

## **Burglary Toolkit: Developing Local Solutions for Local Problems**

### **Assessing the Local Situation**

#### **Outline Approach**

Local strategies need to be based on a clear understanding of the local situation and avoid making assumptions about the problems and their causes. This means gathering and analysing information on:

- What types of crime?
- When are they occurring?
- How often?
- Where they are taking place?
- Who or what is the target?
- What is the impact?
- Are repeats occurring?
- How are they doing it?

This section sets out to help partners with this analysis and provides summary checklists for suggested local use.

#### **Use of Information Systems**

A wide range of sources of national and local data on domestic burglary is available. Not only are there differences nationally between estimates of offences, reported offences and recorded offences, there are also variations from area to area in how offences are reported and recorded.

The requirements of insurance companies and the lack of home contents insurance by some households will both influence the levels of reported crime.

The completeness and accuracy of the crime report is often patchy. Nevertheless it is useful to use a routine standard analysis.

Useful data sources will include those of the respective partner agencies particularly landlords, including health authorities (?) and probation. In addition to data, it may also be helpful to gather information from voluntary organisations such as Victim Support, Age Concern and faith groups as well as resident surveys and interviews with local activists and councillors

Using a range of data sources can help to double check that data is reliable.

Some other useful checks involve:

- Being as clear as possible about what information is required.
- Spending time talking to the person providing the data in order to understand fully the basis on which it is collected.
- Being aware of the uses to which the information is already put.
- Running a 'reasonableness test'
- Are the figures what one might expect in relation to the area/issue in question?
- Are their 'blips'? If so, how can these be explained?

## Identifying Problems

A chart is provided which can be used as a worksheet to help summarise your findings. This will provide partners with an outline of the identified problems in your area. Checklist:

ISSUE	INFORMATION SOURCES
<p><b><u>1. What types of burglary are occurring?</u></b></p> <p>Attempts Burglary without loss Burglary with loss Distraction burglary</p>	<p>Police (<i>data/ analysis of recorded crimes</i>) Neighbourhood Watch co-ordinators Landlords, Residents. Community surveys/ consultations (<i>Information on unrecorded and non-reported crimes.</i>) Insurance companies</p>
<p><b><u>2. Where is crime occurring?</u></b></p> <ul style="list-style-type: none"> <li>• Are there particular hotspots (wards or streets)?</li> <li>• Are there particular types of location? e.g. houses backing onto open space.</li> <li>• Do locations share common physical features? E.g. ease of access/egress</li> </ul>	<p>Police (<i>data /analysis of recorded crimes</i>) NW co-ordinators Community surveys/ consultations (<i>Information on unrecorded and unreported crimes</i>) Insurance contacts: (<i>risk assessments for different areas.</i>)</p>
<p><b><u>3. When is it occurring?</u></b></p> <p>Is the risk of crime higher at certain times of the:</p> <p>Day Week Year? What trends can be detected?</p>	<p>Police (<i>data /analysis of recorded crimes</i>) Housing managers Neighbourhood Watch co-ordinators Community surveys/ consultations (<i>Information on unrecorded and unreported crimes</i>)</p>
<p><b><u>4. How often?</u></b></p> <p>What are the numbers and rates? How do crime rates compare with other areas?</p>	<p>Police (<i>data /analysis of recorded crimes</i>) NW co-ordinators Community consultations (<i>Information on unrecorded crimes</i>)</p>
<p><b><u>5. What is the impact?</u></b></p> <p>What concerns the public most?</p>	<p>Community consultations (<i>Focus groups/ Fear of crime surveys ,etc</i>)</p>

