

3. EXECUTIVE SUMMARY & RECOMMENDATIONS

APPENDIX 23

Crime is dynamic and ever changing, challenging us to update our understanding and to make our responses relevant. In order to achieve this we must continually, evaluate and modify our programs and structures.

The purpose of the review of the structure of crime prevention in WA has been to:

- Identify the needs and priorities for the delivery of crime prevention in Western Australia;
- Determine the most effective model for delivering crime prevention throughout Western Australia;
- Assess the involvement of State Government agencies; and
- Assess the participation of Local Government and community.

The Review Of The Structure For Crime Prevention In Western Australia addressed the passage of time since the establishment of SAFER W.A. in 1998. This has been an opportunity to consider how well the structure has assisted in reaching the objective of "Reducing Crime and its Causes and Making Our Community Safer" - with a view to making desirable changes and improvements.

The review sought the views and first hand experience of SAFER W.A. participants about the structure as a means for the delivery of crime prevention. The following contexts were used in the workshops and interviews and applied to the structure of SAFER W.A.:

Relationships

The SAFER W.A. structure was designed to support the development of strong partnerships between State Government agencies, Local Government and the community.

While strong relationships had been formed at the local level, upper levels of SAFER W.A. were considered remote and did not relate well to District Committees.

Consultation

SAFER W.A. was established as a means of bringing Government agencies, Local Government and the community together in order to develop 'local solutions to local crime problems'. The extent of consultation was found to be an area of mixed results. While Local Government and the Police Service consulted their District Committees there was inconsistent consultation with local communities across the State. However it was clear that consultation with Indigenous people, young people and culturally and linguistically diverse people was in need of attention.

Communications

Communication is an important factor in the effective operation of any organisational structure. While communications between agencies had been facilitated by the SAFER W.A. structure, it was generally said that the structure was too unwieldy for effective communications.

Supporting Local Action

SAFER W.A. was established as a means of bringing together Government agencies, Local Government and the community to find 'local solutions to local crime problems'. The review found that although the broader structure had not been of assistance in supporting local action Local Government and the Police Service have strongly supported local action. It was also said that bringing Government agencies together at the district level was an important step.

Influence

SAFER W.A. was established with the objective of facilitating Government agencies, Local Government and local communities to address local crime issues. District Committees reported that while they were able to exert influence within the committee, they have little influence over the wider structure or in the community.

Decision Making

As a decentralised model SAFER W.A. was established with the objective "local solutions to local problems". The review found that District Committees tended to deal with local issues and to make local decisions independent from the broader SAFER W.A. structure. Local decision making is often focused on endorsement of grant applications. Barriers to information sharing between Government agencies were seen as a common impediment to effective decision making.

Measuring Results

An important means of ensuring that any organisation is operating effectively is to measure the results that it has achieved. The review found measuring results was generally ad hoc relying on opinion and anecdotal evidence.

The Review recommendations combine the views expressed in workshops and interviews into actions that will deliver Government policy for:

- A greater focus of crime prevention;
- Closer partnerships with local communities;
- Improved coordination and accountability;
- Useful information advice and statistical data;
- A reduction in repeat victimisation; and
- Better engagement with specific groups in the community notably Indigenous people, young people and culturally and linguistically diverse people.

