







SUSTAINABLE SOLUTIONS

Secured By Design Impact Evaluation Key Findings

Glasgow Housing Association
Strathclyde Police
Association of Chief Police Officers Scotland
ACPO Crime Prevention Initiatives

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Key Findings

Introduction

The Caledonian Environment Centre was commissioned by Glasgow Housing Association, Strathclyde Police and the Association of Chief Police Officers Crime Prevention Initiatives to carry out quantitative and qualitative analysis of the impact of Secured By Design (SBD) door and window installation within GHA housing stock. The evaluation was also supported by the Scottish Government.

The primary aim of this commission was to investigate the impact of SBD installations on the level of crime, primarily housebreaking, in areas where the installations have been implemented; and to explore tenant and LHO perspectives on potential related effects, such as satisfaction with the installations and perceptions of safety within the home and surrounding area.

Secured By Design

SBD is the UK Police flagship initiative supporting the principles of Crime Prevention Through Environmental Design (CPTED) for a range of applications in housing and the built environment.

SBD measures are designed to improve security of houses and safety within neighbourhoods and are an integral element of CPTED approaches. SBD principles support the implementation of the Scottish Government's key strategic objective of 'Creating Safer and Stronger Communities and helping local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life'. To this end, SBD is recognised nationally as an essential element within the regeneration and design process for new and existing private and social housing.

The SBD initiative requires that places are well defined and designed with management and maintenance in mind, to discourage crime now and in the future. SBD requires external doors and windows to be improved to a level where they can withstand reasonable levels of attack from housebreakers / burglars. All doors and windows installed by GHA are manufactured by SBD companies and comply with SBD standards.

GHA and SBD

GHA became the biggest Registered Social Landlord (RSL) in Europe in March 2003. GHA's Wider Action and Regeneration Strategies support housing investment and the development of sustainable, cohesive neighbourhoods. GHA has a particular focus on the promotion of community safety and support of environmental sustainability to help create more attractive, well-maintained and desirable places to live. SBD is an integral feature of the strategy, with the particular aim of improving home security for GHA tenants.

GHA was awarded SBD status in June 2004. SBD doors and windows intended to improve the physical security of homes are fitted as standard as part of GHA's investment and new-build programmes. To assist in the delivery of SBD, GHA's

Regeneration Team hosted a Strathclyde Police Architectural Liaison Officer (ALO) secondee with support from Scottish Government and Strathclyde Police. The role of the ALO was to work in partnership with GHA to deliver and advise on SBD installations to homes, and on environmental developments around Local Housing Organisations (LHO). The ALOs supported GHA and LHOs to assess and identify crime 'hotspots' within neighbourhoods, including production of crime profiles for all LHOs. They also provided SBD design, security and safety advice and guidance on developments such as Play Areas. In addition, for all GHA new build developments SBD principles are incorporated at design stage and ALOs participated in GHA's Phase 1 new build design panel discussions.

39,000 GHA homes received SBD doors between 2003 and 2008, and SBD windows have been installed in 11,000 homes. Of these, almost 8,000 properties have received both SBD doors and windows.

A 'snapshot' evaluation of the impact of GHA's SBD door and window installation on the incidence of housebreaking and tenants perceptions and satisfaction with installations was undertaken in 2004/05. This indicated that monthly housebreaking averages decreased substantially in the sample areas receiving SBD installations, and that tenants had positive responses to the installations and improved perceptions of safety in and of the home. The evaluation was acknowledged as a useful starting point from which to conduct a systematic external evaluation of the SBD initiative, subsequently embodied in this piece of work.

Evaluation Aims and Methodology

The primary aim of this work was to investigate the impact of SBD measures on the level of crime, primarily housebreaking, in areas where SBD has been implemented within GHA stock; and also to explore tenant and LHO perspectives on potential related effects, such as satisfaction with the installations / home and perceptions of safety within the home and surrounding area.