<p>What is the impact on victims?          What items tend to be stolen?          What is the value of items stolen?</p>	<p>Housing Dept surveys          Police (<i>data/analysis of recorded crimes</i>)          Reparation schemes (<i>feedback from victims</i>)          General practitioners/ health authority (?)/ hospitals, dispensing chemists          (e.g. feedback on stress-related illness)          Local insurance contacts          (<i>Data on claims</i>)</p>
<p><b><u>6 Who or what is the victim?</u></b>          Do victims share common characteristics (e.g. age, gender, race/ ethnic origin, students, type of property, household make-up)?          What types of houses are most vulnerable? E.g. student flats,</p>	<p>Police (<i>data /analysis of recorded crimes</i>)          Insurance companies          Housing depts and associations          Voluntary orgs</p>
<p><b><u>7 Are repeats occurring?</u></b></p>	<p>Police (<i>data / analysis of recorded crimes</i>)          Insurance companies          Landlords, Residents</p>
<p><b><u>8 How are they doing it?</u></b>          Do crimes tend to be committed in a certain way?  <i>May give clues to the number/ sophistication of offenders involved.</i></p>	<p>Police (<i>data /analysis of recorded crimes</i>)</p>
<p><b><u>9 Illicit markets</u></b>          How are goods being disposed of?          What proportion of stolen goods are recovered?          Can patterns be detected in when and where stolen goods are recovered?</p>	<p>Police Intelligence          Crimestoppers          Trading Standards</p>

### **Analysing Causes**

The chart below can be used as a worksheet in conjunction with the checklist above to help summarise your findings. This will provide partners with an outline analysis of causes identified in your area. The chart is deliberately simple and easy to use.

	<b>Information sources</b>
<p><b><u>1. Profile of offenders</u></b></p> <p>Are crimes the work of many or a few prolific offenders?</p> <p>Do offender profiles point to common factors? e.g. Age/ School exclusion/ School underachievement/ Lack of skills</p> <p>What evidence is there that crime are drug-related?</p> <p>How do offenders become involved?</p> <p>Do offenders live locally or are they travelling to the area to commit crime?</p> <p>Do recovery rates suggest that offenders are opportunists/ professionals?</p> <p>If crime is for monetary gain, who are the sources for illicit trading?</p>	<p>Police</p> <p>Youth Offending Teams</p> <p>Probation service</p> <p>Social Services</p> <p>Schools</p> <p>Trading Standards</p> <p>Crimestoppers</p>
<p><b><u>2. Victim</u></b></p> <p>What makes houses attractive to thieves?</p> <p>What security features do houses involved possess?</p> <p>Are householders particularly vulnerable i.e. visually impaired</p> <p>Are householders aware of risks?</p> <p>Do they possess desirable items?</p> <p>Are householders transient populations, renting accommodation for short periods with little informal social contact?</p>	<p>Victim Support</p> <p>Police</p> <p>Youth Offending Teams</p> <p>Probation service</p> <p>Social Housing Landlords</p> <p>De-briefing burglars</p>
<p><b><u>3. Physical environment</u></b></p> <p>What features of crime hotpots make them attractive and accessible for thieves? e.g. Terraced housing with back alleys and no natural surveillance.</p> <p>Houses in multiple occupation with shared entrances, poor quality locks and large numbers of visitors.</p> <p>Poor lighting levels.</p> <p>What opportunities are there for surveillance?</p>	<p>Landlords, Residents</p> <p>Police</p> <p>Youth Offending Teams</p> <p>Probation service</p> <p>Local residents/ businesses</p> <p>Local planners</p> <p>De-briefing burglars</p>
<p><b><u>4. Social environment</u></b></p> <p>Are houses in an area of deprivation?</p> <p>Are houses in a vulnerable area?</p>	<p>Police</p> <p>Trading Standards</p> <p>Crimestoppers</p>

What are the markets for stolen goods?

Are there residents who are willing to purchase stolen property, sometimes to replace property lost through burglary?

Local planners

### **Drawing Up A Local Strategy**

#### **Developing Potential Solutions**

Analysing problems and their causes will provide the basis for developing an effective local strategy. There are four main stages in this process:

- Agreeing priorities
- Generating ideas
- Assessing potential solutions
- Drawing up a balanced programme.

