



Justice



Australian Government

Australian Institute of Criminology

Strategies to prevent alcohol-related assault in entertainment precincts

Handbook for local government

Commissioned by the NSW Department of Justice and
prepared by the Australian Institute of Criminology



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Purpose of the handbook

This handbook forms part of a series of guides to support local governments in NSW to implement evidence-based crime prevention strategies funded by the Department of Justice (DJ) Crime Prevention Programs (CPP). This handbook has been developed to help guide you through the various stages of planning, implementing and evaluating multi-component strategies to reduce alcohol-related assault in entertainment precincts in your local government area.

Using the handbook

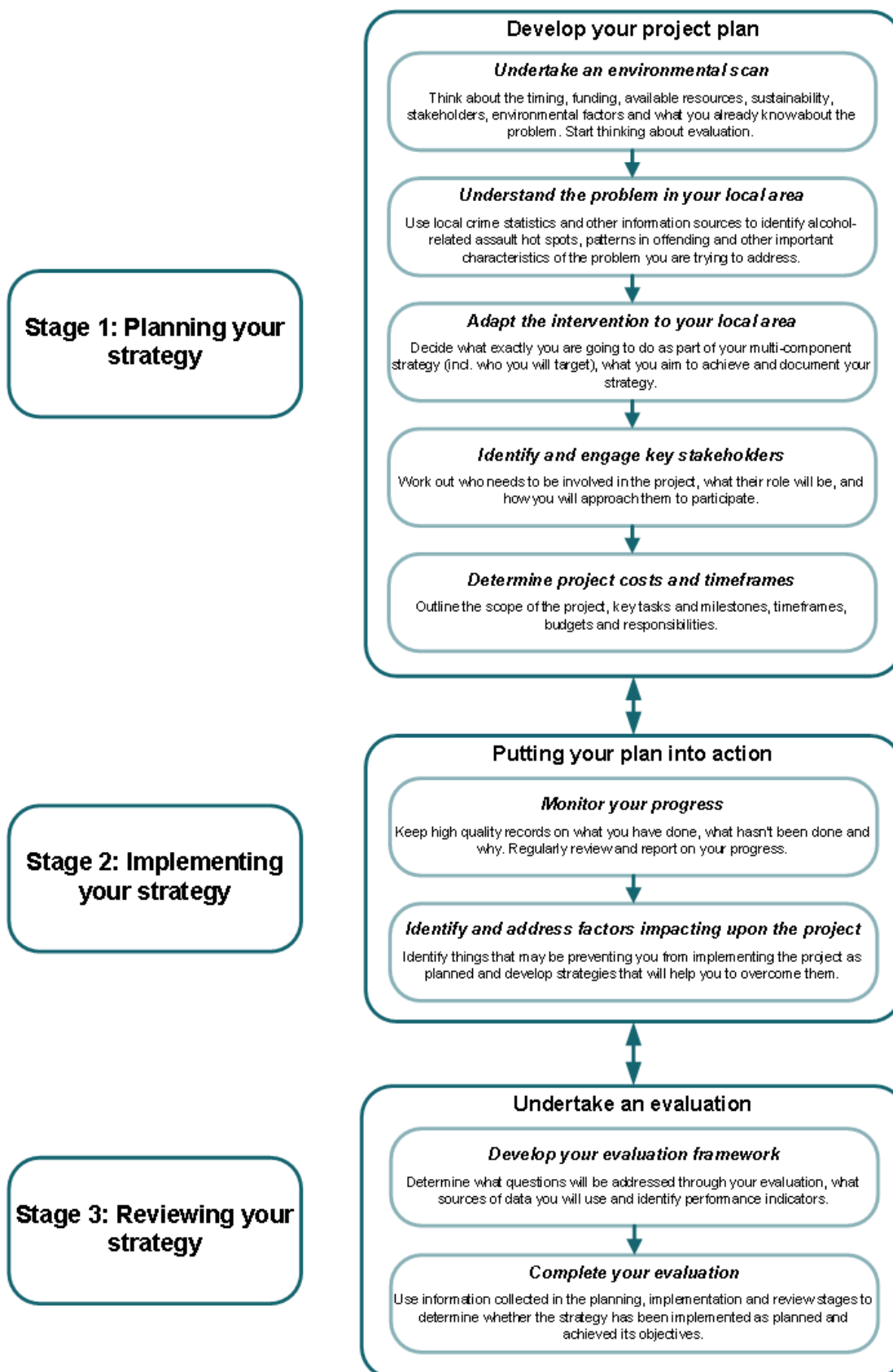
The handbook provides an overview of the key steps that are involved in delivering a multi-component strategy to reduce alcohol-related assault. These steps are classified under the following three stages:

- Stage 1: Planning
- Stage 2: Implementation, and
- Stage 3: Review.

These steps do not necessarily need to be undertaken in order. You may undertake some steps concurrently, or you may need to go back and revisit earlier steps. However, it is vital that some steps be undertaken early on in the project, such as consulting stakeholders and planning for evaluation.

The successful implementation of a strategy to prevent alcohol-related assault will often be heavily influenced by the characteristics of the local community. This needs to be considered throughout the project.

Key steps in planning, implementing and reviewing your strategy



Stage 1: Planning your strategy

The best available evidence suggests that community-based, multi-component strategies can be used to prevent alcohol-related assault in entertainment precincts. The evidence also suggests that community-based strategies will be most effective in areas that experience high levels of alcohol-related assault, identified through local crime statistics or concerns raised by the community. You should only be considering this type of strategy if your local government area (or areas within your local government area) experiences high levels of alcohol-related assault. This may be determined on the basis of recorded crime statistics available from the NSW Bureau of Crime Statistics and Research (BOCSAR) or on the basis of consultation with the local community. Recorded crime statistics should show that your local government area has a high number of incidents, a high rate of incidents per 100,000 population and a low ranking compared with other local government areas in the state. However, this is not the end of the planning process.

Key findings from a review of strategies to prevent alcohol-related assault

- There is a growing body of evidence from both Australia and overseas on effective community-based strategies to reduce alcohol-related assault in entertainment precincts. This evidence shows that responses to alcohol-related assault in entertainment precincts need to involve a number of interventions delivered in combination.
- This includes some combination of the following interventions – rules and regulations for licensed premise operators, such as a code of conduct; additional training for licensees, bar staff and security (besides mandatory responsible service of alcohol (RSA) training); community engagement and mobilisation; awareness campaigns directed at patrons and the wider community to promote the strategy as well as harm minimisation messages; awareness campaigns targeted at licensees to raise awareness of the risk factors for alcohol-related violence and strategies to reduce this risk; the implementation of a patron lock out; and strong enforcement of liquor licensing legislation by police and regulatory authorities.
- Other interventions that have been delivered as part of a comprehensive strategy to address alcohol-related violence in entertainment precincts and that appear to be promising include – providing late night transport options to prevent intoxicated patrons congregating outside licensed premises; establishing secure taxi ranks to ensure patrons queue for taxis in an orderly fashion; undertaking assessments of the physical environment around licensed premises and making improvements in accordance with the principles of crime prevention through environmental design (CPTED); and the regulation of security providers. Further research into the effectiveness of these strategies is required.

- The specific mechanisms underpinning a comprehensive strategy to reduce alcohol-related violence will depend upon the interventions that are being delivered. However, multi-component strategies include interventions that target both the management of licensed premises and the behaviour of patrons.
- All of the evaluated strategies targeted entertainment precincts with high rates of alcohol-related violence and other harms during peak periods for alcohol consumption. Projects targeted precincts in both metropolitan and to a lesser extent, regional locations, but all of these locations were characterised by a high number of licensed premises that attracted large numbers of patrons, particularly on weekend nights.
- Strategies should be overseen by a committee (or in some cases committees) comprising representatives from the local council, police, health agencies, licensing authorities, licensees, other business operators or groups, security providers, public transport bodies and in some cases, local residents. This committee can determine the most appropriate combination of interventions for the local area, based on what they identify as the major risk factors for alcohol-related violence.
- There is considerable evidence that the effectiveness of strategies that aim to reduce alcohol-related assault in entertainment precincts is contingent upon the presence of a strong and reliable enforcement component. This means that strategies targeted at entertainment precincts require the continued involvement of police and the agency responsible for liquor licensing (i.e. the Office of Liquor, Gaming and Racing), as well as any other agencies that have a role in monitoring compliance.
- Comprehensive strategies to reduce alcohol-related assault require a high degree of commitment and support for the project among licensees and premise operators. It is necessary to establish appropriate consultation mechanisms at the commencement of the project to seek input from licensees into the development of strategies that are likely to require their involvement (or at least compliance) and that will impact upon them.
- Strategies appear to be most effective when they are instigated by the local community and maintain a strong focus on community involvement throughout the life of the strategy.