The key elements of the evaluation were:

- a statistical and quantitative analysis of housebreaking crime data as it related to sample areas within the GHA estate, and comparison with two other Glasgow areas containing RSL stock without both SBD windows and doors;
- a literature review of relevant evaluations (found to be limited in number);
- an indirect-benefit analysis;
- workshops with GHA tenants; and
- interviews with both LHO and key (partner) stakeholders.

Findings: Statistical and Quantitative Analysis

The study initially considered a data set of all GHA dwellings fitted with both SBD windows and doors by the end of 2006. (For the purpose of the study, these dwellings were named 'SBD dwellings'.) The SBD dwellings managed by four LHOs were selected to inform a sample of 30 datazones. The SBD-Area therefore

comprised four LHO Sample Areas (Royston Corridor, Keystone, Balmore and New Shaws) which contained both *SBD dwellings* and *other dwellings*. [**NB** 'Other dwellings' denote all dwellings in the SBD-Area not fitted with SBD doors and windows by the end of 2006.]

The four LHO sample areas were selected based on the following criteria:

- 100 to 400+ SBD dwellings per LHO sample area;
- representative spread of SBD dwelling archetypes;
- a geographic spread across the city;
- at least one LHO sample area with a high number of SBD dwellings; and
- a high representation of individual archetypes of interest having undergone SBD installation e.g. houses, multi-storey Flats.

Analysis was conducted in relation to each of the four LHO Sample Areas before and after SBD initiatives were introduced to assess any relationship between SBD installation and the number of dwellings affected by housebreaking crime. The analysis found that installation of SBD doors and windows is a factor in the reduction of housebreaking crime.

Over the period examined by the study, *Total Housebreaking Crime* decreased by 26% in the SBD-Area while *Attempted Housebreaking* decreased by 59% and *Theft by Housebreaking* decreased by 18%. All three decreases proved to be statistically significant.

It was, therefore, apparent that in the SBD-Area a decrease in *Total Housebreaking Crime* had taken place that was likely to have been caused by some associated factor or factors, one such possible example being SBD installation.

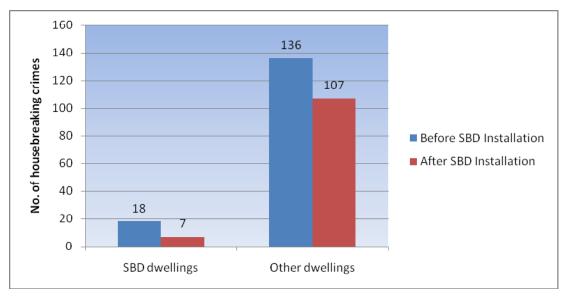
Percentage Change in Housebreaking Crime in the SBD-Area

Housebreaking Crime	Before	After	Change
Attempted Housebreaking with Intent to Enter and Steal	34	14	-59%
Housebreaking with Intent to Steal	21	19	-10%
Theft by Housebreaking	99	81	-18%
Total Housebreaking Crime	154	114	-26%

The analysis found that installation of SBD doors and windows in a dwelling may decrease the chances of that dwelling experiencing housebreaking crime. Housebreaking crimes against SBD dwellings made up a very small part of the total number of housebreaking crimes in the SBD-Area. However, the analysis suggests that the percentage decrease in SBD dwellings (61%) over the study period is much more substantial than in other dwellings (21%). Not only was the percentage decrease in housebreaking crime experienced in the SBD dwellings over twice that

experienced in *other dwellings* in the immediate area it was also twice that observed across all dwellings in Glasgow in a similar period.

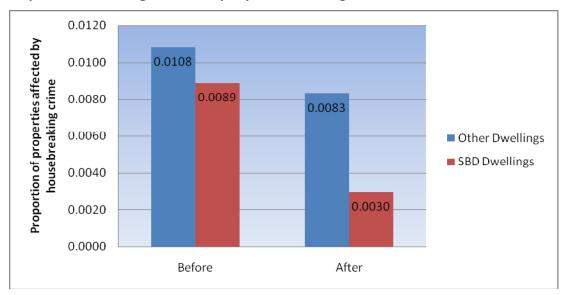
Change in Housebreaking Crime between SBD and Other Dwellings



A relationship was found to exist between the number of dwellings affected by housebreaking crime and whether or not the dwellings had been fitted with SBD windows and doors. Before installation there was no statistically significant difference between the SBD dwellings (pre-installation) and other dwellings in terms of the proportion of dwellings that had been affected by housebreaking crime. After installation the proportion of SBD dwellings experiencing housebreaking crime was lower compared to the other dwellings. That is to say, the number of dwellings affected by any housebreaking crime decreased more for dwellings that had undergone SBD installation than for those that hadn't.