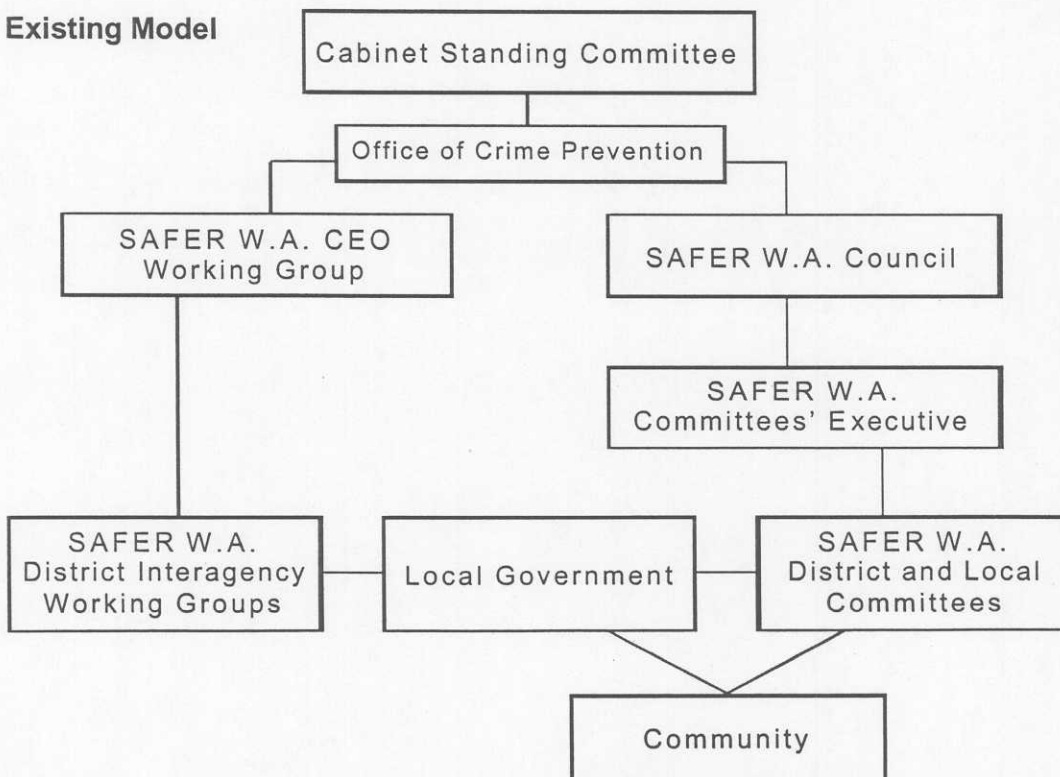
The following needs were identified during the review:

- The structure is complex, requiring clarification of roles and responsibilities;
- The development of strategies to engage with minority groups in the community;
- The elimination of duplication of effort and competition between parts of the structure;
- Renaming the crime prevention program to more accurately reflect its objectives;
- Greater opportunities for direct comment on crime prevention issues;

- Formation on Local Government boundaries for local groupings on crime prevention;
- A commitment to continuity through induction and orientation;
- Provision of information that is relevant to local areas to assist planning;
- Opportunities for workshops to share information that will support local action;
- Realistic resources to carry out local crime prevention plans;
- Improved consultation and communication on broader crime prevention;
- An ability for Government agencies to formally share information;
- High level Government representation to facilitate effective decision making;
- Formal planning, setting of targets, objectives and measures;
- Commitment to capacity building through skills and competency training;
- Dedicated resources for planning, implementation and measuring; and
- A Statewide Crime Prevention Strategy.