#### **Agreeing Priorities**

One way of agreeing priorities for the partnership area is to hold a partnership meeting:

- each agency should come to the meeting having first clarified their own priorities for action.
- each organisation in turn should outline:
  - its strategic priorities in the target area
  - what it can contribute to domestic burglary reduction
  - any initiatives it may oppose or not wish to take part in.

The group as a whole can then consider the resulting agenda, looking at:

- areas of agreement and disagreement
- what is known about effective practice and
- agree priorities for action.

After the meeting individual partners will need to endorse the agreed priorities. The priorities agreed should be specific about the issue to be targeted.

#### **Generating Ideas**

The next stage involves generating ideas on how to tackle the priorities agreed. It is possible to intervene at many different points to reduce the chances of a crime taking place. For example, interventions may involve:

- Targeted work with young people at risk of offending by committing domestic burglary
- Changes in the way residential areas are designed and managed
- Increased surveillance
- Targeted enforcement
- Integrated offender management
- Reducing the market for stolen goods.

Partners can produce a surprising number of options based on their knowledge of the area and their awareness of their own roles and responsibilities within the community. In plotting the different options it is helpful to distinguish between long and short term measures and between those which relate to:

- offenders and/or those at risk of offending
- the victims or target
- the physical environment
- the social environment.

### Appraising Options

Once ideas have been generated, the preferred options need to be appraised. This process is critical. To achieve their full potential, the measures introduced need to be based on a clear understanding of:

- **WHY** they are expected to work (what mechanisms they will use - the Conjunction of Criminal Opportunity 'Intervention' section can help specify mechanisms); and
- **WHAT** needs to happen for them to succeed

Rigorous option appraisal will help identify the most effective - and cost effective - options. It will also highlight ingredients that are crucial to success when it comes to implementation.

### Options: Checklist

Use a chart to set out your responses to the following questions:

1. What is the precise problem to be tackled?  
Partnerships should look to tackle the problem with the biggest numbers  
Does it relate to particular:
  - types of housing
  - locations
  - groups of victims
  - offenders?If more information is needed, how can it be obtained?
2. What outcome(s) do we want to achieve and by when?
  - How do these relate to the problems identified?
3. How will the option achieve the desired effect?
  - What is the *mechanism* for achieving the result intended?
4. What evidence is there to support this approach?
  - Has anything similar been done elsewhere?
  - If so, was it well evaluated and was it successful?
5. What else needs to happen for it the option to work?
  - Under what circumstances will the option achieve the intended outcome?
  - Does it depend on specific conditions or resources, or on support from relevant interests?
  - If so, are these conditions present or can they be created?

6. How much do we need to do to make a difference?
7. How will we know if it is working?
  - How and how often will progress be measured?
  - Who will undertake the work?
8. What resources will be needed?
  - What start up costs, staff time; capital and running costs are likely to be required, and how will these be met?
  - What could be provided 'in kind'?
  - What are the opportunity costs involved? e.g. initiatives targeting offenders could lead to higher arrest rates and potentially higher prosecution rates
  - What will the positive or negative side effects be?
9. Will the benefits outweigh the costs?
  - Will the outcomes be worthwhile?
  - Could the resources be better used on an alternative option?
  - Does the option represent 'Best Value'?

<b>Drawing Up A Balanced Programme</b>
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It is important to tackle crime problems through a balanced package of measures that combines short and long term measures and involves action across a range of fronts.

Plotting what is planned or in progress on a chart will help to double-check that your programme contains that balance.

As well as interventions and initiatives that the partnership and partners will take forward, there may well be opportunities to mobilise others to take supporting action. The "who can help" page below highlights many groups with an interest.

Using different colours, the chart should distinguish between:

- Actions the partnership will lead on
- Work already in progress
- Developments that partner needs to influence.

<b>Evaluated Options</b>
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This section of the toolkit draws together findings from research on the effectiveness of different approaches to reducing domestic burglary. Favourable findings do not mean that an approach will work in every situation. Using the option appraisal tool will help partners to assess whether the approach meets their needs.

