

NPCPS

Implementation Planning Research Project

Final Report

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December 2009

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18th December 2009

Dear Colleague,

A National Police Crime Prevention Service (NPCPS) Implementation Planning Project was supported by ACPO Cabinet and undertaken between February and October 2009. Two main tasks were undertaken during the project, an online survey and focus group sessions for all CPDA's / ALO's. The final report identified a number of concerns including the following:

- Forces were increasing focus on short-term measures within the crime prevention sphere.
- The Crime Prevention Design Advisors (CPDAs) / ALO (Architectural Liaison Officers) service was fragmented both between and within Forces.
- Many Forces had a fundamental lack of understanding of the nature and value of the CPDA/ALO role.

The full report can be accessed either via the ACPO website ACPO CPI Secure by Design website.

Based on the findings of the report, it is clear that Forces are not currently in a position to deliver a consistent service for a NPCPS. However, GMP has established a model in Manchester that delivers a consistent CPDA /ALO service with the benefits of moderate-income generation to support the funding of the office. There is now an opportunity for other Forces to develop their own model.

The weblink for the model in Manchester is <http://designforsecurity.org/> and Mike Hodge can be contacted should you wish to have further information. michael.hodge@designforsecurity.org.

Should Forces wish to develop their own models, an understanding of what is being developed across the country is necessary. DAC Rod Jarman is the ACPO lead for Crime Prevention and his staff officer Chief Inspector Amanda Dellar should be informed of any model being developed. amanda.dellar@met.pnn.police.uk

Letters are being sent to all Chief Constables and to the ALOs and CPDAs explaining this in more detail.

Yours faithfully,

Rod Jarman
ACPO Lead crime Prevention

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A Introduction

1.0 Introduction

This report presents the results of the NPCPS Implementation Planning project undertaken between February and October 2009. Two main research tasks were undertaken as part of the project:

- An online survey of all ALOs/CPDAs in England and Wales
- Focus groups sessions with all ALOs/CPDAs in England and Wales

The purpose of the online survey was to better understand the current structure and delivery of the ALO service across all police forces in England and Wales. The focus group research was structured from the initial survey results, and sought to provide a fuller and more rich description of current practice, as well as to engage with ALOs/CPDAs on how a national service might look.

What's in a name?

The term Architectural Liaison Officer (ALO) has been replaced in some forces with the term Crime Prevention Design Advisor (CPDA). For the sake of simplicity, this report will use the term ALO throughout to stand for both.

1.1 The NPCPS online survey research

The survey was administered to all individuals currently employed in an ALO role in any police force in England and Wales. The topics covered in the NPCPS survey included: information about the ALO's background and experience; the delivery and management of the ALO role; and relationships with Local Planning Authorities (LPAs).

Respondents completed the survey via the internet. In order to ensure a good response rate, the survey was open from February until September 2009. During this period, reminders were emailed to non-respondents twice.

Sourcing an accurate list of current ALOs proved challenging, but the survey was circulated to 321 ALOs, and responses were received from 257—a response rate of around 80%. It should be noted, however, that over the period of the survey the number of ALOs in post fell, and while some respondents are no longer in post, others have been newly recruited to the post.

The change in ALO numbers, and the numbers of responses received are shown in **Figure 1.1**, below. As of 30th August 2009, the research team estimate that there are 305 ALOs/CPDAs in post.

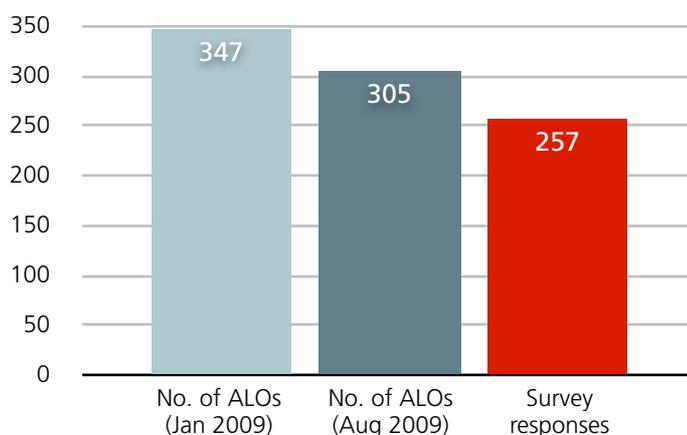


Figure 1.1. Total number of ALOs in post and the number of completed survey responses.

1.2 *The NPCPS focus group research*

Focus group research was conducted with ALOs between May and July 2009. 43 focus groups were organised and run during this period. Where possible, the number of attendees was kept below nine—which meant multiple focus groups had to be held at some of the larger police forces. Focus groups were recorded and transcribed, and analysed using content analysis. The question route for the focus groups is provided in [Appendix 2](#).

In all, some 4,500 minutes of audio recording were transcribed and analysed. In addition, a Post-it note exercise on the future of ALO service provision undertaken with each force was categorised.