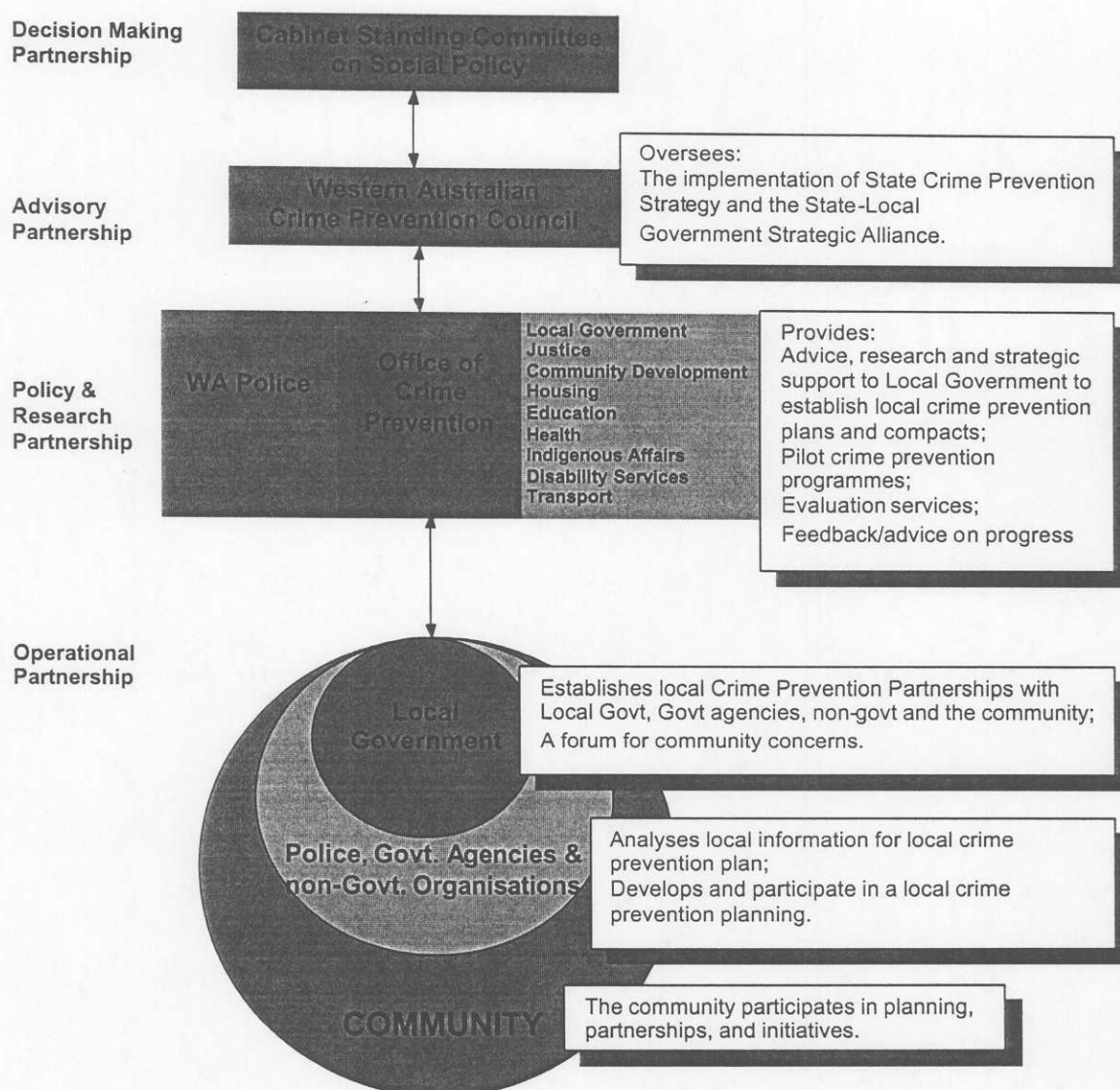
In the absence of an overarching State Crime Prevention Strategy, an active central agency and a clear process pathway, the existing structure's impact on crime cannot be conclusively determined.

Existing Model



Proposed Model

Crime Prevention W.A.



A New Structural Model for Crime Prevention in Western Australia

The new structural model is presented that draws upon existing models in Australia and the United Kingdom. This new model is inclusive and consultative, with straightforward communication lines and links to the local democratic process through Local Government. It builds upon the considerable asset of commitment and experience of those who have been involved in crime prevention over recent years through SAFER W.A., Neighbourhood Watch and the strengths in community partnerships already established. It eliminates duplication of effort and competition between parts of the existing structure which the Review workshops had identified as its principal weakness. It fosters a single delivery process, coordination at every level, communication and sharing of both strategies and practical experience.

The structure encourages the input of all existing stakeholders in crime prevention and invites a closer liaison on planning for local strategies to address crime, by community, non-government organisations, Local Government, Police and State Government agencies.

Building on their experience and role in crime prevention, the model invites Local Government to continue to support and assist in both coordinating the development and implementation of local crime prevention plans, and the administration of local crime prevention partnerships. The Office of Crime Prevention will provide practical assistance to Local Government, the community, State Government agencies and non-government organisations throughout the planning process.