In addition, as *Total Housebreaking Crime* decreased in both *SBD* and *other dwellings*, housebreaking crime does not appear to have been displaced from *SBD dwellings* to *other dwellings* as a result of SBD installation.

Proportion of Dwellings Affected by any Housebreaking Crime

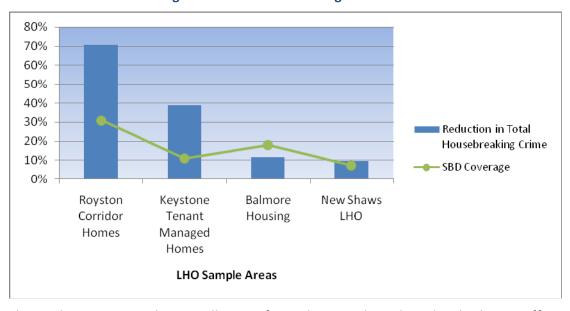


The decrease in housebreaking crime was quite consistent (in % terms) across all categories of housebreaking crime in *SBD dwellings* whereas housebreaking crime reduction in other dwellings occurred mostly in the *Attempted Housebreaking* category. This suggests that if someone attempts to break into a dwelling they may be less likely to enter successfully if it has been fitted with SBD doors and windows.

A large variation in housebreaking crime reduction was observed across the four LHO Sample Areas. This suggests that the performance of SBD installation is likely to be affected by a range of other aspects e.g. implementation characteristics, area demographics or other/unknown initiatives.

The sample area with highest SBD coverage experienced the largest decrease in *Total Housebreaking Crime*, whereas the area with lowest SBD coverage experienced the smallest decrease. This indicates that the installation of SBD doors and windows in dwellings may have an effect of lowering housebreaking crime in all dwellings in the surrounding geographical area. SBD coverage may, therefore, be a factor in reducing housebreaking crime in geographical areas as well as individual properties. As can be seen in the graph 'Reduction in Housebreaking Crime versus SBD coverage', the Balmore area had a higher *SBD coverage* than the Keystone area yet displayed a smaller decrease in *Total Housebreaking Crime*. This suggests that if *SBD coverage* were a factor which affected housebreaking crime in geographical areas it would not be the only factor that did so.

Reduction in Housebreaking Crime versus SBD Coverage



The analysis suggests that installation of SBD doors and windows has had most effect in houses and multi-storey flats. It appears that inter-war tenements still experience noticeable levels of housebreaking crime even after SBD installation. Housebreaking crime figures in the other SBD dwelling archetypes were not sufficiently large to gain a good impression of their effectiveness.

Overall, the analysis shows that SBD installation is a factor in reducing housebreaking crime. However, reduction in housebreaking crime in Glasgow is likely to be influenced also by a range of other factors beyond the scope of this study.

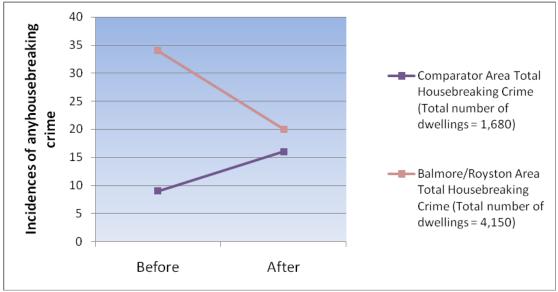
Statistical and Quantitative Analysis - Comparator Area Study

The quantitative study also involved the comparison (in terms of housebreaking crime) of areas that have received SBD doors and windows and comparable geographic areas which have not. This part of the study aimed to give an indication of how housebreaking crime may have affected the GHA SBD dwellings and their immediate vicinities, had they not been fitted with SBD windows and doors.