<b>Approach</b>	<b>Reasoning / mechanism</b>	<b>Summary of research findings</b>
Increase CCTV coverage	Cameras will either: <ul style="list-style-type: none"> <li>• Deter thieves</li> <li>• Aid detection</li> <li>• Support successful prosecutions</li> </ul>	Can be effective where it is clear what impact the scheme is meant to have, and where the right conditions are in place for the cameras to have the intended effect.  Works best as part of an integrated and

		evolving package of measures. (Tilley, 1993)
Secure by design	Crime can be reduced by making it harder and more risky to commit.	Implementing action in a police beat reduced risks by nearly 10% Home Office Research Findings No 42 Domestic burglary schemes in the safer cities programme. Ekblom Law and Sutton (1996)
Greater use of intelligence	To provide the rationale and focus for dedicated squads	Performance was seen to have improved. Crime Detection & Prevention Series Paper 59. Combating Burglary: An evaluation of three Strategies Stockdale and Gresham.(1995)
Property marking	To aid in reducing burglary and recovering property.	Evaluation of a successful scheme Laycock (1992)
Targeted policing of hotspots	The more precisely patrol presence is concentrated at the 'hotspots' the less crime there will be at those places and times.  Crackdowns on identified problems must be followed by appropriate consolidation.	US evidence is that this is an effective strategy for dealing with local problems.  Goldblatt & Lewis Wright and Pease 1995
Target known offenders	Disrupting offenders' methods/routines can reduce crimes.  The higher the police arrest rates for high risk offenders the lower the rates of crime.	Targeting repeat offenders appears to be worthwhile.  Goldblatt & Lewis  Recent research indicates that targeting prolific burglars reduced burglaries.  Consolidating Crackdowns: Findings from an anti-burglary project. .Police Research Series 113 Farrell, Chenery and Pease.
Publicity campaigns	Continuous publicity must accompany target hardening to maximise	Media involvement must be planned carefully and messages continually re-

	benefit.	inforced. Tilley and Webb 1994
Targeting the market in stolen goods	Rates of offending/re-offending are influenced by how hard/easy it is to dispose of stolen goods.	Some evidence that difficulties in disposing of stolen property can deter inexperienced thieves in re-offending. Strategies for reducing illicit markets are being tested. Sutton 1998
Protecting property	Dwellings are particularly vulnerable during a change in occupier.	Increased incidence of property crime in both pre-move and post-move periods. Movers and Breakers; Ellingworth and Pease Vol 3 No 1 International Journal of risk, Security and Crime Prevention.
Informant hotlines	Rewards, free phone number and anonymity will generate information leading to arrests.	Schemes are in general highly productive in recovering stolen property/successful prosecutions. Clarke & Harris.1992. More useful in detection than prevention. Research findings by the Vauxhall Centre for the study of Crime at the University of Luton, indicate that in 63% of cases previously unknown offenders, or those known but not suspected for the case in question were arrested and charged as a result of Crimestoppers information.
Raise public awareness/change behaviour	People can (but often fail to) take simple steps to protect themselves from being victimised.  'Cocoon watch' combined with tailored target hardening can prove effective.	<i>General campaigns have limited impact and are unlikely to reduce the overall levels of theft.</i> Burrows & Heal  <i>Campaigns targeted on vulnerable people/places show more promise.</i> Forrester, Chatterton and Pease 1988
Repeat victimisation	Crime can be reduced by protecting victims from further crime.  A graded response to repeats, including household security improvements is effective.	UK research indicates that this can effect a significant reduction. Chenery et al, 1997 Anderson Chenery and Pease1995

## Who can help and local solutions

Many different groups can have a role in reducing domestic burglary by supplying information or taking action or both.