The need for a coordinated and collaborative approach to multi-agency problems has not diminished and the Chief Executive Officers' Working Group and District Interagency Working Groups (DIAWGs) will continue. The review suggested that their role could be broadened to encompass a wider range of issues as well as crime prevention.

The Inquiry into Responses by Government Agencies to Complaints of Family Violence in Aboriginal Communities (Gordon Inquiry) made a number of comments on the role of agencies and the need for better coordination in the delivery of services. The work of DIAWGs in SAFER W.A., together with Strong Families were recommended by the inquiry as good practice models for improving interagency coordination and collaboration.

In developing the Government's response to the recommendations of the Gordon Inquiry, consideration will be given to appropriate frameworks to ensure that Government services to the community are coordinated and integrated effectively at both an agency and local level.

Until that framework is established it is important that the benefits of the CEOs' Working Group and DIAWGs are not lost. These groups will continue in their current form to ensure coordination and collaboration of State Government services at the agency and local level. They will also ensure the appropriate level of support is provided to assist Local Government with the development and implementation of crime prevention plans.

An emphasis on investment in people in the community, through training, to support the planning process and the delivery of successful crime prevention responses will strengthen the ability to deal with new challenges as crime changes over time. The model promotes the ability to anticipate problems in communities and apply early resolutions that avert crime from happening in the first place. This is crime prevention.

RECOMMENDATIONS

GOVERNMENT POLICY - A GREATER FOCUS ON CRIME PREVENTION

Support and assist bodies in their assessment and evaluation of crime prevention initiatives, to ensure the State gets best value for money.

Review Recommendations

1. *Implement a crime prevention structure that best addresses the needs of Western Australia and is streamlined to reduce confusion, duplication and overlap.*
2. *Clarify the roles and responsibilities of the different parts of the crime prevention structure.*
3. *Establish a State Crime Prevention Strategy*

GOVERNMENT POLICY

CLOSER PARTNERSHIPS WITH LOCAL COMMUNITIES

Work with Local Government, other stakeholders and communities in developing 'best practice' crime prevention plans and initiatives.

Review Recommendations

4. *Formalise the important role of Local Government in crime prevention with a strategic alliance on crime prevention between the State and Local Government which incorporates the essential role of the WA Police Service in crime prevention.*
5. *Commit to a strategic approach to crime prevention as a desired outcome for the whole of Government in partnership with Local Government and the community and reflect this in the planning processes and documentation of Government agencies and Local Government Authorities.*

GOVERNMENT POLICY - COORDINATION AND ACCOUNTABILITY

Ensure that key State Government agencies work together on crime and anti-social problems, eg early intervention for young children and families at risk; audit crime prevention performance by key State Government agencies; better coordination between public agencies and private businesses involved in crime prevention.

Review Recommendations

6. *Continue the use of a multi-agency partnership on crime prevention with formal agreement to participation at all levels of the structure.*
7. *Provide a framework to enable agencies that are required to collaborate to enter into appropriate information sharing arrangements.*
8. *Consider an integrated approach that will join up the agendas of Crime Prevention with other related agendas.*

9. *Develop a range of consultation and communication mechanisms that provide meaningful opportunities for participation in crime prevention by key players and the community.*
10. *Rename and rebadge "SAFER W.A." to accurately reflect the objectives and means of crime prevention in W.A.*

GOVERNMENT POLICY - INFORMATION, ADVICE AND STATISTICS

Coordinate the information and operational aspects of crime prevention strategies throughout W.A. including strategic partnerships with Local Government. Provide high-level policy advice to State and Local Governments about effective crime prevention initiatives. Produce information bulletins about Western Australia's crime statistics, analysis of crime, regional differences and any changing patterns in the State's crime rate. Produce and/or publicise research into crime and effective crime prevention programmes, both from a statewide, national and international perspective.