1.1 Complete an environmental scan

When planning any crime prevention strategy you need to consider the capacity and resources available in your local community, as well as the circumstances in which the strategy will be delivered.

This requires that you undertake an environmental scan of your local area. Table 1 outlines some important considerations when planning a strategy for your local area, why they are important, and what you can do to address them.

Table 1 Important considerations when planning a community-based strategy to prevent alcohol-related assault in entertainment precincts

Consideration	Questions to ask and why these are important	Possible ways to address this
Timing	<p>Are there deadlines to deliver on? What is feasible within this timeframe?</p> <p>Does it clash with any other crime prevention or community activities that could influence results?</p> <p>How long will it take to implement? This will depend on the size of the target area, the measures you will implement, the willingness of key stakeholders to get involved and the availability of key personnel.</p>	<p>Be clear on deadlines and commitments under grant funding, particularly if CPD or other areas within council require progress reports and other deliverables. Also, take note of what is being implemented in the community and timing of local events so that you can assess if this will have any effect on project delivery.</p> <p>Use other similar projects as a guide, and ask other stakeholders with experience how long it may take to implement the proposed strategy.</p> <p>Align your project with other alcohol related projects where possible</p>
Funding	<p>Are the funds available under the grant? How much in kind funding can you contribute?</p> <p>Can you afford to do what you propose? If not, you might be left with a budget deficit and disappointed stakeholders.</p>	<p>Identify what you are planning to do and the resources they involve and estimate costs.</p> <p>Refer to the costing framework for this intervention.</p>
Available staff	<p>Does the project require any particular expertise? e.g. qualified professionals to deliver training to licensed premise staff, develop resources as part of an awareness campaign or to provide late night transport options.</p> <p>Are suitable people available to oversee the project?</p>	<p>Scan services in local council and find out what/who is available, and/or what is required to get the appropriate workers or technicians.</p>
Sustainability	<p>Do you have access to ongoing funds? Will you be able to sustain the level of staffing for the project? Does the project need only one off resourcing or continuous investment?</p>	<p>Develop an exit strategy if necessary. Only choose interventions that can be supported by local resources and available funding.</p>

Consideration	Questions to ask and why these are important	Possible ways to address this
Stakeholders	<p>Does the project require support of certain individuals or organisations? Can they contribute any resources? How will you get them to participate?</p> <p>If the project directly involves engaging the community to help develop or implement the strategy, how are you going to get them to participate?</p> <p>If you do not have the stakeholders you need on board, you might not be able to implement the strategy properly.</p>	<p>When developing the project, consult identified stakeholders and find out if there is anyone else who should be involved in the planning. Find out whether they are supportive and whether they have any concerns. Can non-government organisations contribute to the strategy?</p> <p>If the project requires community, make sure they are aware of the commitment and what could be realistically achieved by adopting the measures.</p> <p>It is important to have police involvement from the outset. They can provide information on local non-domestic violence related assault offences and will be (in partnership with liquor licensing authorities) responsible for enforcing liquor licensing laws and regulations.</p>
Environment	<p>Is the environment compatible with your proposed strategy?</p> <p>For example, providing additional public transport options may not be suitable if a significant proportion of patrons live within walking distance of the entertainment precinct.</p>	<p>Become familiar with any limitations locally, scope out where you are planning the intervention and see if you can identify any potential problems.</p>
Type of offences being targeted	<p>What do you actually know about the problem? Is the problem in one hotspot or is more broadly distributed? What are the key characteristics of offences, offenders and victims?</p> <p>Is the problem only a temporary spike that may correct itself when circumstances change, or is it a more long-term problem?</p>	<p>Review crime statistics for non-domestic violence related assault over time. Ask police or other relevant local agencies to find out if an increase in alcohol-related assault can be explained by any temporary factors, such as a large scale event.</p> <p>Refer to the relevant section in this handbook for additional guidance on analysing the local problem.</p>
Monitoring and evaluation	<p>Can you measure results from your project? How will you measure success (e.g. decrease in the number of non-domestic violence related assaults, increased feelings of safety, etc.)? Can you access the data you need for each measure?</p>	<p>Review available data sources (e.g. crime statistics on non-domestic violence related assault) and determine what information would be needed prior to the start of, during and after the project, to measure an effect.</p> <p>Make sure you can measure whether the strategy actually made a difference to the assault problem.</p>

While you will do most of the work of an evaluation towards the end of the project, it is **important to start planning your evaluation while you are developing your strategy**. Start thinking about documenting your project and what information you might need to determine whether the strategy has been implemented as planned and how effective the project has been. The quality of your evaluation will depend on how well you are able to collect, analyse and report on the information outlined in this handbook. More information on monitoring and evaluating your strategy is documented in *Stage 3: Reviewing your strategy*.

1.2 Understanding the nature of the local alcohol-related assault problem and its causes

It is important to understand the precise nature of local alcohol-related assault offences so that you can effectively target your response. This requires a systematic analysis of your crime problem, the causes and risk factors. High-risk areas (based on local crime data and previous victimisation), factors that contribute to this high risk and characteristics of offences committed in these areas can then be identified to inform your response. The best way to do this is to gather as much information as you can on the problem from a variety of sources.

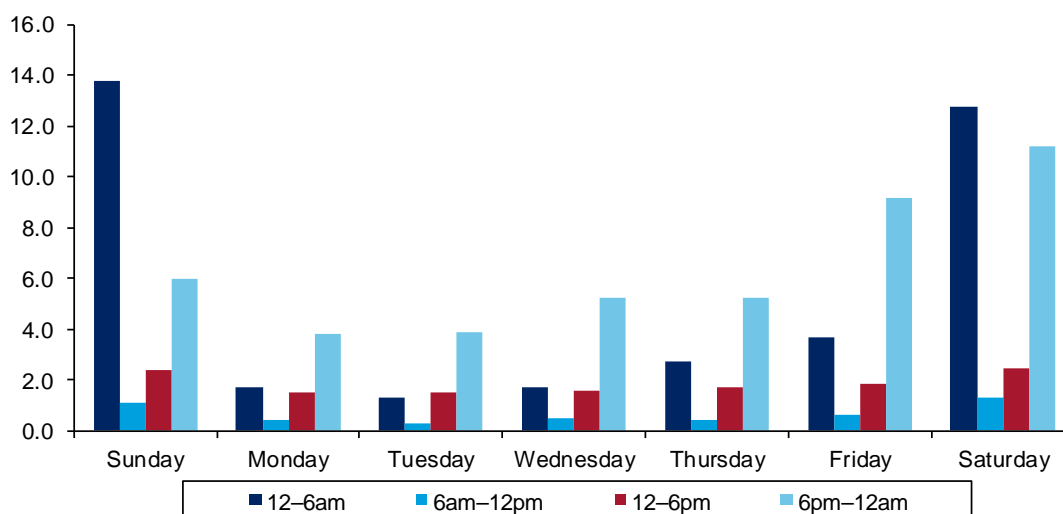
Review research into the causes of alcohol-related assault

The fact sheet highlighted the importance of understanding risk factors for alcohol-related assault. Research has identified a number of risk factors for violence in entertainment precincts, including the characteristics of patrons, venues, the social environment, staff behaviour and the wider environment. You may want to read further about the possible causes of and risk factors for alcohol-related assault. This will help you when it comes to adapting the intervention to your local problem. If you would like to conduct further reading on the causes of alcohol-related assault, refer to the references at the end of this handbook. You can also refer to the BOCSAR website www.lawlink.nsw.gov.au/bocsar and the AIC website www.aic.gov.au. They have a range of resources about the prevention of alcohol-related violence that can be downloaded for free, as well as links to other useful websites. Use Table 2 to help prompt your thinking on the types of information you should think about documenting.

Gather local statistics and knowledge to analyse the local problem

Collect information from a range of sources to develop a better understanding of your local area's non-domestic violence related assault problem. Consider both qualitative and quantitative data sources of information. Quantitative data (e.g. recorded crime and arrest data) provide useful information about the nature and extent of a particular problem or phenomenon. However, qualitative information (such as interviews, reports and consultations with relevant local stakeholders) can be a valuable source for understanding the problem and what local factors may influence the delivery of your project. A combination of both sources of data will provide a more complete picture of the local problem.