A list of those who can contribute extends much wider than the usual crime and reduction partners. For example, it includes;

- Tenants and residents associations and community groups
- Postal workers, milk delivery staff, council workers e.g. cleansing staff, security staff,
- Home helps and care workers, District nurses and health visitors.
- Local faith groups and voluntary organisations
- Local media.

Mobilising supporters is likely to involve making a case for action, appealing to partners' different interests and looking to what help and support might be needed to contribute fully.

The chart below seeks to assist this process by setting out:

- some of those with a potential part to play.
- what's in it for them
- possible constraints

The chart also signposts some examples of involvement by the different partners.

For many public services, helping to tackle Domestic Burglary will also help achieve Best Value and meet the requirements of Section 17 of the Crime and Disorder Act.

Partners	What can they contribute?	What's in it for them?	Possible constraints	
Police	Data/intelligence Law enforcement Public reassurance Advice on designing out crime Problem-oriented policing Intelligence-led policing Schools liaison	Help from other agencies to reduce crime  Potential impact on overall recorded crime  Value for money	Traditional focus on enforcement rather than prevention – though this is changing  Capacity to manage/process data	
Police authority	Burglary crime reduction objectives in local policing plan.	Responding to public concern.  Value for money		

	Police-community liaison			
/Schools	Burglary prevention programmes in schools  'Alternative education/ vocational qualifications  Targeted work with persistent truants and excluded pupils.	Support from others to cater for/ engage disaffected young people  Links with citizenship programmes etc.  Value for money	Pressure on staff and on the curriculum  Pressure to raise academic standards.	
Local Authority Finance	Quantify internal losses from crime  Use insurance/ risk management regimes to minimise losses.	Potential savings.  Value for money.	Time/ effort involved in collecting data.	
Local Authority Housing/ Housing Association	Effective neighbourhood design and management.  Role for local housing staff and community wardens in giving advice/ encouraging reporting/ gathering information.	Housing in areas with less crime is easier to let, with more rent income and lower repairs budget.	Pressure for quick wins at the cost of long term benefits	
Local Authority Leisure/ Cultural services	Raising awareness  Action to promote crime prevention through sport, art and drama.  Role for Leisure services staff in giving advice/ encouraging	Fear of burglary can deter visitors/ cut use of leisure facilities  Value for money	Concern not to fuel fear crime/ draw attention to the problem	

	<p>reporting/ gathering information.</p> <p>Targeted outreach activities</p>			
Local Authority Planning	<p>Can require a crime impact analysis in any planning application</p> <p>Crime prevention guidelines for developers</p> <p>Design improvements when neighbourhoods are redeveloped</p>	<p>Better planned neighbourhoods have less crime</p> <p>Value for money</p>	<p>Scope is greatest in new developments or major redevelopments</p>	
Local Authority Social Services	<p>Targeted work with young people at risk of offending, including young people in the 'looked after' sector.</p>	<p>Compliance with DoH/Audit Commission advice to develop more emphasis on prevention and family support</p> <p>Multi-agency support for vulnerable families</p> <p>Value for money</p>	<p>Pressure of child protection work consumes resources.</p> <p>Concerns about stigmatising vulnerable groups.</p>	
Local Authority Youth Service and voluntary youth services	<p>Youth diversion projects/projects to encourage responsible behaviour.</p>	<p>Taps into young people's interests.</p> <p>Focus on youth crime may help to get resources</p>	<p>Service has had many resource cuts</p> <p>Concern that crime-focused, targeted youth work may stigmatize</p>	

			young people	
Health Authorities and Trusts	Staff residences may be vulnerable due to work rotas.	Crime a contributory factor in stress-related illness A & E cases arising from aggravated burglary Impact on staff	Other priorities.	
Probation Service	Reducing offending a key area for probation services. Specific offending behaviour programmes are being developed and rolled out across the service.	Intensive work with offenders has a significant impact on re-offending rates.	May only work with a relatively small number of persistent offenders	
Crimestoppers	Provides an anonymous free-phone service to the public to allow them to report on crime and criminals.	Crimestoppers information is handled by experienced police officers	Information may be just a piece of the jigsaw and not yield immediate results	
Insurers and finance houses	Encouragement/incentives to owners to improve home security	Fewer claims	Action by one insurer may benefit all: no competitive advantage	
Neighbourhood watch/ crime prevention panels	Awareness raising Property marking Special attention to vulnerable	Domestic Burglary affects the community and its reputation Responds	Impact depends on the time and commitment put in by volunteers NW	

