Safer Communities Programme

Principle 3: Evidence

A Partnership Strategic Assessment

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Introduction

This document is designed as a step by step guide to the process of developing a partnership strategic assessment. The aim of this guide is to allow the user to work through each section in a logical sequence; it is designed as a template and the user should adapt their final product to suit local needs. If the guide is followed as written, this would allow the production of similar strategic assessments across Scotland enabling users, managers, partners and key stakeholders to make comparisons and identify links around symptoms and causal factors of community safety issues.

A Partnership Strategic Assessment

As the name suggests a collaborative approach should be taken when writing the document, with subject experts, key stakeholders and other relevant agencies all working together. **The strategic assessment should never be produced by one individual.**

The strategic assessment evidences and strengthens the vital role CSPs (Community Safety Partnerships) play in reducing crime and making communities feel safer. Many CSPs take a preventative and early interventive approach when tackling issues, using the strategic assessment process to examine underlying causes of community safety issues e.g. deprivation, poverty, health issues, unemployment, education, inequalities as well as social and economic challenges. However the community safety strategic assessment also evidences the role CSPs play in the wider Community Planning world and how, through the work of CSP, a number of shared agendas and outcomes can be achieved. In essence the strategic assessment process aims to tackle the most persistent of problems by understanding the reasons and causes behind the issues be that societal, economic, attitudinal or behavioural.

To be used effectively by senior managers to plan budgets or commit resources around future service delivery, the strategic assessment must contain accurate and reliable data from as many different partners as possible. Whether prepared for a Community Safety Partnership or Community Planning Partnership (CPP), the strategic assessment process should undertake a detailed review of the evidence base in order to provide a *clear understanding and explanation* of key issues and causes of concern within an area. The document should present recommendations as to how those issues could be tackled as well as providing future trend predictions.

This can be achieved by collating, combining and analysing data from key stakeholders, partner agencies and the community. Incorporating community engagement results through questionnaires and/or social network sites is important as it ensures the analysis and subsequent recommendations are reflective i.e. highlighting issues and solutions as identified by the community. This approach not only strengthens partnership working but allows the community to have a direct say in determining local priorities and outcomes.

Despite the varying number and range of issues examined across the 32 CSPs and different services (Local Authority, Police, Fire and Rescue etc) there are areas of commonality, the majority of assessments highlight Road Safety, Domestic Abuse, Violence and Fire Safety as issues of community concern. Increasingly, CSPs now look at 'common themes' such as alcohol and drug misuse being the 'golden thread' cross-cutting through a number of issues. Strategic assessments allow partners to identify why and where there is a service demand and who is most in need of that service allowing managers to make informed decisions around preventative spending based on reliable evidence and analysis. Data collection, analysis and engaging directly with the community helps identify those most in need and aids in understanding underlying, deep-rooted and often intergenerational problems that exist within communities.

Terms of Reference

When tasked with analytical work it is advisable to draw up a Terms of Reference (ToR) which:

- Allows you to fully understand what is required
- Ensures you have the right level of buy-in from senior management as well as support from identified partners through a shared understanding of the task
- Sets out the requirements of the customer
- Highlights the questions to be answered

Most importantly, it ensures that what is being asked for can be achieved and within the knowledge, skills and capability of those carrying out the task. The ToR should also establish who will be involved in writing the document as well as making clear who has overall responsibility for its production, the latter being the individual who should complete the ToR. The following should be included within a ToR:

Customer and Author details	Name, department, contact e-mail, phone number
Deadlines and milestones	When is the end product due? When do you need to provide progress reports? When are you meeting subject experts? When are people free to proofread the document? When will you risk assess the evidence? The above may need to be negotiated and will be determined by resources available as well as the capacity and capability of these resources. • Consider availability of subject experts you will need to consult – think about annual leave, school holidays etc • Consider timeframes of when budgets and other business plans will be produced and know when and where the strategic assessment fits into this cycle **Note:** Remember to be flexible with your timings as many eventualities cannot be accounted for e.g. annual leave, sickness etc
Build in time to:	• collect your data (using data from partners often involves understanding different data methodologies etc) • analyse your data • initiate new relationships with partners for missing data – it may be that you do not receive data in time for this strategic assessment but the relationship will be in place for future assessments • consult with local communities including businesses and local groups • consult other experts for their feedback throughout the production of the document • edit, format the document and receive feedback
Time period covered	Last fiscal year compared against previous five years worth of data (if it's not feasible to collect five years' worth of data then three would suffice – however a longer timeframe helps eliminate any data skews)