Research and produce clear information for the general public as to how best to defend their homes, workplaces and families. Ensure that the issue of volunteer contribution in different crime prevention initiatives (such as Neighbourhood Watch), and ways to support their role, is examined. Maintain a publicly available database of successful community crime prevention programmes, including any analysis as to the programs effectiveness.

Review Recommendations

11. *Support evidence based decision making through the provision of: Community profiles, relevant research and information on successful crime prevention programs; Community surveys to identify the crime prevention concerns; Standardised comparative data packages; Assessments, reviews and evaluations to establish a body of evidence.*
12. *Raise community awareness about crime prevention in Western Australia and build local community capacity through information distribution, workshops, forums and training.*
13. *Develop the necessary resource material to support changes to the structure and process requirements for the delivery of crime prevention.*

GOVERNMENT POLICY - REPEAT VICTIMISATION

Work to ensure that local councils and Neighbourhood Watch groups are kept up-to-date about the extent of repeat victimisation in their areas. Provide opportunities for repeat victims to be actively advised about effective crime prevention strategies for their individual circumstances, including home and business risk reduction programmes.

Review Recommendations

See Recommendations 12 and 13.

**GOVERNMENT POLICY
STATEMENT OF COMMITMENT TO A NEW AND JUST RELATIONSHIP
BETWEEN THE GOVERNMENT OF WESTERN AUSTRALIA AND ABORIGINAL
WESTERN AUSTRALIANS**

Review Recommendations

14. *Identify and apply strategies that engage specific groups in the community including young people, Indigenous people, and culturally and linguistically diverse people in the crime prevention process.*

AN AGREEMENT BETWEEN THE STATE GOVERNMENT AND LOCAL GOVERNMENTS OF WESTERN AUSTRALIA

The prevention and reduction of crime and its causes is the responsibility of each and every Western Australian. The parties to this agreement recognise that the most effective approach to tackling crime and its causes is through partnerships involving the WA Police Service, State Government agencies, Local Government and the community.

1. Statement of Purpose

PARTNERSHIP AGREEMENT FOR CRIME PREVENTION AND COMMUNITY SAFETY.

2. Partners

The partners to this agreement include:

- Western Australian Government
- The Western Australia Local Government Association
- The Local Government Managers Australia

3. Objectives

The State Government and Local Governments of Western Australia recognise the important role each party has in the prevention of crime and sustainable community safety and security.

The objectives of this agreement are to:

- (i) Acknowledge that the State Government has primacy for law enforcement, crime prevention and community safety.
- (ii) Acknowledge important role Local Government has to play in the area of crime prevention and community safety.
- (iii) Identify opportunities and partnerships to enhance community safety and security.
- (iv) Develop effective lines of communications and consultation between State and Local Government.
- (v) Promote and facilitate crime prevention planning at the community level.
- (vi) Promote and facilitate the development and implementation of crime prevention plans for local communities.

4. Principles

Overarching Principle

A commitment to improving cooperation between State and Local Government to enhance sustainable social, environmental and economic development of Western Australia through consultation, communication, participation, cooperation and collaboration at both strategic and project levels.

General Principles

A commitment to:

Partnership

- Recognise that partnerships between State and Local Government are essential to achieve sustainable social, environmental and economic development for the Western Australian community.
- Be flexible and open to new approaches to service delivery and funding.
- Be sensitive and responsive to the needs and constraints of both spheres of government at the local level.
- Recognise that new partnership agreements can be initiated by either State or Local Government.

Roles and Responsibilities

- Identify and understand the roles and responsibilities of both spheres of government.
- Ensure that these roles and responsibilities are considered and respected in all government decisions.
- Recognise and respect the role that each plays in enhancing sustainable social, environmental and economic development of Western Australia.

Communication

- Open and timely communication on issues of relevance to sustainable social, environmental and economic development of Western Australia.
- Recognise the need for confidentiality of discussions until a mutually agreed time.
- Recognise that State and Local Government may use different processes to communicate with constituent groups.

Consultation

- Purposeful consultation at mutually agreed stages to facilitate understanding and agreement.
- Recognise and account for the different decision making processes of both spheres of government.