A Comparator Area of 4 sample datazones, containing 1,159 non-GHA, non-SBD Registered Social Landlord dwellings, was matched with comparable main-study LHO Sample Areas i.e. the combined Balmore/Royston Sample Areas.

In the Comparator Area (which contains no *SBD* or equivalent dwellings) *Total Housebreaking Crime* increased between the *Before* and *After* years. This is in contrast to the Balmore/Royston Area of the SBD-Area (which does contain *SBD dwellings*) where a decrease in *Total Housebreaking Crime* was observed.





These findings have added to evidence in the main analysis that the installation of SBD doors and windows plays a role in reducing levels of housebreaking crime. Due to a lack of exact 'matching' areas, however, the Comparator Area Study must be considered indicative only.

Indirect-Benefit Analysis

An Indirect-Benefit Analysis was conducted to establish the financial savings as a result of SBD measures implemented in the SBD-Area. The analysis was based on published data from Home Office Research Studies; these provide estimates of the economic and social costs of crime. The total estimated cost of the burglary of a dwelling is £1,664, including emotional and physical impact.

The analysis calculated a discernible financial saving, of approximately eighteen thousand pounds, in the SBD-Area. There is likely to have been a slight reduction in

housebreaking crime regardless of SBD installation so the full savings cannot be attributed to SBD door and window installation alone. SBD installations are expected to contribute to future savings. However, an exact figure is impossible to evaluate due to the influence of any number of other variables that affect housebreaking crime.

Findings: LHO Stakeholder Interviews

Interviews were undertaken with 6 LHO officers as stakeholders in Balmore, Kennishead Avenue Local Management, Keystone, New Shaws, Royston Corridor and Whiteinch and Scotstoun.

Success of SBD

There was a view amongst all stakeholders that SBD interventions had been very successful, with accompanying goodwill towards the initiative. Stakeholders felt that the SBD installations had been highly effective as part of a range of initiatives: refurbishment, environmental improvement, and anti-crime measures.

Generally there was positive anecdotal evidence that the SBD measures implemented make tenants feel safer. This increased feeling of safety was also linked to other initiatives, for example improved lighting within closes. One stakeholder noted that tenants were "delighted" with the installations.

Fear of crime was identified as a real issue; and if SBD intervention could be seen to reduce crime, then fear could also be significantly reduced. One stakeholder noted that SBD installation had a marked impact upon break-in figures, in one area of multistorey flats.

Residents were seen to have interpreted SBD installations as 'simply' the replacement of aging and / or inadequate windows with new and better ones. While this was a distinct benefit, and was clearly perceived by tenants, stakeholders believed that few residents were aware that the installations are part of an anticrime initiative.

Tenants were seen to have a new-found pride in their properties particularly as a result of this visible investment by the landlord (GHA). One suggested that with new installations residents now had higher expectations for both safety and aesthetics.

Improving implementation of SBD

Stakeholders had received little negative feedback about SBD; that received from tenants was seen to be limited in nature. They were associated with minor 'finishing' issues rather than the door and window quality.

LHOs had communicated with tenants about the installation in different ways; for instance, public events or door-to-door visits. There was a general feeling that the way in which information about the initiative has been communicated both to, and amongst, stakeholders and tenants could be improved. Those interviewed generally conceded that they could probably have done more to communicate earlier, or more effectively, the aims of the initiative. One stakeholder said that tenants would

probably have benefited by receiving more technical information about the installations; particularly how locks work etc.

There was a view that some tenants did not fully understand the benefits of SBD installations or the reasons for associated use restrictions; so some felt that staff within the GHA / LHO structure would benefit from more information or training about the operation of the doors and windows. Suggestions were made that the police could play a more active role in explaining the higher level of security which the intervention represents, because for example, in one area a small number of residents refused to have SBD installed.

Crime in the area

Stakeholders reported that residential crime in their area was not seen to be a significant issue. One specifically noted that there was less crime in the area as a result of SBD installation, and particularly less vandalism. Interestingly though, this stakeholder also suggested that in the area people tended not to report crime, because of the fear of reprisals.