Justification for tasking	An explanation of why you are producing the strategic assessment, for example to determine partnership priorities and have a clear understanding of community safety issues across the area or to determine underlying causes of community safety issues
Questions to be answered	Questions to be answered should focus around the 5WH (Who, What, Where, Why, When and How). This is covered in more detail within the next chapter. Setting questions to be answered within a ToR helps identify what information is required to complete the analysis and gives an indication of the feasibility of the tasking as well as the time needed to complete it
Scope and methodology	You might want to name the project team, those involved in writing the strategic assessment along with a description of how you will complete the document e.g. through data collection, analysis, risk assessment and making recommendations
Who will be involved?	Key stakeholders and potential contributors should be included along with contact details

The completed ToR should be stored electronically so it can be easily referred back to, both during and at the end of the analysis. Once completed the ToR should be ratified by the CSP who should agree roles and timescales, all CSP members should then receive a copy.

Project Plan

Producing a project plan or timeline will display the agreed deadlines and milestones in an easy-to-view format allowing partners to know at which stage of the process they are needed. Again this may be subject to change so ensure the correct version is always shared with those involved. See Appendix 1 for an example.

Note: There is no set timeframe for how long it takes to write a strategic assessment, this depends on a number of factors; the number of people in the writing/project team; whether the team is dedicated to this sole task; the level of knowledge and experience of the writing team; has a strategic assessment been written previously; are lines of communication and information sharing already established and effective; is there buy-in from senior management across all agencies?

You may adopt a 'backwards' approach to determine the timeframe e.g. the due date may be December and it's currently August giving you approximately 4 months to plan, write and publish the strategic assessment. Or you may already have built-in the strategic assessment production to your business planning cycle and have 6 months to conduct the whole process. Whichever approach you take, having a defined period will help maintain focus and helps give a good indication of when the process should start the following year.

Note: The time taken to produce a strategic assessment will reduce once the first assessment has been produced as lines of communication have been established; channels for sharing information and receiving data have been initiated and the overall process of the strategic assesment has been built-into partners business planning cycles.

Identifying Subject Areas

In order to determine which issues you should examine within the strategic assessment it is recommended that you talk to key stakeholders and subject experts who will highlight areas of concern. In addition cognisance should be taken of the following productions:

- Previous Community Safety or Community Planning Partnership Strategic Assessment
- Police Force and Divisional Strategic Assessments – it is worth looking at your own as well as neighbouring areas
- Fire & Rescue Strategic Assessment or Plan
- Single Outcome Agreement and Community Plan
- Business Planning documents from other key partners
- Public surveys/consultation and community engagement results
- National Policies

Further liaison with departments within the local authority will also be beneficial to help understand the reasons behind your community safety issues. This may include discussions with those who do not currently sit at the CSP table but where future partnership working has been recognised as being useful. You may want to approach the following departments when collecting data:

- Social work
- Education
- Environmental
- Transport
- Housing
- Regeneration
- Third sector
- Private sector

This task may become easier once you have considered national policy and outcomes. There will be obvious links to other departments where their work has an impact on community safety and vice versa. For example, education colleagues collect data on educational attainment levels, truancy and incidents of bullying, when overlaid with ASB offender data there may be a correlation. Inviting other departments and considering their agendas at the CSP table will help establish shared outcomes and may highlight a path towards prevention and early intervention measures or plans towards integrated service provision. It will also open lines of communication, enhance information sharing, expand the opportunity to pool resources as well as encourage the exchange of skills.

There is a wide range of issues that can be examined within a community safety strategic assessment and there are no rules for what should be considered. As highlighted the make-up of the assessment has traditionally been based around what CSP stakeholders have identified as their priority as well as what the public feels affects them both individually and within their community.

The range of issues generally identified across Community Safety Strategic Assessments include[1]

Acquisitive Crime	Fire Safety	Public Disorder
Alcohol-related crime	Hate Crime	Road Accidents
Alcohol-related youth crime	Home Safety/Accidents	Secondary Fires
Antisocial Behaviour	Home Fires	Sex Industry
Controlled Drugs	Knife Crime	Unintentional Injury
Domestic Abuse	Possession of Offensive Weapon(s)	Vandalism
Fear of Crime	Prostitution	Violence

Note: Similar to 'Community Safety' the definition of ASB varies resulting in a spread of issues examined under this one heading including noise nuisance; dog fouling; litter; vandalism; graffiti; neighbour disputes, motorcycle nuisance; underage drinking and Breach of Peace. The make-up of ASB should be left to the CSP to include what they, their partners and community feel is appropriate. The evidence and analysis will help shape what to include.

