

Improving Community Safety Partnership intelligence-led business processes

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Intelligence-led CSPs **Overview of presentation**

- Background to development of intelligence-led approach by CSPs
- The NIM and the importance of analysis
- Strategic Assessments and their content
- Structuring the PSA, including reviewing different approaches used
- Key elements and ingredients for success in producing strategic assessments
- The role and value of other intelligence products to CSPs

Intelligence-led CSPs **Why be intelligence-led?**

Because it's crucial?

- Agencies such as the police and councils often have a broad understanding of crime and personal safety issues confronting local communities
- However, access to precise and detailed evidence to accurately inform and respond to problems is vital
- Relying on evidence enables us to rationalise the views and demands of local communities, determine priorities and deliver services effectively

or...

Because we are required to?

- Intelligence-led business processes are a key hallmark of the Home Office's *Delivering Safer Communities* guidance

Intelligence-led CSPs *A short!* history of intelligent partnerships

- The basis of partnership working as prescribed by the Crime and Disorder Act 1998 was underpinned by need to produce three-yearly crime audits in local areas
- The 3rd round of audits conducted in 2004 also coincided with the requirement for all police forces to be 'NIM compliant', which included routine production of strategic assessments
- The parallel growth of IQuanta was closely followed by the introduction of more rigorously scrutinized partnership performance agendas (inc. LAAs) which encouraged CSPs to adopt more robust performance management processes
- Additional demands generated by the CSPs Reform Programme in 2007 highlighted further improvements in the core working arrangements of CSPs, with an important focus placed on 'intelligence-led business processes'

Intelligence-led CSPs **Basic principles of the NIM**

- Prevailing ethos was that intelligence-led practice is at the heart of effective service delivery - borrowing the basic principles of the National Intelligence Model (NIM)
- As a business tool, the NIM is sometimes seen as being quite complicated
- The 200-page NIM guidance document recognises that the Model “*can appear complex*”, but when broken down into its key elements it is “*relatively straightforward*” ⁽¹⁾
- In simplest terms, the NIM can be summarised as an information-based deployment system “*which identifies patterns of crime and enables a more fundamental approach to problem solving in which resources can be tasked efficiently against an accurate understanding of crime and incidents problems*” ⁽¹⁾

Intelligence-led CSPs **The importance of analysis**

- Crime analysis is clearly an intrinsic component in enabling a more intelligence-led approach to problem solving
- In a partnership context, with a wide range of diverse community safety issues to address – combined with restricted resources – there is obviously a need to prioritise crime reduction efforts ⁽²⁾
- Routine strategic analysis, including assessment of a wide range of information from partner agencies, is key in helping to provide a more holistic understanding of crime and in supporting the identification of priority areas & risks ⁽²⁾
- The importance of and reliance on strategic analysis in informing planning and delivery is clearly why compiling an annual strategic assessment became a mandatory requirement for CSPs, mirroring the police's obligation

Intelligence-led CSPs Strategic Assessments

- The Strategic Assessment is arguably the key intelligence product for CSPs
- It aids in identifying the key issues and threats in local areas
- It should also help inform the strategic decision-making process for partnerships, helping determine the priorities that require particular attention
- The Assessment is also likely to focus on how underlying causal factors can be addressed, and highlight the potential contribution of partner agencies in such efforts

Intelligence-led CSPs Basic content of PSA ⁽²⁾

- An analysis of the levels and patterns of crime and disorder, including ASB and the misuse of drugs, alcohol and other substances
- An analysis of changes in levels and patterns since the last assessment
- An analysis of why those changes may have occurred, to support effective problem solving
- Assessment of the extent to which the previous year's plan was implemented; and
- Recommendations on the priority areas that partners should address in the coming year