Figure 1 Alcohol-related assault, by time of day and day of week, 2011 (%)



Alcohol-related assault offences includes both domestic and non-domestic violence related assault offences
Source: NSW Bureau of Crime Statistics and Research

There is a range of data that might be available or could be collected to help you better understand your local problem and develop a targeted response:

- BOCSAR have a large amount of recorded crime data for all NSW local government areas and is a valuable source of information about non-domestic violence related and alcohol-related assault. It has information about offence locations, trends and temporal patterns (e.g. day of week and time of day) is available on their website. Additional data may also be available upon request. Figure 1 is an example of the type of information that is available from BOCSAR. It shows that the peak time for alcohol-related assault offences in New South Wales is between 6 pm and 6 am on Friday and Saturday nights.
- BOCSAR also provides a range of hotspot maps online, which provide a visual representation of the locations within each local government area with the highest concentration of recorded offences.
- Recorded crime data might also be available direct from your local police on the locations of and circumstances surrounding recent offences. Data may also be available on offenders apprehended by police, although this data may be difficult to obtain as many offenders are not known to the victims. You may need to complete an official data request to access this information.
- Surveys or interviews with victims of alcohol-related assault, while potentially difficult to undertake, can provide useful information about their experiences, risk factors for victimisation and the types of prevention measures that these victims take to minimise their risk of victimisation (e.g. avoiding certain areas, etc.).

- Surveys of the wider community will enable you to assess the degree of concern among residents about the prevalence of alcohol-related assault in their neighbourhood, perceptions of safety and the level of support for different types of prevention strategies.
- Surveys or interviews with offenders, while potentially difficult to undertake, have been used to develop a better understanding of the motivation of offenders and the reasons they target specific people.
- Consultation with relevant local stakeholders can provide useful information about their experience and understanding of the local alcohol-related assault problem. For example, police may be able to give additional insights into alcohol-related assaults that are not available through recorded crime data. Local licensed establishment management and staff might be able to tell you about the assaults occurring in the area surrounding their premises and the measures they have in place to prevent assault (e.g. premise design, banning aggressive patrons from the premises, etc.). Further, Neighbourhood Watch groups and other community groups may be able to provide information on local initiatives trialled in the past.

Use Table 2 to prompt your thinking on the type of information that you might need to help you identify and understand the characteristics of non-domestic violence related assault in your local area.

Table 2 Understanding the local alcohol-related assault problem

	What is known?	Data source(s)
How many offences?		
Have there been any notable trends over time?		
Are there certain times that offences are more common (e.g. during peak periods for alcohol consumption i.e. weekend nights or at closing times of licensed premises)?		
Is there a seasonal pattern or certain peak times of the year (e.g. summer months)?		
What proportion of offences is alcohol-related, and are there particular patterns in alcohol-related offences?		
Are there identifiable hotspots (e.g. certain precincts, premises, streets or public areas, etc.)?		

	What is known?	Data source(s)
How many licensed premises are in the area? Are some more problematic than others?		
Do offences typically occur inside or in close proximity to licensed premises?		
What are the main characteristics of licensed premises associated with a high number of offences?		
What characteristics of premise management may be contributing to the problem?		
What aspects of patron behaviour may be contributing to the problem?		
What other crimes are being reported in the areas with high rates of alcohol-related assault?		
What are the main characteristics of victims of alcohol-related assault?		
What is known about the offenders?		
What other factors might be contributing to the assaults in identified hotspots (e.g. lack of transport options)?		
Any other factors?		

Source: Adapted from Anderson 2010

You need to be aware of the limitations of the data sources you use. Police crime statistics, for example, only include those offences that are reported to police. Many assaults do not get reported to police, for different reasons. Table 3 outlines a number of things to consider when using different datasets. It can be useful to talk to people who are familiar with the data or the local area to help you interpret any patterns and understand the data in the wider context.

Table 3 Considerations when using different data sources/statistics

Consideration	What this can affect
Time periods	If different datasets cover different time periods, comparability can be difficult. In addition, you need to ensure that the data you are using is relevant and covers the time periods you require to analyse the problem.
Missing data	Missing data within a dataset can influence results. This may happen when not all the information needed is entered into the system, or it could be that the information is not known (e.g. many offenders are not identified and so the data on offenders is often missing).
How frequently the data is entered into the dataset	Agencies may enter data into a spreadsheet every day, weekly, monthly, annually, biannually, or sporadically. Findings or reports from this data may also only be made available at certain times, so if you are relying on this information being made available publicly find out if it is compatible with any reporting or analysis that you might be conducting. BOCSAR generally doesn't release annual crime statistics until the following April.
What area the statistics cover	Different agencies and sections may have different parameters for collecting information or statistics. For example, police local area commands are different from local government boundaries and the Australian Bureau of Statistics' statistical areas. Therefore, the information from both will not be directly comparable.
Data accessibility	Not all relevant information is publically available (e.g. some crime statistics including victim and offender information). Some datasets you might not be able to access or have permission to use, so find out in advance if you can obtain the information you want.
Number of counts	Be wary of making broad assumptions on information from only a small sample of cases in a dataset, as they may not be representative of the broader population you are targeting.

Note: These considerations are also important when it comes to evaluating your chosen strategy.

! Make sure you keep a record of the information you have collected while planning the project. This information will provide the baseline against which you can assess the impact of the strategy on non-domestic assaults committed in target locations.

1.3 Adapting the chosen intervention(s) to the local area

Once you have a good understanding of your local problem you can then develop an appropriate response. Consider the times non-domestic violence related assaults typically occur in your area – if it is during peak times for alcohol consumption (i.e. Friday and Saturday nights), then an alcohol-related strategy may be effective. Where are the assaults occurring? If they are in an entertainment precinct or in and around licensed premises then an alcohol-related strategy may be effective, otherwise a lighting strategy may be more appropriate. Are assaults a problem generally in the area or just around certain premises? This will help you decide whether you need a broad-ranging or more targeted strategy. If premise management or staff behaviour is a particular problem then

your strategy will need to focus on educating licensees and staff. What do patrons typically do after leaving licensed premises? Do they tend to leave together and congregate in the area? Are there adequate transport options in the area? What other factors may be at play? Are there any local factors that you will need to take into account? Once you start to answer these kinds of questions you can start to tailor your strategy to your local area.

It is important that you **understand the causal mechanisms that underpin the intervention** you have selected. These are described in the accompanying fact sheet. This will help you to ensure that in adapting the chosen strategy to your local circumstances, you do not inadvertently undermine the ‘active ingredient’ that is needed for it to work.

Deciding what exactly you are going to do

The accompanying Fact sheet presents a number of options that can be taken and adapted to your local community. You will need to decide what it is exactly that you propose to do as part of your strategy. Use Table 4 to guide your decision making process.

Table 4 Key components of a multi-component strategy to prevent alcohol-related assault in entertainment precincts

Strategy component	Considerations	Factors to guide decision-making
Will alcohol related strategies help reduce your local problem?	Do assaults typically occur during peak alcohol consumption periods? Do assaults typically occur in and around licensed premises or entertainment precincts? Is alcohol an important factor in the assaults? What initiatives are already in place to address the problem?	Alcohol-related strategies will only help if offences are typically alcohol related and occur in and around licensed premises during peak times for alcohol consumption. Is the environment and context amenable to alcohol related strategies? Will the strategy be backed up by strong and reliable enforcement?