	premises crime hot spots	to public concern	coverage is incomplete	
Residents' Associations	Direct experience of the problems & practicalities Knowing what would secure other residents' support	Less crime, better quality of life	Divisions within the community Lack of confidence that things can improve.	
Victim Support	Support for victims Help in preventing revictimisation	Keep victim perspective on local partnership agenda	May only know of victims identified by the police.	

### Making It Happen

Any properly integrated burglar reduction plan, consisting of a number of measures, will require a number of key individuals capable of delivering these tasks. These activities may be:

- One-off operations.
- Schemes which address a specific problem in a particular area at a particular time.
- Routine services such as patrolling or probation casework.

A systematic approach will:

- Clarify what needs doing.
- Locate who is going to do what.
- Alert them to the causes of the problem.
- Motivate them to take on the task.
- Empower them with resources, training and information.
- Direct them to follow guidelines.

Projects must address both outputs, in terms of interventions and outcomes, in terms of reductions in crime and also the fear of crime.

Recent research indicates that an effective media campaign linked with visible intensive action reduces fear whilst an effective media campaign with no action actually increases people's fear. (Sutton) 1998

### Planning For Action

Once the options have been appraised and the programme agreed partners should prepare an action plan.

The plan will guide delivery of the project. Good plans set out:

- The overall aim and objectives of the project
- The measures to be taken
- The inputs, or resources, needed and who will contribute what

- The outputs expected
- The outcomes expected
- Time scales for action
- Who is responsible
- Details of how progress will be tracked and assessed.

### Setting Local Targets

The section of the toolkit is designed to help partners check that targets are tightly framed and focused. Setting well-framed targets and monitoring these helps ensure that action plans are turned into reality, for example by:

- helping to clarify what partners are aiming for
- enabling those providing services to be clear about expectations
- providing markers for checking if plans are on track, or need adjusting
- allowing partners, service providers, service users and the wider public to influence priorities and assess achievement.

### Target setting checklist

#### 1. Set targets for intended outcomes.

Targets should reflect the actions planned and what the partnership is trying to achieve.

#### 2. Specify what must actually *happen* for the desired outcome to be achieved, detailing:

- target inputs (e.g. resources in terms of staff or cash)
- processes (e.g. the activities which staff will have responsibility for)
- target outputs (e.g. the immediate consequences of these activities)
- milestones (stages to be reached by given dates)

These detailed targets may not need to be included in the strategy, but having them helps partners be clear about the level of investment and activity needed to achieve the desired result.

It also helps managers check that projects are on course. Setting targets for, and monitoring, inputs as well as outputs is vital for assessing the cost effectiveness of particular initiatives and understanding why a project may not have achieved its intended results.

#### 3. Start from good baseline information.

Meaningful targets and good project design depend on having good information on the scale and nature of the problem. Where there are gaps in the baseline information, set a target date by which the data will be obtained.

#### 4. Estimate the impact that the activities will have

Estimating impact is easier for some crimes than for others. Examples of good practice can help to give a feel for the expected impact from taking a similar course of action in similar conditions.

Running through this series of questions can help in judging where to pitch a target:

- What is the starting position?
  - What is the scale of the problem?
  - What is the trend?

- How do these compare with other areas?
- What has similar activity achieved elsewhere?
  - Are we planning to tackle the problem in the same way?
  - Are the conditions the same?
  - Are we putting in the same resources?
- What else is going on that may affect performance?
  - How might the target(s) be affected by other local or national initiatives?
- Have staff providing services been consulted on the target?
  - Does the target set take account of their input?
  - How will staff commitment be secured?
- Is the target worthwhile?
  - Will the public regard it as acceptable?
  - Will achieving it be satisfying?
  - Based on what has been achieved elsewhere, does it represent value for money?