There was an acceptance that there are some important, but localised, issues to deal with. So, criminal activity and behaviour was often seen to be limited to particular:

- Defined and restricted 'hotspots', for example a particular street or park.
- Communal areas within blocks (for example on landings in multi-storey flats and back courts in tenements).
- Individuals; families or individual members.
- Small groups of young people 'hanging around'.

Nevertheless, it was felt that minor and/or localised 'incivilities' should not be undervalued as they can make individual tenant's lives "intolerable".

There was a general concern about anti-social behaviour and some LHOs have developed relationships with specialist agencies, for example Glasgow Community and Safety Services.

Each of the LHO areas identified the need for two things. Firstly: clearly thought out approaches to environmental improvements. Some felt there is a need for greater investment by GHA in environmental initiatives and improvements to shared spaces and for more general planning with regard to environmental issues to improve appearance. Suggestions were made that a SBD approach could be taken to solving the issues associated with common areas and back courts. For example, 'designing out' spaces in which young people can congregate or hide.

LHOs, working at ground level, feel that working with other agencies they are able to identify (crime/incivility) hotspots of environmental priority and can access local knowledge effectively. Boundaries and responsibility issues are seen as a real problem by some stakeholders. The outcome is that demarcation lines result in some places becoming abandoned, resulting in fly tipping, graffiti or vandalism.

There is real enthusiasm for SBD as a wider environmental initiative although some felt that progress towards this had lost some momentum.

A second common need identified by LHOs was for significant and meaningful diversionary activities for young people. Stakeholders had a belief that these were

required in order to address a particular problem associated with gang fighting. These potentially could build on activities currently undertaken: physical-activity provision, games facilities, and initiatives like Operation Reclaim supported by GHA and the Police in the North of the city.

Interagency and joined up working

Some stakeholders drew attention to strong evidence that effective interagency working has brought real benefits. This has included work at a local level with a range of bodies; for example, Strathclyde Police input regarding SBD. Some expressed regret that they had tried and failed to bring agencies together. There were calls for a greater degree of effective inter-agency working and / or more 'joined up' approaches. Suggestions included establishment of task-specific working groups; a greater role for community policing and greater involvement of residents in the development process.

There are possible models of good practice, for example, in the operation of local area forums and good models of liaison between LHOs and Strathclyde Police.

Findings: GHA Tenant Workshops

Workshops were conducted with tenants in the four case-study areas: Balmore, Keystone, New Shaws and Royston Corridor.

At the workshops, participants expressed approval for the new SBD doors and windows. Tenants were positive about the installations using words like "terrific" and one saying "the locks [are] fantastic". Individuals said they felt safer and warmer and that there was a significant improvement since the installation; some commented on how draughty their homes had been before the installation. Others were complimentary about the investment and work done since GHA took on the responsibility for the stock:

"I am very safe in my home because of the renovation work"

"Secure, safe; that is how I feel when (the) door is closed and locked"

"Our doors give us a great sense of security we are very conscious of security"

"I feel secure in my flat because of the security door and also once I am in my flat the locks on my door are so strong that is why I feel so safe"

"Windows have been a great improvement"

Few of those attending the workshops were able to provide the name of the [SBD] initiative however.

There were few complaints about the installation of the doors and windows with one participant describing it as "excellent". Most participants were complimentary of the efficiency of the contractors. A number of those participating noted approvingly that contractors had shown them how to use the locks and door handles etc.

A substantive issue for tenants was the difficulty of keeping doors open, particularly common-close doors, when dealing with heavy baggage, shopping etc. What emerges from this is the apparent failure to communicate how this might be resolved – tenants were often able to identify solutions but felt 'unheard'.

The tenants at the workshops had a positive feeling about the specific installations, but this is partly because the previous doors and windows had been in very poor condition. There is a sense that the approval was as much about GHA's commitment as it was about the products installed. This may be one of the reasons also why so few had any real knowledge that this was an 'SBD' initiative.