Strategy component	Considerations	Factors to guide decision-making
Interventions targeting licensed premises	<p>Do you need to establish a code of conduct for licensed premises in your local area to be endorsed by members of your stakeholder committee and if so, what will it address?</p> <p>Is there a need for additional training for premise management, staff and security to ensure that RSA training levels are maintained or to improve premise management practices?</p> <p>Should a lockdown be established and if so, what time should be used and which premises should be included?</p> <p>Will you conduct safety audits and risk assessments to raise awareness of the risk factors for violence and other alcohol-related problems and inform improvements to the physical design and maintenance of premises. If so:</p> <ul style="list-style-type: none"> • Will you focus on the wider precinct or individual premises? • Will the security audits be active (someone attends the premise to conduct the assessment) or passive (distribution of security assessment toolkits)? • Who will be responsible for undertaking safety audits (e.g. police, council workers, security providers)? • Will you follow up to see what action has been taken by the licensed premises? • Will you target premises associated with a recent alcohol-related assault, all premises in an area that are associated with a high number of offences, or both? 	<p>This should be informed by your detailed analysis of the local problem and context.</p> <p>Licensed premise owners, managers, bar staff and security staff should be made aware of their legal obligations and of strategies that may assist them to deal with aggressive incidents and intoxicated individuals.</p> <p>Patron lockdowns prevent potentially intoxicated and aggressive patrons from being able to enter premises after a specified time. They can operate across a small number of premises on a voluntary basis or can target precincts as a whole.</p> <p>The design and layout of licensed premises and their surrounding areas should minimise those risk factors that increase the likelihood of aggression or violent incidents.</p> <p>Conducting safety audits will require the agreement and participation of licensed premises, which will need to be established early in the project.</p> <p>There is considerable evidence that the effectiveness of strategies that aim to reduce alcohol-related assault in entertainment precincts is contingent upon the presence of a strong and reliable enforcement component (see below).</p>

Strategy component	Considerations	Factors to guide decision-making
Interventions targeting patrons and/or the wider community	<p>Who will you target through your awareness campaign? Will it be directed at patrons or the broader community or both?</p> <p>What will be the purpose of your awareness campaign targeting patrons and/or the wider community? Will it aim to promote responsible drinking and behaviour, encourage patrons to avoid situations that place them at risk of becoming involved in a violent altercation, encourage a mix of patrons to visit the precinct or raise awareness of the strategy being delivered more generally?</p> <p>How will you raise awareness among the target audience? Will it be through the display of signage within licensed premises, local media, displays in and around the entertainment precinct, the distribution of material about the project to local residents or some other way? Can non-government organisations contribute here?</p> <p>Is there a need to provide late night transport options to prevent intoxicated patrons congregating outside licensed premises? If so:</p> <ul style="list-style-type: none"> • What type of transport will be provided and at what cost to patrons? • How will you advertise the availability of the transport options to patrons? <p>Are there problems associated with local taxi ranks and is there a need to establish secure taxi ranks to ensure patrons queue for taxis in an orderly fashion?</p>	<p>This should be informed by the characteristics of offenders and victims of alcohol-related assault.</p> <p>Licensed premises, alcohol and the consumption of alcohol should be marketed in such a way so as to not promote excessive consumption and to encourage responsible drinking and behaviour among patrons.</p> <p>Effective and appropriately targeted social marketing strategies can help to attract clientele that are more likely to behave appropriately, encourage responsible drinking and patron behaviour and enhance perceptions of safety and amenity in areas with a high concentration of licensed premises.</p> <p>Interventions targeted at patrons promote responsible attitudes to alcohol and drinking behaviour. By setting and maintaining high standards for both venue operators and clientele, comprehensive strategies may create a positive drinking environment and encourage people visiting the precinct to be well behaved.</p>

Strategy component	Considerations	Factors to guide decision-making
Community engagement and mobilisation	<p>How will you encourage community support and involvement in the proposed strategy?</p> <p>Who in the local community should be involved in the development or implementation of the strategy, and whose support is needed?</p> <p>Can you use non-government organisations here?</p>	<p>Community participation, support and responsibility for the strategy can be encouraged by inviting community members to be involved in project committees. Consultation with community members, including key interest groups, can be used to gain input from locals into the development of interventions and raise awareness and ownership of the strategy.</p>
Other interventions	<p>What are police and regulatory authorities currently doing to address alcohol-related assault (e.g. targeting problematic premises)?</p> <p>Is there a local liquor accord already in place and if so, what is that accord doing to address the problem and who is involved?</p> <p>What other initiatives are being delivered to address the problem in the local area?</p>	<p>Effective strategies are supported by strong and targeted enforcement of liquor licensing legislation by police and regulatory authorities, as well as formal action against patrons for alcohol-related offences.</p> <p>Police can also provide an increased visible presence in the areas around licensed premises, particularly in known hotspots for violence.</p> <p>A significant number of local government areas already have a local liquor accord established that may be a useful forum through which to engage the relevant stakeholders.</p> <p>All of the strategies reviewed as part of this handbook involved a number of different interventions delivered in combination.</p>

Source: Adapted from Doherty & Roche 2003.

Table 5 outlines a range of strategies that may be suitable for different types of alcohol-related violence problems and risk factors. This list is provided as a guide to the range of strategies that may be considered for some common scenarios.

Table 5 Local strategies to reduce alcohol-related assault

Type of alcohol-related violence problem or risk factor	Possible responses
<p>There is evidence (e.g. based on walkthroughs and audits) that certain licensed premises are engaged in operating practices that are encouraging patron intoxication and other problems associated with alcohol consumption.</p>	<p>Develop a code of conduct that sets out rules and regulations relating to issues not addressed in relevant liquor licensing legislation or regulations.</p> <p>Provide additional training to ensure that mandatory levels of RSA training are maintained, targeted at problematic premises.</p> <p>Targeted and proactive enforcement of liquor licensing legislation by police and regulatory authorities, focusing on the conduct of licensed premises.</p>
<p>There is a high level of community concern around the levels of alcohol-related violence in local entertainment precincts.</p>	<p>Invite community members (including community representatives, business representatives, licensed premise representatives and other stakeholder groups) to be involved in project committees and to provide input into the development and oversee the implementation of interventions to address alcohol-related violence.</p>
<p>Certain licensed premises experience high levels of violent and aggressive behaviour inside or within the immediate vicinity of their premise, such as around the bar, on the dance floor or in queues.</p>	<p>Provide education to licensed premises operators (e.g. workshops and seminars) around premise management and design and other issues that may impact on the risk of alcohol-related violence.</p> <p>Conduct risk assessments or distribute risk assessment toolkits to help raise awareness of the risk factors for violence and other alcohol-related problems and inform improvements to the physical design and maintenance of premises.</p> <p>Provide training to security providers and crowd controllers around issues such as dealing with intoxicated and aggressive patrons inside or awaiting entry to licensed premises.</p>
<p>Patrons visiting the entertainment precinct engage in risky drinking behaviour, including preloading, underage drinking and excessive alcohol consumption.</p>	<p>Run a media campaign, community forums and develop and distribute various promotional materials to raise awareness of the problems associated with excessive alcohol consumption and spread a harm minimisation message.</p> <p>Provide training to security providers and crowd controllers around issues such as dealing with intoxicated and aggressive patrons trying to enter licensed premises.</p> <p>Targeted and proactive enforcement of liquor licensing legislation by police and regulatory authorities, focusing on the conduct of patrons.</p>
<p>The number of violence incidents peaks at closing times, or there is a problem with intoxicated patrons leaving premises that close and trying to enter premises that remain open.</p>	<p>Establish patron lockouts.</p> <p>Provide additional training to ensure that mandatory levels of RSA training are maintained and targeted at problematic premises.</p> <p>Provide training to security providers and crowd controllers around issues such as dealing with intoxicated and aggressive patrons trying to enter or re-enter licensed premises.</p>

Type of alcohol-related violence problem or risk factor	Possible responses
Violence occurs in areas around licensed premises, in pedestrian thoroughfares and among patrons waiting for public transport (including but not limited to at closing times).	<p>Provide additional late night transport options for patrons, such as a nightrider bus service.</p> <p>Establish and operate secure taxi ranks, as well as any other major public transport facilities.</p> <p>Undertake assessments of the physical environment around licensed premises and make improvements in accordance with the principles of crime prevention through environmental design (CPTED).</p>

Set clear objectives for the project

It is important that you have a clear sense of what you are trying to achieve, so you will need to develop some clear objectives to guide the project. Some examples of possible objectives for a multi-component strategy to reduce alcohol-related assault are presented in Box 1.

Box 1: Project objectives

A local government-led working group identified the following objectives for a multi-component strategy that was introduced in an entertainment precinct with high rates of non-domestic violence related assault offences, many of which were alcohol-related. These objectives helped to guide decision making with regards to the development of the strategy. It was against these objectives that the overall effectiveness of the strategy was to be assessed.

- Reduce the overall incidence of alcohol-related and non-domestic violence related assault in the entertainment precinct targeted by the prevention strategy.
- Reduce the level of concern among residents and local business owners about alcohol-related assault.
- Reduce the level of intoxication and public disorder among patrons visiting the entertainment precinct.
- Increase compliance with liquor licensing legislation and regulations among licensed premise operators in the entertainment precinct.
- Increase the level of satisfaction among local residents and business owners with the response to alcohol-related assault from local government, police and other key stakeholders involved in the project.
- Increase the capacity of local government, police and other key stakeholders to develop, implement and evaluate local crime prevention initiatives.