#### 5. Consider how the target is best expressed

There are many different ways of framing targets. Some options include:

**Absolute:** reduce the number of burglaries 200

**Proportional:** reduce the number of burglaries by 10%

**Relative to a benchmark:** reduce the rate of burglary in Ward A to the borough-wide average

**Relative to expected level:** reduce burglary by 15% relative to expected background trends

**Relative to cost/ value for money:** save twice the amount invested in recovering stolen property on behalf of fleet operators

**Tied to a tolerance:** reduce risk of burglary to less than 5% threshold

#### 6. Make sure the targets set are clear and unambiguous, i.e.:

- Specific
- Measurable
- Achievable
- Realistic
- Timely & Timescaled

Where possible a named person should be responsible for delivering and reporting on each target.

#### 7. Consider how the target might be met.

Could the target be met in ways other than those you intend? If so, how will you check for / guard against this?

#### 8. Consider setting targets that reflect the role of different partners.

Targets that reflect different partners' objectives can help in tracking and acknowledging contributions made by different agencies.

#### 9. Consider how the targets will be communicated to people who need to know about them.

When, and how, will targets be built into work plans? How will the targets be shared? with a wider audience?

### **10. Review progress at regular intervals**

Checks against the targets will help to highlight where projects need adjusting or where targets need revising to reflect a changing situation. The action plan may also need revising to take account of new developments. Some partnerships have set thresholds which trigger action. For example, one partnership is automatically alerted where vehicle crime in any police beat exceeds the force average for the previous year.

## **Tracking Progress & Achievement**

This section of the toolkit offers tools for tracking progress (monitoring) and assessing achievement (evaluation).

Monitoring will help ensure that projects stay on course and on budget.

Effective evaluations of crime reduction initiatives seek to answer the following questions:

- Has change occurred?
- If so, is the project or programme responsible for the changes, or would they have happened anyway?
- If the initiative has several components, have all the components contributed to the changes or have some been effective while others have not had any impact?
- Is the initiative (or elements of it) worth replicating?

In practice this means:

- Comparing changes in the project area with trends in the wider area and in a control area with similar characteristics
- Documenting individual components in a programme separately to identify which elements have had an impact.
- Calculating costs and savings arising from the project to assess value for money.
- Looking at specific local circumstances which may have influenced the outcome of the project and affect the ease with which the project can be replicated.

### **Key general principles for evaluators.**

- Build evaluation in from the start of projects or programmes, for example by making sure that the necessary data collection arrangements are in place.
- Consider how detailed the evaluation needs to be. Large or innovative projects will justify more extensive evaluation than smaller projects based on tried and tested approaches.
- Ensure there is a way of checking the standard of operation - i.e. that the programme is being run as intended.

- Where the ultimate outcome is long term consider obtaining short or 'intermediate' as well as long term outcome measures. (In the case of offender programmes these might include changes in attitude, substance abuse, qualifications obtained etc, depending what the programme is trying to achieve.) These will give more immediate results and help to illustrate *how* the programme is working.
- Choose outcome measures to suit what the programme is designed to do.
- Make sure that sample sizes are sufficient to produce robust results.
- Aim to have a control or comparison group so robust analysis can be made of the difference made by the programme.
- Make sure selection effects are accounted for. With offender programmes this means looking at the outcomes for those *not* selected for the programme or who drop out as well as those who complete it.
- Make sure that evaluators are not involved in running or evaluating the programme being evaluated.

Based on a Home Office Guidance Note, *Programmes for offenders: guidance for evaluators*, 1999 LINKCRP College, Collier and Brand

### Issues Of Implementation

Projects often fail at the implementation stage. This section of the toolkit looks at some common pitfalls in implementation and suggests ways to pre-empt and overcome these.