Note: You may start with a number of issues and headings to examine but as you collect the data and begin analysing, these may change with some becoming either irrelevant or more prevalent. You may also decide to concentrate on specific geographic areas or themes rather than crimes, for example Young People or Violence against Women rather than ASB or Serious Violent Crime. Answers to your questions will direct your approach and focus, helping identify underlying reasons and causes of why certain issues occur. Thus, your priority may be Young People with a focus on school years. It is important to consider under-reporting and information gaps – decisions should not solely be made using available data but by also considering 'unknowns'.

Data Collection Plan

Once you have determined which issues to examine, drawing up a data collection plan will provide a structure for the collection of your information. A data collection plan ensures the focus of the data remains on the ToR and can be used to monitor the successful (and often unsuccessful) acquisition of data. Other benefits include:

- ensures information sources are only contacted once, and all relevant information is requested
- allows all information regarding data to be stored in one place
- lists all available internal and external information sources in one place
- acts as a contacts database listing relevant names, job titles and details of those involved with supplying data
- allows you to monitor when sources are contacted
- records deadlines for the return of data
- can be updated or amended frequently – it is vital the data collection plan is kept updated to ensure information and relationships are managed effectively

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[1]   This list is not exhaustive and further areas can be found in Appendix 2

Similar to a ToR, the data collection plan should be stored electronically (recommended as a spreadsheet) which can be retrieved by all those working on the strategic assessment. As the collection plan is populated it will identify information gaps where data access difficulties have arisen. As the ToR is amended so too should the data collection plan to reflect those changes. A template data collection plan can be found at Appendix 3.

Analysis

Strategic analysis is about the long term and involves in-depth analysis of each issue which enables an understanding of why things happen when and where they do. In a partnership strategic assessment the analysis should explore:

• crime and incident figures

• examine the offender, victim and location

• take account of the social and demographic make-up of the area

• understand the impact deprivation and regeneration has on the community, crime and disorder

• highlight future threats to the area

• make predictions and provide solutions that would best tackle the issues

Fulfilling this allows the assessment to be used effectively as a decision-making tool. When analysis moves away from just focussing on the end result of an issue, for example vandalism figures increasing or rises in secondary fires, but also examines causes behind these issues, then partners can begin to plan for the future. The information to do this will come from the community and a variety of partners, allowing a holistic look at the issues.

To do this effectively across a wide range of community safety issues it is advisable to set a number of questions to be answered through the analysis. In order to answer these questions the data will need to be combined, analysed and manipulated rather than merely presented as datasets or figures. Answering a set of questions allows common themes and similarities across and within issues to be identified enabling partners to make decisions around tackling the issue in a joined-up approach. This will result in better use of resources and the ability to tackle more than one issue at a time. It also helps determine who (else) you could speak to for data. Asking the same set of questions under each issue allows comparisons to be made. This method also makes threat and risk analysis easier.

Questions should be centred around answering the 5WH (What, Where, When, Who, Why and How) and should be stringent enough that the answers will help with the decision-making process around resources, tasking and service delivery:

• **What** is the issue?/**What** is known about the issue?

  • Has there been an increase or decrease since the last assessment? Do we know the reason(s) behind the difference? Provide figures with accompanying context. Use a baseline, for example 5 yearly average as well as five years' worth of data – this helps plateau out seasonal variations[2]

  • Determine whether the issue is getting worse, look at the figures and accompanying information, compare these against other areas of similar demographics and neighbouring areas for similarities or differences (this will link with **Where**)

  • What is the frequency of occurrences? Is the problem getting worse over time?