Document your strategy

Now that you have made these decisions, it is important that you document what you are doing, why you are doing it and how you expect this to deliver the desired outcome. This way you will be able to refer back to the document throughout the project and see if you are on track and doing what you proposed. This information is also useful when it comes time to review and evaluate your strategy.

Table 6 gives an overview of the type of information that you should be outlining as part of your strategy. This document can be shared with stakeholders so everyone is clear on the purpose of the project from the outset, reducing the potential for confusion at later stages. This has the additional benefit of justifying decisions made in relation to the implementation of the project, should there be disagreement among key stakeholders at some stage in the future.

Table 6 Information that should be recorded about a community-based strategy to prevent alcohol-related assault in entertainment precincts

Information to be recorded	
What is the context in which the project is being delivered?	<p>Provide a description of your understanding of the alcohol-related assault problem in the location targeted by your strategy, based on the information you have collected so far. This does not have to be long, but provide a reasonable overview of the local context.</p> <p>Highlight any characteristics specific to your local area, summarising the information in Table 2 (e.g. the level of concern among local residents and/or business owners, scope of the problem, characteristics of the local entertainment precinct and premises associated with a high number of alcohol-related assaults, etc..).</p>
What do we want to achieve?	<p>Write down clear objectives for the project that describe the desired outcomes.</p> <p>Outcomes can be long, medium and short term. What you measure depends on the intervention chosen. You can have a mix of long, medium and short-term outcomes in your strategy (e.g. are you looking to reduce alcohol-related assault rates over time or just in the project timeframe? In the short term, do you want to reduce intoxication and public disorder among patrons visiting the precinct? Is the long-term aim to make patrons, local business owners and residents feel safer?</p> <p>Be specific – this allows you to have a measurable outcome (e.g. are you trying to reduce alcohol-related assault in your local government area, in the entertainment precinct or in specific streets and premises)?</p> <p>Be realistic – a drop in the target problem by 100 percent is unlikely. Use local knowledge and available evidence on similar projects to help guide you in determining what will be appropriate. Some examples of objectives for a multi-component strategy targeting an entertainment precinct are presented in Box 1.</p>

What activities are we going to implement to achieve our objectives?	<p>Identify and describe the range of activities that you propose to implement as part of your multi-component strategy.</p> <p>Outline how each activity is supposed to address the problem (e.g. the development of a code of conduct, risk assessments and education for licensed premise management, staff and security encourage premise operators to consider the implications of their management practices and discourage premise management, design and operational practices that may create opportunities for crime to occur).</p> <p>For each activity that you plan to implement, identify and document the resources (financial, human and infrastructure) required, the individual or agency responsible for each component and the anticipated timeframe for implementing and/or completing each activity.</p>
How are we going to monitor progress and evaluate the impact of our strategy?	<p>What information will be collected on a regular basis to monitor the progress of implementing the strategy?</p> <p>How will you know if the strategy has addressed the problem and delivered the desired results (e.g. reduction in alcohol-related and non-domestic violence related assaults in the target area(s) as determined from crime statistics, increase in residents' and business operators' perceptions of safety as measured using pre and post surveys, etc.)?</p> <p>Refer to the section on <i>Reviewing your strategy</i> for further guidance.</p>

1.4 Getting stakeholders involved

Stakeholder involvement is an essential part of successfully implementing most interventions. There is a range of stakeholders that could be involved in a strategy to reduce alcohol-related assault. Use Table 7 to help prompt your thinking on who you might be able to engage with for your project.

Table 7 Stakeholders involved in a community-based strategy to prevent alcohol-related assault in entertainment precincts

Stakeholder	Types of activities and roles that they could be involved in	Contact details
Local council	Planning, project oversight, coordination of stakeholders, management of grant, tenders for training and late night transport, conducting CPTED audits and risk assessments, development of responsible drinking messages and evaluation	
Police	Providing access to recorded crime data, participation in stakeholder committee, conducting CPTED audits and risk assessments, delivering training to licensed premise operators, responding to alcohol-related assaults, providing a visible presence in the entertainment precinct and enforcing liquor licensing legislation	
Liquor licensing authority	Regulation and enforcement of liquor licensing legislation, participation in stakeholder committee, facilitating access and communication with licensed premises, delivering training to licensed premise operators, conducting CPTED audits and risk assessments	

Stakeholder	Types of activities and roles that they could be involved in	Contact details
Licensed premise owners and operators	Contributing to the development of a code of conduct for local premises, participation in stakeholder committee, responding to recommendations made as part of a CPTED audit or assessment, assisting with the promotion of the strategy and responsible drinking messages, participating in staff training and development	
Neighbourhood Watch and similar groups (may also include volunteers)	Promoting the strategy to local residents and providing information on past initiatives	
Residents and local business owners and staff	Providing input into the development of strategies targeting the local entertainment precinct, providing information about the local alcohol-related assault problem	
Non-government organisations	Providing input into the development of strategies, promoting the strategy to communities	
Local media	Public awareness campaigns, advertising community meetings	
Others?		

Source: Adapted from Anderson 2010.

Depending on the size of the project, it could be ideal to set up a local stakeholder group or committee that meets on a regular basis, comprising representatives from each stakeholder involved in the project.

If you need to engage certain stakeholders but are not sure how to approach them, consider the following steps:

- **List the groups or individuals who can be approached for the intervention** based on the needs you identified in the scanning stage.
- **Be specific on what they can contribute and whether there are costs (financial or otherwise) in getting them involved.** This may include providing data, delivering services, providing financial assistance, etc.. Engaging with stakeholders early in the planning process will help to work this out. Determining their capacity, interest and willingness to contribute to the intervention is also important.
- **When engaging potential stakeholders, be prepared.** Think from the outset about how you can get them involved. This could be done by conducting some research beforehand (if necessary) on the potential stakeholder to find out their needs, any concerns they might have and any benefits they might receive from being part of the project. Benefits for stakeholders can include information sharing and the contribution of the project to their agency goals (particularly if it is their core business), or the

problem may directly impact their business (e.g. businesses may lose custom at night due to people not wanting to be out on the streets during night time hours). Do not forget that community members and not just organisations can be key stakeholders, particularly for interventions that require residents to take an active role in the implementation phase (e.g. encouraging residents to use and provide natural surveillance of well-lit pedestrian routes).

- **Be collaborative.** Even if you have a fair idea of what needs to be done, involve stakeholders in the strategy development and do not dictate what needs to be done. There may be something you have missed or they may bring specialist expertise and it will help to ensure their support for and ownership of the project.
- **Have clear and formally agreed roles.** Each stakeholder should be clear about the role they will play in the strategy and have formally agreed to the role. Consider whether you need to establish a Memorandum of Understanding or some other form of agreement.

Use Table 8 as a template for keeping track of stakeholder roles and responsibilities.

Table 8 Stakeholder engagement template

List the groups or individuals who should be involved in the activities delivered as part of the strategy	What they can offer/do (e.g. provide data, services, financial support, etc.)?	Are there costs (financial or otherwise) in obtaining their services? What are they?	How can we get them involved (e.g. data sharing, activities align with goals, play key role in delivery of activity, etc.)?	Are there any concerns that should be addressed? What (if any) are they?

Source: Anderson 2010: 33.

1.5 Project costing framework for strategies to reduce alcohol-related assault in entertainment precincts

It is important that, in planning a crime prevention project, the full range of cost items is considered and reliable estimates of the cost associated with each item are calculated.

Purpose of the costing framework

Table 9 provides a framework for calculating the cost associated with planning, implementing and evaluating a multi-component strategy to prevent alcohol-related assault. This framework is based upon the description of the intervention and how it can be adapted to different local government areas, as outlined in the fact sheet and handbook for this intervention.

Factors influencing project cost

Costs associated with a project may be fixed or variable. Fixed costs are costs that will not change with each additional unit of output. Variable costs are those costs that are impacted by factors such as the size of the target area, the number, type and size of the intervention sites targeted by a project, or the length of time over which the project will be implemented.

A number of broad factors will influence the total cost associated with a strategy to reduce alcohol-related assault in entertainment precincts. These include:

- The scope of your strategy (e.g. the size of the area you will target and the number of interventions or activities).
- How much work can be done with available staff and what needs to be fulfilled by contractors and other specialists.
- How much needs to be implemented from scratch, and what can be done in conjunction with other work being conducted by the council or stakeholders.
- Evaluation costs (generally around 10 per cent of the project cost).
- Cost of ongoing maintenance for infrastructure.