Intelligence-led CSPs **Basic content of PSA**

- Does this mean all Strategic Assessments have identical scope of content?
- No...
- There is still broad interpretation of the scope that a PSA should cover between different partnerships
- Some contain a very wide range of information from different partner agencies, together with supporting analytical charts and maps
- Others are mainly summary documents, with comparatively little or rather basic analysis underpinning them

Intelligence-led CSPs Basic content of PSA

- Because of this PSAs differ in size (from a few pages, to 222 pages!)
- The CSP assessment is also often produced as a separate document to the core police SA, or sometimes the two are merged as a joint product
- Strategic Assessments are also often structured differently according to the approach used in compilation
- Recognised that four different approaches are generally used by partnerships when producing a strategic assessment
- Can produce quite different looking and structured documents, with some approaches more effective than others

Intelligence-led CSPs Structuring the PSA

- **Crime-type approach**

Sections for each crime, disorder and community safety issue covered

- **Strategic partnership priorities approach**

Sections reviewing the current strategic priorities/themes

- **Organisational data approach**

Each section based on an analysis of data from a particular partner agency

- **Problem-orientated analysis approach**

Broadly structured around the 3 PAT elements of Routine Activity Theory - Offender; Victim/vulnerable people, groups or targets; and Location/priority communities

Intelligence-led CSPs *An ideal framework?*

- So is there a right approach to writing a strategic assessment?
- ...not really, although the strengths of the problem-orientated approach have been discussed
- However they're structured, PSAs should stick to some basic good practice principles
- The core consideration is that the whole SA process is about informing strategic partnership development and planning, and should be 'fit for purpose' – i.e. appropriate to the dynamic of the partnership
- And that the partnership decision making process is based on sound intelligence and information – i.e. 'evidence-based'

(2)

Intelligence-led CSPs Elements for success ⁽³⁾

- Set-up representative partnership strategy group to oversee production and take ownership of the PSA
- Good project planning – set timeframe for production, deadlines for draft reports and strategy/steering group meetings pre-booked
- Clear methodology applied consistently throughout
- Utilisation of a broad range of data sources, but ensuring they are only used if they actually add to the knowledge base
- Consistent scanning process to identify emerging issues for further analysis

Intelligence-led CSPs Elements for success ⁽³⁾

- Robust interpretation and analysis of data rather than showing results of simple data processing or aggregation
- PSA should tell the 'story' behind the data – what is driving change or trends
- Ensure that references for any secondary research and data sources or quotes are included
- Completed assessments are comparatively brief – no more than 40 pages
- Any other tips...?

Intelligence-led CSPs **Other intelligence products**

- An array of other intelligence products should play key roles in the CSP business planning cycle
- Tactical assessments should be produced on a regulated, routine basis to inform police and partnership operational activity with a focus towards short term issues, but with reference to and recognition of the strategic priorities
- Problem profiles can emanate from both the strategic and tactical assessment processes, and are produced when a more detailed contextual analysis of a persistent or emerging issue is required
- The findings or intelligence resulting from problem profiles can inform tactical responses and longer-term control/management of the problem

Intelligence-led CSPs **Other intelligence products**

- Although not an 'intelligence product' as defined under the NIM, the importance of undertaking regular monitoring and analysis of performance by CSPs should also not be overlooked
- Performance management can often be seen by organisations as something of a 'tick-box' exercise, particularly if the performance regime or targets are applied 'top down'
- However, if derived from local intelligence and focussed on monitoring the specific strategic and tactical issues identified by other intelligence products, then performance indicators and targets should help underpin and drive the business of the CSP

Thanks!

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Intelligence-led CSPs **References**

- (1) ACPO/Centrex (2005) *Guidance on the National Intelligence Model 2005*. Centrex: Wyboston
- (2) Home Office (Sep 2007) *Delivering Safer Communities: A guide to effective partnership working – Guidance for Community Safety Partnerships*. Home Office: London
- (3) Wickson, J. (2007) *Briefing Note 2: What might a strategic assessment look like?* www.gos.gov.uk