  • Consider factors that have changed or are likely to alter and the subsequent impact of those changes, for example growth in population and their needs

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[2] Please see National Policing Improvement Agency (2008). Practice Advice on Analysis for further information on figures and statistics

- **Where** is the issue occurring?
  - Look at the location (use previous analytical products and consider hotspots/priority locations), think about the environmental features of the location – is it city centre, near a housing estate, rural or urban, what is the Scottish Index of Multiple Deprivation rank of the area? What is the demographic make-up of the area – is there a link as to why this type of issue occurs here – young professionals or commuters in an area meaning no-one being around during the day?
  - Also consider where the issue doesn't occur – this may indicate what is being done elsewhere or how the build of an area can prevent the issue from occurring
  - Think about displacement from initiatives either carried out to tackle this issue or as a by-product of another issue
  - Examine the area for evidence of signal crimes, these will provide an understanding of what drives the issue and also consider whether this is a repeat location for this crime or any other types of disorder

Signal Crime	A crime, incident or disorder that when seen or experienced may trigger a member of the public to interpret it as a warning about their level of security. So much so that they may change their beliefs or behaviour as a result. These may have a negative disproportionate impact on the public's perception of security[3]

- **When** is the issue most prevalent?
  - Temporal analysis, consider times, days and months when the issue is most prevalent. Seasonal variations will indicate if weather, school holidays, events or festivities have an impact on the issue and whether there are any diversionary activities happening within this area. Consider year on year comparisons to plateau any data skews

- **Who** is responsible?/**Who** does it affect?
  - Consider – victim(s), offender(s) and location(s) – the Problem Analysis Triangle (PAT). It is important to consider all three sides of the triangle to determine which to focus on to achieve the most sustainable solution
  - Examine for both offender and victim the age, sex, reason why they might be in this location, whether they are a repeat victim or repeat offender – to understand why they might be victimised

- Consider where the offender(s) live and what we know about this area, is it socially deprived?
- Consider what we know about the offender(s) lifestyle. Try and build a picture of the offender(s) by examining their parents, friends, previous offending behaviour, education, if they have links to social work or mental health practitioners. Looking further into lifestyles (and not just offending behaviour) allows us to consider the impact of early years experience on offender(s). Thinking about experiences within the home and at school often leads to an understanding of why the community safety issue has occurred and also helps focus our attention on how it can be tackled through prevention and early intervention approaches

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[3] http://www.saferbridgend.org.uk/pact_information/faq#faq14

- **Why** is it happening?
  - This question is linked to the 'opportunities' afforded to the offender as well as the reason behind their offending/disorder. Consider what opportunities exist in the area to carry out this issue - perhaps there is no CCTV coverage or people walking around thus making it easier to vandalise a car or play park
  - Why does the offender choose to offend? – consider societal, peer pressure, attitudinal, circumstantial factors – this question links us back to **Who** and understanding their drive/reason/intention for offending
  - This question is also linked to **Where** and should examine attractors, generators and enablers

Crime Attractor	Places affording many criminal opportunities that are well known to offenders. Such places might start off being known only to locals, but as their reputation spreads increasing numbers of offenders are drawn in, thus increasing the number of crime and disorder events
Crime Generator	Places to which large numbers of people are attracted for reasons unrelated to criminal motivation including shopping areas, transportation hubs, festivals, and sporting events
Crime Enabler	Occur when there is little regulation of behaviour at places: rules of conduct are absent or are not enforced. Crime enablers also occur with the erosion of guardianship and handling. For example, if parents attend a play area with their children they simultaneously protect the children (guardianship) and keep their children from misbehaving (handling). If parenting styles slowly change so that the children are increasingly left to themselves, they can become at increased risk of victimisation and of becoming offenders[4]

- **How** is the issue taking place?
  - What situational, economic and/or environmental factors are present?
  - Look for common factors, be that offending behaviour or location and consider how the issues affect the area; how have things changed over time both for the crime but also the environment and community; how can we predict the future based on previous offending?[5]

As you answer the questions and analyse the results you will build a picture; an understanding of the area; of the community and of the links between the issues as well as the root causes and underlying factors of the issue. This information helps senior managers make informed decisions about where, when and to which audience their resources and services should be aimed.

If we look at unintentional injuries in children we are not only interested from a Safety perspective (Personal, Home or Road) but also from an early years perspective including education, health, social work, child protection and housing viewpoint with the level of involvement from each partner depending on the answers to the questions. In this example we would overlay a number of datasets for example mapping incidents with hotspots of accident locations; housing type of victims; ages of victims; injury type; home address of victims and SIMD ranking. Other relevant data to include could come from schools – whether victims had received 'inputs/presentations' at school on safety themes.