Service Delivery

- Continual improvement in the efficiency, effectiveness, timeliness and appropriateness of government service delivery.

Outcome

- Agreements with defined and agreed outcomes and performance measures.
- Promote a realistic approach to funding and resource issues.
- Contribute resources and expertise to the partnership process.

Accountability

- A transparent approach where changes to roles, responsibilities and budgets are negotiated and agreed and resources necessary to implement changes are identified.
- Undertake open assessments of the effectiveness of agreements.
- Have clearly defined reporting, dispute resolution and review mechanisms.

5. Scope of Agreement

Issues

- Support, coordinate and administer local crime prevention partnerships.
- Engage and involve the community.
- Reflect community requirements for crime prevention and community safety.
- Evidence based decision making that targets areas of greatest need.
- Commitment to monitoring and evaluation.
- Sharing information and experiences between Local Governments and the State Government.

Strategies

- Crime prevention plans to be integral part of the Local Government planning approach.
- State Government agency accountability to be established through local service agreements.
- Local Government crime prevention funding program to support activities.

Outcomes

- Enhanced Local Government involvement in crime prevention and community safety and security activities.
- A planned approach to crime prevention and community safety activities at the local level.

- More co-ordinated and integrated approaches to crime prevention and community safety.
- Preventing and reducing crime and its causes to make the community safer.
- Greater community awareness and involvement in crime prevention and community safety efforts.
- Reducing the level of fear of crime.

Timeframes

Guidelines for Community Crime Prevention Plans to be developed by January 2003.

Guidelines for Funding Program to be developed by September 2002.

Responsibilities

State Government

- To provide leadership and direction for crime prevention in Western Australia.
- To work with local government and others to develop a State Crime Prevention Strategy.
- To ensure that appropriate law enforcement strategies are maintained.
- To support Local Government in their crime prevention and community safety activities.
- To provide funds to support Local Government crime prevention planning and initiatives.
- To adopt a whole of Government approach to crime prevention and ensure that relevant State Government agencies participate in local crime prevention partnerships.
- To produce relevant data to assist Local Government in their crime prevention planning and activities.
- To develop the capacity of Local Government to participate in crime prevention and community safety by providing information and advice about "what works" and "what does not work" in crime prevention and providing opportunities for sharing information.

Local Government

- To support, coordinate and administer local crime prevention partnerships.
- To support and facilitate the development and implementation of local crime prevention plans.
- To ensure that local crime prevention plans are consistent with the overall State Crime Prevention Strategy.
- To engage and involve the community, State Government agencies and non-government organisations in local crime prevention partnerships.

- To build the community's capacity to participate in crime prevention partnerships.
- To adopt evidence-based decision making processes that target areas of greatest need.
- To have a commitment to monitoring and evaluation.
- To share information and experiences between Local Governments and with the State Government.

Performance Indicators

- The number of Local Government crime prevention and community safety plans developed.
- The impact on the level of crime.
- The level of community awareness and involvement in crime prevention and community safety efforts.

6. Management

This agreement will be managed jointly by the Office of Crime Prevention, the Western Australian Local Government Association and the Local Government Managers Australia.

7. Reviews

This agreement will be reviewed in twelve months and thereafter every three years.

8. Dispute Resolution Process

Any question or dispute that arises between the parties, regarding the meaning and effect of this Agreement shall be resolved in the following manner:

- The parties shall attempt to resolve the issue.
- If the parties are unable to resolve the issue to their reasonable satisfaction, the issue will be referred to an arbitrator. The arbitrator will be a person or body whom the parties agree on.

9. Break Clause

- This Agreement can be modified or amended with the consent of all parties.
- This Agreement can be terminated by any of the parties giving written notice to the other parties.
- Prior to any decision being made to terminate this Agreement the matter must be referred to the Partnership Council.

10. Agreement in Good Faith

This is an agreement made in good faith based on the commitment of the parties to an effective and sustainable partnership. It does not seek to establish a legal relationship between the parties.