A number of other decisions will also influence the total cost associated with a strategy to reduce alcohol-related assault in entertainment precincts. These include whether interventions will target licensed premise operators, patrons and/or the wider community; and which particular interventions are planned for each target group and how they will be implemented.

You will need to consider whether:

- A code of conduct for licensed premises operating in the local entertainment precinct needs to be established.
- Training needs to be provided to licensed premise owners, staff and security, and whether this training will be 'one off' or ongoing.
- Safety audits of licensed premises need to be undertaken and who will be responsible (e.g. police, security providers, council staff, etc.).
- Public spaces will be redeveloped in accordance with CPTED principles (e.g. through establishing secure taxi ranks to ensure patrons queue for taxis in an orderly fashion).
- A public awareness campaign will be undertaken, who it will target (e.g. patrons or the wider community) and how it will be run (e.g. through signage, local media, distribution of material).
- Late night transport options will be provided for patrons, at what cost and how they will be advertised?

How to use the framework

To use the framework, identify the cost per unit for each of the items within the framework that are relevant to your project. Determine the total number of units of each item that will be required. It will then be possible to determine the total cost for each item and the overall cost of your project.

The examples presented in the framework (for a strategy involving the development of a code of conduct, training for license premise operators, staff and security, safety audits and risk assessments in license premises, the provision of late night transport for patrons and the development and operation of a secure taxi rank) are provided as cost estimates only and exclude GST. You will need to adapt these estimates to suit your own local circumstances and source quotes that are specifically tailored to your council's selected strategies. Not all the items will be relevant to your particular project and others may be required.

The NSW Department of Attorney General and Justice will generally, upon successful application, provide funds for many cost items. However, local councils, and/or project partners (e.g. police) will be expected to provide some in-kind contributions for some cost items, particularly those relating to personnel and ongoing maintenance costs.

How much time should I allow to implement this project?

There is no clear formula for determining how long it should take to implement your intervention as local context and resources vary, even in seemingly similar locations. A good way to estimate is to review similar interventions and note their implementation schedule, paying careful attention to any factors that may have influenced its delivery.

As most projects are based on short-term funding it is also essential to consider developing an 'exit strategy' for your intervention. This would involve mapping out in the planning stage how the intervention will be sustained or phased out once the initial funding ends.

! Relying on applying for more funding is not a realistic exit strategy option

Table 9 Project budget for a strategy to prevent alcohol related assault in entertainment precincts

			Enter the following information for your project (examples provided):			
Project stage	Cost component	Cost item	Brief description of cost item	Number of units	Cost per unit	Total cost (specify in kind)
Project planning	Personnel	Personnel responsible for project planning, including consultation with key stakeholders, consultation with entertainment precinct users, business owners and operators and local residents, collection and analysis of data, monitoring of project and sourcing quotes from relevant service providers	Project officer (local council)	105 hours	\$36/hour (+ 22% on-costs)	In kind (\$4,625)
	Other (specify)				\$	\$
Project implementation	Personnel	Personnel responsible for the development of a code of conduct for licensed premise operators, including consultation with relevant stakeholders, drafting the code of conduct, promotion to relevant parties and overseeing the implementation of the code of conduct	Project officer (local council); police; licensing authority and licensed premise body	40 hours	\$36/hour (+22% on-costs)	In kind (\$1,762)

			Enter the following information for your project (examples provided):			
Project stage	Cost component	Cost item	Brief description of cost item	Number of units	Cost per unit	Total cost (specify in kind)
	Personnel	Training providers to deliver training to licensed premise operators, staff and security to ensure levels of training in RSA are maintained and to provide training on dealing with intoxicated and aggressive patrons	Police and liquor licensing authority to hold three one-day workshops with licensed premise operators to provide training on liquor licensing legislation, legal obligations and aspects of premise management and design that may minimise the risk of violence		\$	In kind
	Personnel	Personnel responsible for the development of safety audit and risk assessment toolkit (for self-assessment) and/or signage and other advertising materials	Project officer (local council)	40 hours	\$36/hour (+22% on-costs)	In kind (\$1,762)

			Enter the following information for your project (examples provided):			
Project stage	Cost component	Cost item	Brief description of cost item	Number of units	Cost per unit	Total cost (specify in kind)
	Experts/ contractors	Production of awareness campaign materials (including information leaflets, safety audit and risk assessment toolkits, signage and/or other resources), including typesetting, publishing, advertising and other media costs	Safety audit and risk assessment toolkits for distribution to licensed premise operators in high-risk locations and/or where there has been a recent alcohol-related assault offence	150 toolkits	-	\$4,000
			Signage to be placed in licensed premises promoting responsible service of alcohol, availability of public transport, steps to minimise risk of victimisation and strategies in place to reduce alcohol-related assault	200 signs	-	\$800

			Enter the following information for your project (examples provided):			
Project stage	Cost component	Cost item	Brief description of cost item	Number of units	Cost per unit	Total cost (specify in kind)
			Regular newsletter alerting licensed premise owners and operators of recent alcohol-related offences and characteristics of offenders, victims and incidents, and steps to minimise risk of victimisation	15 hours	\$36/hour (+22% on-costs)	In kind (\$661)
	Personnel	Personnel to conduct safety audits and risk assessments and/or to distribute safety audits and risk assessment toolkits to licensed premise operators in the entertainment precinct (e.g. local council staff, police, volunteers, environmental planner or security provider contracted by local council)	Project officer (local council) to distribute safety audit and risk assessment toolkits to operators of licensed premises in high-risk locations; police to distribute safety audit and risk assessment toolkit to premises with recent alcohol-related assault offences	40 hours	\$36/hour (+22% on-costs)	In kind (\$1,762)

			Enter the following information for your project (examples provided):			
Project stage	Cost component	Cost item	Brief description of cost item	Number of units	Cost per unit	Total cost (specify in kind)
	Experts/ contractors	Professionals (e.g. environmental planner) required to develop a design or redevelopment for the intervention site that is consistent with CPTED principles	Contractor to redesign secure taxi rank on main street in local entertainment precinct (council planning)			\$5,000
	Equipment	Building and landscaping materials that are required as part of redevelopment of the intervention site and surrounding areas, landscaping, improving poorly maintained public or private spaces or other enhancements to high-risk locations	Barricades to be installed at taxi rank to encourage patrons to line up	Four barricades	\$1,500	\$6,000
			Manufacture of signs advertising secure taxi rank	Two signs	\$65	\$130
	Experts/ contractors	Security guards to patrol secure taxi ranks	Contract security guards to patrol taxi ranks on weekend nights from 11 pm to 3.30 am	Two security guards operating for 4.5 hours per night, two nights per week for six months	\$43/hour	\$18,576

			Enter the following information for your project (examples provided):			
Project stage	Cost component	Cost item	Brief description of cost item	Number of units	Cost per unit	Total cost (specify in kind)
	Experts/ contractors	Transport provider to supply additional night time transport services during peak periods for alcohol consumption	Bus leased to provide additional services on Friday and Saturday nights (including vehicle costs)	One	\$20,000	\$20,000
	Personnel	Personnel responsible for project management, including records management, progress reports to funding providers, stakeholder liaison and administrative support for project working group	Project officer (local council)	Five hours per week for 52 weeks	\$36/hour (+22% on-costs)	In kind (\$11,453)
	Administrative	Regular project committee meetings to oversee project implementation	Project officer (local council); police; licensing authority and licensed premise operators and peak body	30 hours	\$36/hour (+22% on-costs)	In kind (\$1,321)
	Other (specify)					
Project review	Personnel	Personnel responsible for undertaking internal evaluation (data collection, analysis and reporting) (if not external)	Project officer (local council)	40 hours	\$36/hour (+22% on-costs)	In kind (\$1,762)
	Administrative	Expenses associated with interview, survey or other data collection and analysis	Surveys of local businesses and residents		\$	\$5,000

			Enter the following information for your project (examples provided):			
Project stage	Cost component	Cost item	Brief description of cost item	Number of units	Cost per unit	Total cost (specify in kind)
	Other (specify)					
					Total personnel cost	\$25,108 (in kind)
					Total equipment cost	\$6,000
					Total experts/contractors cost	\$48,506
					Total administrative cost	\$5,000
					Total other cost	\$0
					Total project cost (excluding in-kind contributions)	\$59,506
					Total in-kind contributions	\$25,108

Stage 2: Implementing your strategy

As outlined earlier, mapping out a clear strategy of what you intend to do and how you are going to do it and when you will do it will help you to implement the project and its various components. Use the information you have gathered in the planning stage as a checklist on how to proceed and to guide you through the implementation stage.