At this stage you may decide to amend your original list of issues into a new set of headings as a result of the answers to the questions, some issues will now be better suited being analysed with

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[4] Clarke, R and Eck, J. (2003). *Become a Problem Solving Crime Analyst In 55 small steps* (p44)
[5] National Policing Improvement Agency (2008). Practice Advice on Analysis

other datasets. The findings may show that certain locations within your partnership area are priority locations for a number of different issues and therefore the decision may be to invest resources into locations rather than crime/incident/subject areas. These locations may be the most challenging; the most socially deprived with various issues around health and economic inequalities; areas with low educational attainment levels or high numbers of children in care. However, it is likely that other partners are engaged there for similar reasons making partnership working and the tackling of the underlying issues more feasible and effective.

Note: The greater number of datasets you consider (as long as the data is accurate and reliable) combined with data from the community, the better understanding you will have of the issue and holistic picture of the area as well as an explanation of how this issue/s impacts on the area/community.

Note: Remember to consider the likelihood and impact of under-reporting when analysing the data. Certain issues including domestic violence, ASB, graffiti and vandalism may occur many times before they are reported due to individual's differing levels of fear and tolerance.

The Wider Picture

Although community safety is primarily concerned with reducing crime and making communities feel safer, the impact is far wider-reaching. Although the strategic assessment must be produced 'bottom-up', using evidence from the community partners, it will also be shaped 'top-down' and be in-line with national policy.

Research has shown that many community safety issues occur in the most socially deprived areas while further investigations highlight deep-rooted issues like familial or substance abuse. These factors immediately link community safety with partners across the CPP and thus to other agendas and outcomes. This is just one example of the link between community safety and community planning partners. However more links exist, and it could be argued that community safety has a role to play in helping partners achieve their outcomes. Widening participation at the CSP table will not only aid the CSP agenda but also helps partners achieve outcomes (which are often shared with the CSP) through effective partnership working, pooling of resources and integrated service delivery.

Therefore, it is important to consider national policies and other areas of work when examining community safety data and thus having an awareness of the wider CPP arena is recommended. Some examples are provided in the table below (please note this list is not exhaustive):

Promoting Positive Outcomes: Working Together to Prevent ASB in Scotland – A Prevention Approach with four themes driving success
Participatory Budgeting – directly involves local people in making decisions on the spending and priorities for a defined public budget. Aims to increase transparency, accountability, understanding and social inclusion in local government affairs. Pilots have taken place in Fife, South Lanarkshire, Shetland, Stirling, North Lanarkshire
Equally Well – report on reducing inequalities in Health (with early intervention as the key approach to take with the early years and directly relevant to areas of multiple deprivation)
Early Years Framework – policy recognising what happens to children in their earliest years reflects the values of our society and is critical to outcomes in adult life
Achieving our Potential – a framework to tackle poverty and income inequality in Scotland
Changing Scotland's Relationship with Alcohol

Getting it Right For Every Child – aims to improve outcomes for all children and young people. It builds on universal health and education services, and is embedded in the developing early years and youth framework
Road to Recovery: A New Approach to Tackling Scotland's Drug Problem. The Scottish Government's new national drugs strategy that focuses on recovery but also looks at prevention, treatment and rehabilitation, education, enforcement and protection of children
Youth Justice Framework – Preventing Offending by Young People: A Framework for Action. Prevent, divert, manage and change offending behaviour by children and young people
Closing the Opportunity Gap – strategy to tackle poverty and disadvantage in Scotland
Scotland's Road Safety Framework to 2020
ACPOS Scottish Road Policing Framework 2009–12

Horizon Scanning

In addition to considering wider community planning and national policies it is also recommended that environmental factors should be examined through a process known as Horizon Scanning. Horizon scanning is a method of analysing real and potential pressures placed on a partnership and helps highlight where a partnership's strengths and weaknesses lie. An example framework of horizon scanning is PESTELO: Political, Economical, Social, Technological, Ecological/Environmental, Legislative and Organisational. Through a brainstorming session with partners, each heading can be populated with different external and internal factors the partnership should take into consideration when analysing their data and when considering future action. These factors will also play an important role when setting priorities through the threat and risk assessment process. Examples to consider are:

Political	Political factors or the influence of the government and community trends on the partnership (local and national) e.g. Police and Fire Reform; Shared Services Agenda
Economic	Economic factors (national and local changes) could include an ageing population; increase or decrease in unemployment levels; recession; increased poverty levels and budget cuts
Social	Social factors may include societal developments and/or changes in culture; behavioural expectations and composition of the community e.g. change in crime levels and unemployment
Technology	Technological developments e.g. accessibility of broadband; advancement in mobile technology; generation trends e.g. social networking (Facebook and Twitter)
Ecological/ Environmental	Increasing incidences of floods, natural disasters, severe weather, energy demands, impact of major road developments
Legislative	Legislation changes both local and national which would impact on the work of the partnership e.g. Proceeds of Crime or potential new bills being passed

Organisation	Organisational factors which would impact directly on the partnership or individual organisations of the partnership e.g. structural changes due to budget cuts or a lack of resources or capacity to meet demands; public sector reform

Many factors will impact across a number of issues and therefore to avoid duplication you may choose to include this as a stand alone section at the front of the assessment.

Recommendations

Recommendations are an integral part of the strategic assessment and along with the Executive Summary are often the most read sections. They should be concise, clear and SMART allowing progress towards achieving them to be monitored. It is advisable that recommendations are developed in consultation with those who will ultimately be responsible for them, and that a small group of people are brought together in order to develop them. Recommendations should never be the product of one person.

S	Specific
M	Measurable
A	Achievable
R	Realistic
T	Timely

There are a number of frameworks used to present recommendations (PIE, PIER, EPIC) which are all a version of PRICE[6]. However, another option would be to separate the recommendations into short, medium or long term.

Regardless of method, recommendations should always be supported by the evidence and analysis. They should be logically developed from the information within the assessment (achieved by answering the set of questions). Always consider the bigger picture when writing recommendations. This will reduce the risk of focussing undue weight and attention to an issue that is perhaps not as important or immediate when all issues are compared together. Most importantly, recommendations should be useful allowing decisions around future service delivery and budgets to be made based on their content.

Example: high number of service users living in areas with poor transport links resulting in poor uptake of services available, it is therefore recommended that current services are restructured in order to ensure those most in need can access services.

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[6] Prevention, Reassurance or Rehabilitation, Intervention or Intelligence or Information, Communication, Enforcement or Education

This can be achieved more easily by ensuring the recommendations contain answers to:

- What needs to be done?
- Why does it need to be done?
- Where does it need to be done?
- When does it need to be done?
- How does it need to be done?
- Who is to do it?

Answering the above questions as well as making the recommendation SMART will enable easy monitoring and understanding of what is to be achieved and by whom.

Note: Recommendations should be outcome focussed i.e. they should consider the future. Within a long-term document like the strategic assessment even short-term outcomes could be a minimum of six months away from completion. Being focussed on outcomes allows performance to be monitored while ensuring that tasks are focussed and that deadlines can be set i.e. holding individuals and organisations to account, not just to the partnership but also to the community.

Threat and Risk Assessment

Threat and risk analysis can be used together to identify priorities as part of the strategic assessment process by providing a framework for comparing crimes, incidents and issues against one another and balancing this against other external weighting factors e.g. capacity and resources of the partnership. Varying methods of risk assessment are currently used across community safety partnerships with most following law enforcement models focussing around Impact and Probability. Work is being carried out in developing a model, specifically designed for use within a multi-agency environment. Further information can be found by contacting the Community Safety Unit.[7]

Format of the Strategic Assessment

There is no set format for a partnership strategic assessment so the information presented below is a guide and should be adapted to suit local needs. Partnerships should present the evidence in the format that best describes the issues as long as it is robust and transparent and demonstrates an evidence-based outcomes-focussed approach. The analysis will help determine how best to present the evidence, for example geographical or theme based. Whichever method is chosen, the following sections should be included within the assessment:

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7 Community Safety Unit, Scottish Government – www.scotland.gov.uk/Topics/Justice/public-safety/17141

Foreword	Normally by the Chair of the Partnership

Introduction/ Background/Executive Summary	• Aim and scope of the document
	
	• Time period covered, any data problems or challenges faced during the production of the assessment e.g. collecting data from partners
	
	• Methodology used and those involved
	
	• Links to National Policies and the wider Community Planning world
	
	• List of your priorities along with the risk assessment methodology used (you may choose to only include priorities of most concern)
	
	• Describe the area covered by the partnership and include factors the partnership has taken into consideration when determining the priorities i.e. factors that will have an impact on resources and service delivery e.g. changes in mortality rates. You should aim to include the following:
	
	  • Demographic and social trend analysis e.g. population figures (increases and decreases) along with ethnicity, gender and age make-up of the population
	