These installations appear to have had a significant impact on making people feel more secure in their homes and also in their environment. This is positive given that there are some real issues of community and personal safety which individuals have to manage. There are a range of issues associated with community safety which are 'low level' in some respects but which tenants noted having a detrimental impact upon their lives. Much has been done to make homes safer and this is recognised and applauded. However, there is still a high degree of fear about the public realm particularly at night.

Few, if any complaints, were expressed about information received about the initiative, although how to use locks and doors could have been communicated more effectively. Ways of passing on information appears to have been done differently in different locations and on the whole this has been effective with regard to SBD, although sometimes inconsistent.

Findings: Key Stakeholder Interviews

Interviews were undertaken with 5 key stakeholders from: Glasgow Housing Association, Strathclyde Police, ACPO CPI and Scottish Government.

There was approval for the SBD initiative, with a general acceptance that it has not yet achieved all that it can for GHA. There is a strong belief amongst the stakeholders that good work has been done under the banner of SBD but that it is still evolving and should naturally progress to environmental initiatives. There is some difference of emphasis placed on these developments by each of the stakeholders, but these are not serious. Some (but not all) believe that momentum is in danger of being lost and that moving into environmental intervention is a key challenge for the partnership.

SBD is seen to be a strong product and a strong brand, although some stakeholders felt there was a lack of clarity about the name or brand of SBD within their respective organisations. More may need to be done within each of the partner organisations to develop this understanding, and the indications are that partners need a clearer communication strategy.

A key word of caution was offered that SBD is only one element in addressing prevention-of-crime issues. There are significant concerns particularly around antisocial behaviour, which SBD cannot address alone.

As GHA embarks on a sizeable programme of new build and regeneration activity it is seen as a particularly opportune time for the further development of SBD to include the subtleties of environmental design at the early stages of development. There is a strong commitment to this kind of work by all stakeholders interviewed. There is recognition that the move towards public realm and environmental initiatives would require substantial investment and would need to include other partners, particularly as whilst GHA owns property and curtilage it often owns none of the surrounding land and has no responsibility for it.

Whilst some of the complexities and barriers have been addressed through effective working arrangements, there was a clear view expressed that these could be built upon still further and enhanced to achieve effective environmental and community safety objectives.

GHA has been able to develop a Neighbourhood Renewal programme and approach which is able to address a range of needs amongst its communities and play a role in crime prevention. SBD is part of this suite of initiatives. The Neighbourhood Renewal programme demonstrates a commitment to a broader agenda by GHA, which provides scope for further partnership working with other agencies to mutual benefit.

There is already an established and effective partnership between the agencies involved in delivering SBD, which has great potential to be built upon and strengthened (for example on Design Evaluation Panels). There is also commitment to partnership by all stakeholders and a desire to see this develop further. There appears to be both some evidence of 'good practice' in the partnership arrangements (e.g. on youth diversion activities, to address elements of anti-social behaviour and the associated fear of crime) as well as a recognition that gaps could be tackled to maximise further joint working.

Key Conclusions, Recommendations and Next Steps

Conclusions

The key conclusion to be drawn from the evaluation is that there is strong statistical evidence that Secured By Design has played an important role in reducing levels of housebreaking crime in the Sample Area. Tenants have been impressed by the new installations of doors or windows noting they feel much safer in their homes and more comfortable, but tenants are largely unaware that this has been an anti-crime initiative. Partly this is a result of poor communication from the partners about this fact. There are other communication issues which partners are concerned about and that should be addressed before GHA progresses into the next logical stage: environmental responses to SBD. The outdoor environment represents a significant challenge because it is here where residents are still fearful.

Recommendations

The partners may wish to consider:

Building on the strengths

- 1. Developing further the effective and trusting relationships which exist between the partners and other agencies; for example, partners might explore potential inter-agency SBD training opportunities.
- 2. Ways for all interested partners, at appropriately senior level, to discuss the potential for further implementation of SBD particularly with regard to wider 'environmental' interventions and to taking a strategic approach to environmental issues. This should explore cost implications, potential benefits and priorities for action and should be linked to other relevant environmental strategies.
- 3. Investigating the possibility of developing pilot or demonstration projects to 'test' how SBD in the public realm might operate and from which GHA might develop possible good practice models. LHOs could be invited to 'compete' for these pilots as a shop window for their own operations; or GHA may wish to pilot these initiatives in new-build developments and other areas of regeneration.