A project coordinator will need to oversee the project, coordinate the actions of the stakeholders and make sure that activities remain on track.

It's important to be flexible throughout the process. This does not mean abandoning any planning, but realise that no strategy will always go exactly to plan. You can mitigate the risk to your project by thinking ahead about any potential obstacles or problems that might occur (e.g. what to do if there is not many patrons who make use of increased public transport) and how you might overcome them.

Related to this point is the need to carefully manage the budget for your project. Keep track of what is being spent and where. Going over budget may require trade-offs in other areas of project delivery.

You will need to meet regularly with the local stakeholder group to review progress. Maintaining progress reports will help with this process. See Table 10 for a progress report template. Revisit any of the previous steps (e.g. consulting with stakeholders or the community, updating the environmental scan, analysing crime data, etc.) as required, particularly if any changes occur that may impact upon the delivery of the strategy.

! Continuously monitor progress throughout the life of the project. This will enable you to celebrate success or identify problems when they occur and develop appropriate and timely responses.

2.1 The importance of maintaining high quality records

What should be recorded?

Keep records of what was undertaken (by you, and the other stakeholders), when and where e.g. when a code of conduct was established, when any training or awareness campaigns took place, etc. Record details of what went well, what didn't and any difficulties that you encountered along the way, and anything that might have interfered or aided in the delivery of the project or individual activities. . These do not need to be too detailed unless you think it warrants comprehensive explanation. Some examples include:

- how a successful information sharing or partnership was fostered between two stakeholders;
- problems related to collecting data;

- significant events (e.g. large-scale events, significant weather events, withdrawal of key stakeholders, changes in legislation, etc.) that might appear to influence delivery (either positively or negatively); and
- other reasons for delays in implementing activities, or for not implementing some aspect of the strategy.

You might ask other stakeholders involved in implementing aspects of the strategy to also record what they did and anything that might be significant in the strategy's success or failure.

This information can help you to see what worked, how and in what circumstances. As such throughout this handbook there have been suggestions on what should be documented, so use these as a guide.

Table 10 Monthly progress report template (with examples)

For each action required as part of your project assess the status of the action against each of the following criteria					
Activity delivered as part of project	Action underway and on schedule	Resources available to deliver activity	Key stakeholders involved in delivery	Action completed to date	Strategies to address problems identified
Safety audits and assessments of local licensed premises to identify risk factors for violence	Yes	Yes	Police, local council and licensing authority	12 premises have been assessed and brief recommendation report submitted as at dd/mm/yy	Not required

Source: Adapted from Morgan & Homel 2011.

2.2 Factors impacting upon implementation

Regardless of how well you plan your strategy targeting entertainment precincts there are always unexpected and/or unintended things that can happen. Table 11 highlights some of the key issues that face crime prevention projects and some possible strategies to overcome them.

Table 11 Implementation considerations

Consideration	Why this is important	Possible ways to address this
Lack of community participation	In order for activities to work, they frequently need to be accepted and supported by the wider community.	<p>Propose good practice strategies that the community will want to get involved in.</p> <p>Make sure that community members have an opportunity to have a say on what is to be done.</p> <p>Make sure that no one group or individual dominates the proceedings or dictates to the community what is to be done.</p> <p>Have open conversations or consultations about what is to be done; don't have one-off consultations with the community. Instead, consult regularly about the project (these consultations can be a useful source of information on whether the strategies are successful in the eyes of the community).</p> <p>Alert the community to the strategy through the local media (e.g. local television guide or paper, local radio, community meetings, etc.).</p>
Lack of stakeholder support	Stakeholders need to undertake activities and or provide resources to ensure that the strategy is put in place	<p>Make more targeted or formal requests to the stakeholder/s for assistance.</p> <p>Put in place formal agreements around roles and responsibilities.</p> <p>Highlight benefits stakeholder can gain from involvement, address any concerns.</p> <p>Using media coverage (positive or negative) to foster stakeholder support.</p> <p>Look for alternative organisations or industry bodies to provide assistance, if possible.</p> <p>Try to build ongoing relationships and find some common ground.</p>
Attracting skilled workers	Attracting experienced staff to short-term projects can be difficult, especially in rural and remote areas.	Think of who is willing to participate in the project and build a plan around the available skills base in the area, or build in training and mentoring.

Consideration	Why this is important	Possible ways to address this
Staff turnover	<p>If staff leave during the project it takes time to replace them. New staff may take time to become familiar with the project. This can impact on the implementation of activities and makes it harder to determine how the project is progressing.</p>	<p>Look at ways of encouraging staff to stay with the project. Keep good records of the project's activities so that a new person can pick things up quickly. Provide ongoing support and mentoring to new staff.</p>
Managing the budget	<p>Parts of the project can sometimes cost more than expected. The length of time required to deliver a reduction in non-domestic assault rates may require more money than the budget available to the project.</p>	<p>Always try to include in the budget all the resources likely to be required for the project. Try to identify multiple sources of funding. Have a plan for continuing your project work once external funding has ended. Remember that some of the best project activities are simple and only require limited resources.</p>
Sustainability	<p>Attracting local or additional funding and support can be difficult, especially if the local area is not wealthy or the project is seen as important to only one part of the community.</p>	<p>Additional local funding is also a great way for the community to take ownership of the strategy. Highlight to key people in the local area how they will benefit from the project, and provide opportunities for them to support the project through financial and in-kind contributions.</p>
Unexpected events	<p>Events such as droughts, economic factors and out of the ordinary happenings can impact on the project.</p>	<p>You cannot predict 'unexpected' events. However you can try to make the impact of these events minimal by making the project plan flexible. Don't let the success of the project hinge on one or two factors. Think of how the project could be altered if there was a change in circumstances.</p>

Consideration	Why this is important	Possible ways to address this
Finding you need to change project activities once it has started	It can be difficult to work out in advance just what might be required to achieve your main objective(s). Sometimes projects need to change if you find a planned strategy is not achieving what it was supposed to.	<p>Keep funding bodies informed about your progress and discuss the need for changes in the project's activities.</p> <p>Continue to consult the community ahead of making any project changes.</p> <p>Review the objective(s) carefully and how the activities were originally linked to the objective.</p> <p>Find out about other crime prevention activities and what they have achieved.</p>

Source: AIC 2006

Stage 3: Reviewing your strategy

The purpose of implementing a multi-component strategy targeting entertainment precincts is to reduce non-domestic related assaults (or alcohol-related assault) in your local community. It is important to know whether or not the strategy has had the desired impact. If it has worked, why did it work and what factors made it a success? If it didn't work it is also important to know why and to avoid repeating past mistakes.

You should consider how to evaluate your project at the start of your project and not just at its completion. Evaluation is important for a number of reasons, including:

- to work out whether the project has achieve the stated objectives;
- for accountability purposes, particularly where a project receives funding from an external source;
- to help you to assess what parts of your strategy are working well and what could be improved;
- to contribute to the evidence base around effective crime prevention and characteristics of effective interventions; and

to identify and share important lessons with other communities confronted with similar problems, providing guidance on good practice and highlighting potential challenges associated with implementing certain interventions.

! The Department of Attorney General and Justice has formal reporting requirements that you are expected to adhere to. This involves the completion of both a six-month progress report and a final evaluation report.

3.1 Evaluation questions

The most common forms of evaluation are process and outcome evaluations. Many evaluations involve some combination of the two.

A process evaluation will aim to improve understanding of the activities that are delivered as part of a project. It is also focused on the implementation, operation and management of these activities; assessing whether they were (or are being) delivered as planned and in accordance with the design of the program, determining how well they were delivered (i.e. to an acceptable standard and the satisfaction of various parties involved) and identifying any factors that may have impacted upon the delivery of these activities.

Process evaluations can be conducted at some point during, or at the completion of, a strategy and are often used to track progress and to see if anything needs to be changed to make sure you are on track for delivering the strategy as intended. They can be good for reporting on your progress to funding bodies and other stakeholders, and to alter the way you deliver a strategy to adjust to any different circumstances that may have arisen since you started the strategy.