	  • Unemployment levels
	
	  • Health information e.g. social issues around substance misuse, high levels of suicides or child injuries etc
	
	  • Crime levels with increases or decreases highlighted
	
	  • Levels of homelessness and educational attainment/achievement
	
	  • Levels of deprivation including SIMD ranking
	
	Keep the information at a strategic level – do not name individuals or specific streets but focus on areas and 'groups' e.g. young or old people; those most at risk or vulnerable. Maintain a focus on how these factors impact on community safety – do not just report facts but build a picture of the area and relate this back to the work of the partnership

Chapters (format will depend on analytical approach e.g. geographical or theme based)	Should include evidence of the issues (answers to 5WH) as well as any emerging issues the partnership should consider when deciding how best to tackle the issues. It is important to highlight emerging threats as these evidence the scanning process and also alert the partnership to potential future threats they should prepare for
Recommendations	Think about whether you wish these to follow the PRICE model or be short/medium and long-term focussed. Recommendations should be around future activity towards achieving outcomes
Horizon Scanning	Follow PESTELO

Note: You may choose to include your recommendations along with your horizon scanning at the end of each chapter or you may think these are best placed at the beginning of the document particularly if you found recurring themes with similar suggestions being recommended – this will avoid duplication

When writing the strategic assessment it is important to consider who the target audience is and what the document will be used for. Those wishing to publish the document on partners' web pages should ensure the document is either "Not Protectively Marked" or has no sensitivity attached. The document should be easy to understand with no jargon. To ensure that the number of pages remains to a minimum it is worth including only your most immediate priority issues within the document, keeping text succinct and to the point, aiming ideally for a maximum of 25 pages. Remember that not all of the analysis needs to be included within the document, diagrams can often display reams of text in one simple graph or chart while figures and findings can be included as an appendix or footnote.

APPENDIX 1 – Project Plan/Timeline

	Project Team												
	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13
Create Business Case	■												
Identify Project Team	■												
Present Business Case to CSP		■	■										
Create Terms of Reference		■	■										
Create Data Collection Plan		■	■										
Collate Data			■	■	■								
Analyse Data			■	■	■								
Horizon Scanning exercise			■	■	■								
Compile Document					■	■	■						
Disseminate to partners							■	■					
Review and Edit								■	■				
Risk Assessment										■			
Amendments										■			
Recommendations										■			
Disseminate to CSP											■		
Agreed by CSP												■	
Publish Document												■	
Review SA process													■

Note: Project Team could also be separated into named individuals

Please note this is a template and should be adapted to suit the needs of your partnership

APPENDIX 2 – Subject Areas

ASB: Fire Setting, Litter, Vandalism, Graffiti, Noise Nuisance, Neighbour Disputes, Underage Drinking, Youth Disorder, Street Drinking, Dog Fouling	Substance Misuse: Needle Exchange, Drug Treatment Numbers, Drug Type and Availability, Polydrug Users, Drug Overdoses (Scottish Ambulance Service)
Sex Industry: Commercial Sexual Exploitation, Prostitution, Violence Against Women	Environmental Safety: Fly Tipping, Vandalism, Graffiti, Dog Fouling, Street Lighting, Fire Setting, Community satisfaction with area, CCTV
Acquisitive Crime: Housebreaking, Vehicle Crime, Shoplifting, Robbery	Transport/Travel Safety: Public Transport, Deaths/injuries on the roads
Bogus Callers	Road Safety
Fear of Crime	Environmental Safety
Domestic Abuse	Water Safety
Child Protection	Offender Management
Adult Protection	Vulnerable Groups
Counter Terrorism	Public Space Safety
Serious & Organised Crime/Gangs	Personal Safety
Hate Crime	High Risk Families
Sexual Crimes	Night-time Related Disorder
Unintentional Injuries	Alcohol-related Disorder
Violence	Children & Young People
Weapons	Street Violence
Sexual Crimes: Rape, Sexual Assault, Prostitution, Trafficking	Fire Safety
Violence Against Women	Home Safety