Pitfalls	Safeguards/ Response
Partners are reluctant to commit to action.	Identify levers / incentives, e.g. evidence of public concern, costs and benefits.  <u>Resources</u> Review steps needed to seek/reinforce senior management commitment within key agencies, and to keep all those within agencies with an interest informed of relevant developments.
Responsibility for implementation is unclear	Assign responsibilities to a named individual. Review/clarify roles and responsibilities of partnership/individual agencies and other stakeholders.
The programme drifts and is underachieving	Review reporting systems. Set clear milestones for performance of key tasks. Review commitment of partner agencies. Strengthen agreement between agencies if necessary. Look at ways of increasing project 'ownership'.
Project leadership is weak	Ensure the project leader has the time, commitment and skills to do the job, and identify training/development needs.

	As well as project management skills, project leaders need the ability to work across traditional agency boundaries and operate in unknown/unpredictable areas.
The project leader moves job	Ensure key decisions and action points are documented. Spread the work to guard against becoming too reliant on one person.
A key partner fails to deliver	Challenge non-delivery. Strengthen agreement between agencies if necessary
Results don't come through	Review analysis of problems and causes. Check option appraisal and that the right conditions are in place for the project to work as intended. Check the action plan is appropriate and well-founded.
There is low community participation	Check community perceptions of the initiative. Identify aspects of the project with greatest community appeal. Review communications plans
Partners lose interest	Review approaches used (e.g. networking between meetings/teambuilding) to keep partners enthused and motivated. Ensure the project integrates with other local activities.
Conflicts develop in the partnership	Use techniques e.g. soft systems analysis to identify sources of conflict and areas of agreement.

### **Problem Solving Chart**

#### THE PROBLEM:

- WHAT type of burglary is occurring?
- WHO are the offenders?
- WHO or WHAT is the victim?
- WHERE is it occurring?
- WHEN is it occurring?
- HOW are they doing it
- How often?
- What is the impact
- Are repeats occurring
- WHAT access is there for disposal of goods?

#### THE CAUSES

- Physical Environment
- Social Environment (sense of community etc.)

- Target Vehicle Profile
- Target Victim Profile
- Offender related

### ***Appraising Options: Checklist and Chart***

1	<p><b>What is the precise problem to be tackled?</b></p> <p>Partnerships should look to tackle the problem with the biggest numbers e.g. is it entry with loss or entry without loss. Does it relate to types of houses?</p>
2	<p><b>What outcome(s) do we want to achieve and by when?</b></p> <p>How do these relate to the problems identified?</p>
3	<p><b><u>How</u> will the option achieve the desired effect?</b></p> <p>What is the <i>mechanism</i> for achieving the result intended?</p>
4	<p><b>What evidence is there to support this approach?</b></p> <p>Has anything similar been done elsewhere?</p> <p>If so, was it well evaluated and was it successful?</p>
5	<p><b>What <i>else</i> needs to happen for it the option to work?</b></p> <p>Under what circumstances will the option achieve the intended outcome?</p> <p>Does it depend on specific conditions or resources, or on support from relevant interests?</p> <p>If so, are these conditions present or can they be created?</p>
6	<p><b><i>How much</i> do we need to do to make a difference?</b></p>
7	<p><b>How will we know if it is working?</b></p> <p>How and how often will progress be measured?</p> <p>Who will undertake the work?</p>
8	<p><b>What resources will be needed?</b></p> <p>What start up costs, staff time; capital and running costs are likely to be required, and how will these be met?</p> <p>What could be provided 'in kind'?</p>
9	<p><b>What will the positive or negative side effects be?</b></p> <p>Is there evidence of any type of displacement?</p> <p>Has there been a change in the number of void properties?</p>
10	<p><b>Will the benefits outweigh the costs?</b></p> <p>Will the outcomes be worthwhile?</p>

Could the resources be better used on an alternative option? Does the option represent 'Best Value'
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