Fear of crime and anti-social behaviour

- 4. The partners might consider what role they have to play in developing 'pro-social' behaviour on its estate (for example, the further development of diversionary activities) and how this might be best put into operation. For example, this may include continuing to work with a range of appropriate agencies, notably Glasgow City Council, to address 'low-intensity' incivilities and environmental-based issues which impact negatively, whether directly or indirectly, upon individual tenant's lives.
- 5. Partners may also want to consider assessing how the fear of crime is felt differently by different elements of GHA's resident population (through analysis of survey data or other primary research, if necessary, amongst its tenants) and explore how this might be dealt with through SBD or other related initiatives.

The partners may also wish to consider:

Design and installation issues

- 6. Ways of responding effectively to the small number of tenant-identified design, use and post-installation issues relating to SBD products.
- 7. Maximising the effectiveness of GHA new build Design Evaluation panels to gain the most from SBD principles across its estate.

Communication

8. Developing a communication strategy to:

- Address low awareness about what the intervention is seeking to achieve and a consistent message about SBD;
- Promote the 'best use' of the installations for tenants;
- Raise awareness of the brand name of the 'product' more effectively for key stakeholders; to help in the reduction of the fear of crime;
- Consider an effective communication or training strategy for local housing offices and SBD contractors as necessary;
- Celebrate what GHA and its partners have done well and develop a clear strategy to share good practice in a range of related areas. This might be externally focussed; for example it could include other interested RSLs and the wider housing and regeneration sector generally.

Joined up working

- 9. Exploring how to embed more deeply key initiatives within the community, given there is a strong commitment to partnership working across each of the stakeholders. Each stakeholder had concrete thoughts on how this could progress effectively to further enhance the GHA 'estate'. GHA and partners should explore as a key priority the best ways to enhance this.
- 10. Developing mechanisms for sharing knowledge, information and expertise across partners and stakeholders and regularly reviewing these arrangements to ensure maximum SBD benefit / impact is obtained. There was strong evidence that the role of ALO (within GHA) was an effective arrangement. GHA and its partners should seek to develop mechanisms that maintain the momentum.
- 11. Developing a strategic vision for the progression of SBD and other community safety and environmental issues within the GHA estate. (For example Strathclyde Police and GHA might continue to work effectively together on youth diversionary activities, youth consultation or community engagement activities). Other potential partners might be brought into this process for example GCSS.
- 12. Establishing clearly defined parameters for the monitoring of good practice, particularly around its SBD initiatives and, as relevant, associated crime-prevention or pro-social initiatives.

Further research

- 13. It is recommended that the partners carry out analysis of housebreaking crimes in further sample areas where appropriate data is held, once crime data for 2008 are available, and potentially repeat the analysis once there is coverage of SBD dwellings within the GHA new-build programme.
- 14. Further research on possible 'area effects' in terms of housebreaking crimes may be of interest this could be an investigation in various areas of other factors (beyond SBD) influencing housebreaking crime e.g. Police communication initiatives, CCTV cameras, Community Safety Officers etc. Partners may also consider whether there is merit in potentially exploring differences between datazones with high and low SBD coverage in terms of housebreaking crime; or specific dwelling archetypes across the whole of Glasgow.

The next steps for the partners

They should establish clear working protocols between relevant partners for taking SBD further into new build and environmental interventions and for clarifying the different partners' aspirations for the initiative. This protocol should include, as a key priority, a mechanism for developing a comprehensive communication strategy. It should also include consideration of data sharing approaches to facilitate future SBD evaluation as appropriate.

The partners should consider whether other agencies need to be approached to deliver connected services and how these might be delivered via, for example partner agreements or other formal arrangements to deliver sustainable enhancement.







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