Please note this list is not exhaustive

APPENDIX 3 – Data Collection Plan

Data Collection Plan				
Subject Area	**Key Writer**	**Datasets**	**Source of Information**	**Responsibility for data collection**
Antisocial Behaviour	Team Member 1	Youth Calls	Police and LA	Team Member
		Vandalism	Police and LA	Team Member
		Fire Raising	Fire Service	Team Member
		Graffiti	Police and LA	Team Member
		Motorcycle Nuisance	Police	
		School Exclusions	LA – Education	Project Lead
		Truancy	LA – Education	Project Lead
		Test Purchase Results	Police	
		Noise Nuisance	Police and LA	
		FPN's	Police	
		Persistent Young Offenders	Police and LA	
Home Safety	Team Member 2	Housing stock	Local Authority	Team Member
		SIMD	website	
		Children in the home	GRO	
		Unintentional Injuries	A&E departments and LA	Project Lead
		Residential Care	LA and Private Companies	Project Lead
		Elderly Population	GRO	
		Fires	Fire Service	
		Home Safety Visits	Fire Service, Police and LA	
		Home Visits	LA – Social Work	

Contact List

Department/Organisation	Named Contact
Youth Liaison Officer	
ASB Strategy Officer	
Community Planning Officer	
Road Safety Contact	
CCTV Liaison	
Houses of Multiple Occupancy Contact	
Crime Prevention Contact	

Project Team Resources

Subject Area	Key Writer	Time Required	Location (based)
ASB	Team Member 1	3 weeks	Police and LA
Home Safety	Team Member 2	2 weeks	Local Authority

Audit Trail

Subject Area	Key Writer	Date Task Allocated	Status	Completed	Next Steps	Signed Off
ASB	Team Member 1	June	Draft copied received – July	July	Sent to partners	Awaiting
Home Safety	Team Member 2					

APPENDIX 4 – Data Sources

- Accident & Emergency Departments
- Age Scotland (http://www.ageuk.org.uk/scotland/)
- Alcohol and Drug Partnerships
- ASBoF (ASB Officers Forum) and ASBLF (ASB Lawyers Forum)
- British Crime Survey (www.homeoffice.gov.uk)
- Centre for Social Justice (www.centreforsocialjustice.org.uk)
- Child Accident Prevention Trust (www.capt.org.uk)
- Child Exploitation and Online Protection Centre (http://ceop.police.uk/)
- Edinburgh Study of Youth Transitions and Crime
- Fire & Rescue Services
- Fix My Street (www.fixmystreet.com)
- General Registrar Office (www.gro-scotland.gov.uk)
- Growing Up in Scotland study (www.crfr.ac.uk/gus/index)
- Health Scotland (www.healthscotland.com)
- Home Safety Scotland (www.homesafetyscotland.org.uk)
- Independent Commission on Youth Crime (www.youthcrimecommission.org.uk)
- Injury Observatory (www.injuryobservatory.net)
- ISD (Drugs Misuse Scotland) www.isdscotland.org
- Institute of Home Safety (www.instituteofhomesafety.co.uk)
- Joseph Rowntree Foundation (www.jrf.org.uk)
- Keep Scotland Beautiful (www.keepscotlandbeautiful.org.uk)
- Licensed Trade colleagues
- Local Authority including Environment/Social Work/Community Safety/Housing/Education and Regeneration departments
- Police Forces
- Procurator Fiscal
- Public Transport companies
- Racial Equality Council (or www.equalityhumanrights.com)
- Rape Crisis Scotland (www.rapecrisisscotland.org.uk)
- Recycling (www.letsrecycle.com)
- Royal Society for the Prevention of Accidents (www.rospa.com)
- SALSUS – Scottish Schools Adolescent Lifestyle and Substance Use Survey
- Scotland Against Racism (www.scotlandagainstracism.com)
- Scottish Ambulance Service
- Scottish Children's Reporter Administration (www.scra.gov.uk)
- Scottish Crime and Drug Enforcement Agency (www.sdea.police.uk)
- Scottish Crime and Justice Survey

- Scottish Crime and Victimisation Survey
- Scottish Government
- Scottish Health Action on Alcohol Problems (www.shaap.org.uk)
- Scottish Health Survey
- Scottish Household Survey
- Scottish Index of Multiple Deprivation
- Scottish Neighbourhood Statistics (www.sns.gov.uk)
- Scottish Prison Service
- Scottish Public Health Observatory (www.scotpho.org.uk)
- Scottish Social Attitudes Survey
- Street Pastors
- Trading Standards
- Victim Support Scotland (www.victimsupportsco.org.uk)
- Violence Reduction Unit
- Women's Aid (www.womensaid.org.uk)

Please note this list is not exhaustive