysis provides some insight into crime prevention taking place in a community-based setting (Jolliffe and Farrington 2007). However, contrasting and combining results from different studies is problematic because community-based organizations are so diverse, have different degrees of capacity, select different programs to run, operate in unique places, and serve unique populations. Thus, assessing what works is complex and difficult— and assuming a priori that a program that works in one setting will work as well in another is naïve, at best. The effect of this is that, similar to community-oriented policing, the literature about effectiveness has a more microlevel orientation (Worrall 2013). In other words, research is usually about on how effectively a particular program works in a particular community-based organizational setting. Researchers rightly point out that with community*

initiatives "[i]t is difficult to establish causality; experiments are difficult to conduct because finding comparison sites is troublesome and randomization often is not feasible; and, finally, it may be impossible to persuade community-based program leaders that impact evaluation is even desirable" (Kelling et al. 1999: 7).

"Given that the majority of studies of effectiveness of community-based organizations use small samples or focus on a single organization, we need to look to other areas of research in the hope of making broader conclusions about the crime reduction capacity of community-based organizations. One line of research has suggested that community-based organizations contribute to crime reductions through efforts that encourage social ties between neighbors and that work to reduce physical disorder

"While some scholars debate the number and types of organizations that must be present within economically disadvantaged neighborhoods to significantly facilitate social control, there are indeed signs that organizations improve social conditions, mitigate social and economic isolation of poor neighborhoods, and can reduce crime by mobilizing resources and providing family and youth services to economically devastated neighborhoods (Slocum et al. 2013).

"Thus, an organization's effectiveness is influenced by the amount of funding and outside support it receives (Ramey and Shrider 2014), and the number of collaborations and partnerships it is able to develop and maintain (Bennett 1995; Rosenbaum and Schuck 2012).

"The UK experience with Youth Offender Teams reinforces the reasoning that community-based organizations' projects and programs need to not just provide individual coping strategies but also address the glaring social deficits and systemic inequalities in the communities most often subject to crime prevention and intervention policies (Currie 2013b).

"While community-based organizations may adapt a program for various reasons, one key reason might have to do with attending to the specific needs of the population being served. Funders often mandate programs be evidence-based; however, most programs have not been tested with every population or in every environment. Therefore, there is often a mismatch between the tested population or setting and the actual setting or population where the program will be implemented. At the same time, it is essential that any administered program be culturally relevant to the specific community (Castro et al. 2004)

Conclusions

The 1980s and 90s saw the rise of partnerships and collaboration as cornerstones of crime prevention. The Crime Prevention Unit was established in the Office of the Prime Minister. This reflected a broader focus beyond control and punishment to embrace the social context in which crimes were occurring and victims/offenders were generated.

Notwithstanding changes in the political and philosophical approach to policing in the past ten years, there is ample evidence that the partnership approach to crime prevention and community safety is valid and effective. Current research and evaluation justifies the continuation of partnerships for community safety. Safe Communities Foundation NZ is the only national organisation and community network that has a focus on Community Safety: injury and crime prevention. More than 25 local authorities are part of the Safe Communities network. It is therefore no surprise that Police are represented on 100% of the Safe Communities throughout New Zealand. At a local level at least, the value of Safe Communities is understood and Police are engaged.

During the period when Safer Community Councils were being funded, The Ministry of Justice, and Police were regularly receiving reports on what was being delivered and what was working. Staff regularly liaised with Safe Community Council coordinators to discuss proposed activities and offer guidance on best practice. Where has that information gone? What analysis, if any, was done on those reports? The Police developed policies on liquor, youth and other offending. What has happened to those programmes? Were they evaluated?

It appears that much of the intel and the people who populated these areas are gone and the information and institutional knowledge has been lost. The article on police science (paper #5) notes that this has been a common trend with Police generally and laments the failure to analyse and aggregate this data.

While it is the responsibility of the Police and other government agencies to exercise due diligence, and ask the question: how does Safe Communities deliver on departmental objectives and outcomes?

It is also incumbent on Police and other government agencies to ask themselves: how does our organisation fit into the (eg) Safe Communities model of partnerships and collaboration?

A new dialogue with Police and Ministry of Justice should begin by recognising the demonstrated value in community partnerships and seek ways to rebuild a formal relationship with appropriate levels of resourcing. Perhaps a new government will facilitate this.