Outcome evaluation is concerned with the overall effectiveness of a project, examining whether the stated objectives have been achieved and determining what outcomes (intended or unintended) have been delivered as a result (including the impact of the program on participants, stakeholders and the broader community). This takes place once the project has been completed. This should involve measuring the number of offences in the target area in the period before, during and after your project and, where possible, comparing this with adjacent areas (to measure displacement or diffusion of benefits) and other areas that share similar characteristics but were not subject to the intervention (comparison areas). You should aim to measure the number of offences over as long a period as possible, both before and after the strategy (ideally up to 12 months or longer) if this is possible within the funding timeframe. This way you will be able to address any seasonal variations.

At a minimum, you should probably aim to answer the following questions about your project:

- What did you actually do as part of the project?
- How does this project activity attempt to prevent or reduce the assault problem in your local area?
- How did you adapt your project to suit the local assault problem and context?
- How were the actions planned, managed, organised and steered?
- What was the nature and extent of stakeholder (including residents) involvement in all stages of the project?

- What impact did your project have on the number of non-domestic violence related assaults in the target area?
- What worked and how; what didn't work and why not?
- Were there any unintended consequences as a result of the project?
- What factors may have contributed to the change in non-domestic violence related assault rates besides the intervention (e.g. increased police patrols of the local entertainment precinct during peak periods for alcohol consumption)?
- What could be done differently or improved in the future?
- What were the main lessons learned from the project that could help inform similar initiatives in other areas?

If you can answer most of these questions, it is a good sign that you will have a useful evaluation. During the planning and implementation stages of the strategy you might find it helpful to review these questions to identify whether you think you will be able to answer them.

3.2 Performance indicators

Performance indicators describe what is measured to assess various aspects of an organisation or project's performance. Table 12 highlights some important things to consider when selecting performance indicators for your evaluation.

Table 12 Important considerations in selecting performance indicators

Consideration	Questions to guide your thinking
Available data	Does the data source exist?
	Will the information need to be obtained through methods such as surveys and consultations?
	Is the data retrievable and accessible, and is it expensive to access? Do we have to pay for getting the information?
	Where does the data come from? (e.g. will it come from local government, police, BOCSAR, another government organisation such as Housing, business owners, or other non-government organisations)
	Does the data cover the relevant time periods?
	Does the information source link to the performance indicator/measure?
Staff resources	Does your organisation have the relevant access to expertise (either internally or from a project partner) to be able to collect, analyse and interpret the data?
Relevance to the project	Is there a logical link between the indicator chosen and the input, activity, output or outcome it is supposed to measure? Or is it just measuring for the sake of measuring?

3.3 Sources of information

You should have been thinking about the data that you will require for the evaluation when you were identifying performance indicators. Potential sources of data include (but are not limited to) the following:

- Police-recorded crime data for non-domestic violence related assault and alcohol-related assault offences occurring in the target area for the period prior to the project, during the project and after the project is completed. This can be compared with adjacent areas to assess whether there has been any displacement or diffusion of benefits. The data can also be compared with other areas that share similar characteristics to the location in which the project was implemented to assess whether any changes in the rate of assault can be attributed to the project. You can also compare the data with overall trends for the rest of the local government area or statewide. Make sure you look at crime data over a sufficient period of time to take into account any pre-existing assault trends or seasonal factors (e.g. assaults are generally more frequent in the warmer months). Ideally you should look at crime trends for 12 months or longer prior to the strategy and after the strategy, but you will need to fit into funding timeframes.
- A survey of the community could be administered prior to and at the end of the project to measure rates of self-reported victimisation, perceptions of safety, concern about alcohol-related assault, perceptions of patron behaviour, awareness of the project and satisfaction with the services delivered as part of the project. As with recorded crime data, this could be administered in a second location not targeted by the project.
- A review of administrative data collected over the course of the project relating to the various activities that were delivered, such as the number of patrons that used the transport provided, the number of premises that completed a safety audit and assessment, the number of premise owners, staff and security that participated in training, the number of information leaflets distributed to local residents and business owners advising them of the strategy.
- In-depth interviews with residents who have been involved in the project in some way can be used to gauge their satisfaction with the services delivered as part of the project and views regarding the effectiveness of the project in reducing non-domestic violence related assault.
- In-depth interviews (or, if numbers permit, a survey) with key stakeholders involved in the management and/or delivery of the project to seek their views regarding the project and its effectiveness in reducing alcohol-related assault and non-domestic violence related assault, and their satisfaction with the services that were delivered.

An example of one approach to evaluating a strategy that included a number of different interventions delivered in combination to reduce alcohol-related assault is provided in Box 2.

Box 2: Evaluation of the Surfers Paradise Safety Action Project (SPSA)

The SPSA was a comprehensive program developed in response to evidence from local police statistics that assaults occurring in and around licensed establishments in the central entertainment district of Surfers Paradise (Queensland) was increasing. Surveys of local residents and business operators revealed a high number had experienced violence and were concerned about the problem. This same level of concern was not shared by patrons. There was constant media attention and concern about the potential impact on tourism and many commercial premises were vacated and business profitability had declined.

The program involved a number of interventions, including the creation of a community forum and community-based task groups, risk assessments of licensed premises conducted by the project officer that resulted in the development of model house policies for individual establishments and the introduction of a code of conduct for all signatory licensees that was actively enforced by a monitoring committee.

The evaluation used data from multiple sources, including community surveys, interviews with licensees, direct observation of licensed premises, incidents recorded by security companies and police recorded crime data. The evaluation compared pre-implementation measures of violence and other problems with the same measures taken after the project had been operating for nine months. The evaluation also examined whether premise management practices had changed and a second follow-up evaluation also assessed the effectiveness of the strategy over time.

The evaluation found that there was a reduction in practices that promoted the irresponsible use of alcohol (such as binge drinking incentives), as well as improvements in security practices, the management of intoxicated patrons and transport policies. As a result, there was a significant reduction in the number of incidents of physical and non-physical violence occurring in and around licensed establishments. The most notable decrease occurred after the code of conduct was introduced. Public disorder offences such as offensive language increased during the same period, although this was attributed to a police crackdown on public drunkenness and other street offences.

Additional observational data collected two years after the strategy found that the impact of the scheme appeared to have deteriorated over time. This was attributed to licensed premise management perceiving the code of conduct as an economic liability and refusing to follow the regulations. Enforcement of the code of conduct had similarly become lax. In the absence of a meaningful enforcement regime, many licensed establishments reintroduced pre-intervention practices such as free drink promotions.

3.4 Bringing it all together in an evaluation framework

Once you have identified your key evaluation questions, performance indicators and data collection methods, it is possible to develop a framework that can help guide your evaluation. An evaluation framework outlines the key evaluation questions, performance indicators and sources of data, and links them together in a structured way. It forms the basis for your evaluation. A template (with some examples) is provided in Table 13.

3.5 Reporting on key findings

What and how you report depends on whether you are preparing a brief report on the progress of the project or whether it is a final evaluation report. Having a well conducted and written evaluation will help you to demonstrate the impact of what you have been doing, enables you to share your lessons from the project with other practitioners and adds to the evidence base.

Table 13 Evaluation framework template (with examples)

Evaluation question	Performance indicators	Likely data source	Comments regarding data collection, availability or timing
Was the project implemented as intended?			
Were all aspects of the strategy implemented as planned?	Number of initiatives put in place as planned	Program records of training and audits undertaken, extent to which promotional materials distributed	Requires accurate and reliable record keeping throughout project of what happened when, who attended and any issues encountered.
Did licensees make improvements in response to training, safety audits, etc.?	Number of improvements made by licensees	Assessments of management practices or design and layout	Requires follow up assessments, surveys or observations to be undertaken
Did patrons use the late night transport options to leave the area?	Patrons usage of late night transport options	Records of transport usage	Requires accurate and reliable record keeping or regular observations to be undertaken
Did the project achieve its intended outcomes?			
Did the number of alcohol-related assaults decrease in the targeted areas?	Number of patrons that reported being assaulted in the targeted area to police in the previous 12 months	Recorded crime data from BOCSAR or NSW Police Force	Requires reliable data for the specific area targeted by the project and surrounding areas (as opposed to wider local government area) for periods before and after the strategy was implemented) Need to consider whether other factors may have contributed to any changes (e.g. crime was already decreasing in the area)

Evaluation question	Performance indicators	Likely data source	Comments regarding data collection, availability or timing
Did stakeholders involved in the management and delivery of the project perceive that it contributed to a reduction in alcohol related assaults?	Number/proportion of stakeholders involved in the project who are satisfied with project outcomes	Interviews with stakeholders involved in the project	Interviews should be held toward the end of the project to give it time to be implemented and have an impact.

Endnotes

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