1.3 *Commitment to the role*

The research team were impressed by the dedication and sense of service displayed by ALOs. While some are fortunate to be employed by a force that understands, values and supports their role, the majority do not find themselves in this favourable position. Despite this, these ALOs work extremely hard to provide a professional service to the planners and architects with whom they come into contact. They initiate and maintain important relationships with stakeholders, take work home to circumvent poor office conditions and IT obstructions, work on weekends to meet deadlines, and organise—and sometimes pay—for their own training. Without these committed individuals there would be no ALO service, and no bedrock from which to build a professional national service.

B The state of the ALO service

1.0 Overview

The state of the current national provision of ALO service to Local Planning Authorities (LPA), architects and developers is not great. This is compounded by the fact that, while there are a few pockets of good and improving practice, for the majority of forces things are deteriorating.

This position is the result of a number of factors. The most worrying of these is many forces increasing focus on short-term measures within the crime prevention sphere. The majority of ALOs are split between ALO and other crime prevention duties (Crime Prevention Officer, Crime Reduction Officer, etc.). As a result of their management’s tactical focus, many are over-tasked with non-ALO crime prevention duties that provide short-term results. In this environment, establishing and servicing strategic links with LPAs and the development control process is beyond many.

Nationally, ALO service delivery is fragmented both between and within forces, as often individual ALOs in the same force are unable to coordinate or harmonise their approach to the role. Different LPAs are dealt with in different ways, while architects and developers in one area are dealt with differently in another—and possibly given different or conflicting crime prevention advice.

ALOs are under-resourced, both in terms of staffing and equipment. There seems to be a fundamental lack of understanding of the nature and value of the ALO role in many forces.

This section will present the main findings of the survey together with corresponding results of the focus group research.

2.0 Physical Location of ALO role

2.1 National overview

The majority of ALOs in England and Wales are located in frontline police stations, either in divisional police stations or at area/force headquarters (see **Figure 2.1**). Outside of the police environment, ALOs are generally based at Local Authority offices.

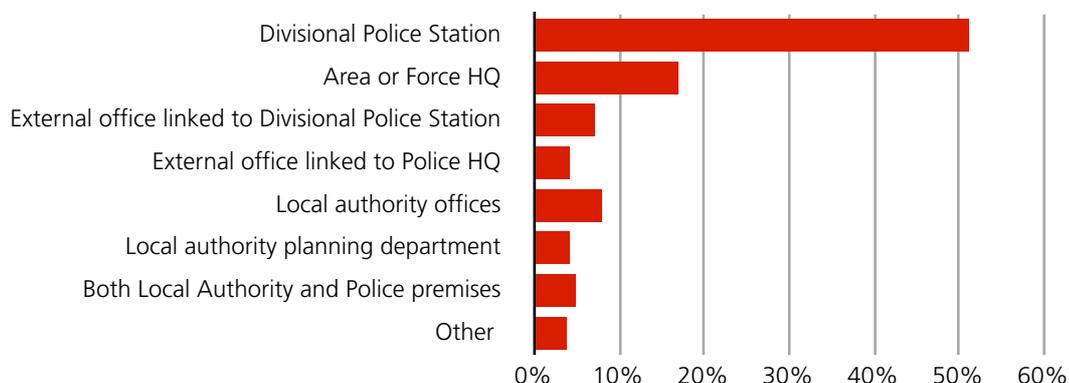


Figure 2.1 The location ALOs are physically based to carry out their ALO work (n = 266)

In the focus groups, ALOs discussed several advantages to doing ALO work from a police premises, including access to local knowledge and crime data systems. Indeed, 57% of all forces expressed the opinion that being physically based in a frontline policing location (either police station or police headquarters) enabled access to important local knowledge.

The positives are you are probably more in contact with the day to day crime issues that you are going to encounter with developments on different wards. And there is probably easier access to the intelligence systems.

Force 19

2.2 **Impact of physical location on ALO role**

Analysis of the focus groups revealed that being physically located at a police station or headquarters also had negative impacts on the delivery of the ALO role, however. Most notably these were:

- Distraction from ALO duties
- Unsuitable office facilities and/or equipment

2.2.1 **Distraction from ALO duties**

Being physically based at a frontline policing location (e.g. a police station or police HQ) can result in a reduced focus on ALO duties. ALOs in this type of location are more often asked by their managers and other senior officers to deal with operational, reactive duties. In the focus groups, 45% of forces stated that being based at a police station lead to distractions from ALO work and being 'tasked' to do non-ALO duties. For those with split roles, this meant that their time was not equally spent between roles, resulting in the ALO role being neglected.

The negatives are that you're drawn to other police activities, you're not given time. The bosses don't appreciate what ALOs do, so to them they want us to solve burglaries that have happened overnight. They want the biggest slice of you and, to be honest, sometimes your ALO work is going to go on the back boiler.

(Force 20)

I do have demands from [management] and that's the down side to being in a police station.

(Force 4)

You're actually removed from doing the ALO work... They will come down to us and take away whatever work we're dealing with and say, "Right, we've got a problem with shoplifting", for example, "Come and deal with that—forget about the ALO stuff."

(Force 38)

Those ALOs working from non-frontline policing environments are better able to focus on their ALO duties. 17% of all forces stated during the focus groups that a non-frontline policing environment enabled them to better focus on ALO duties.

That's the advantage of us being away from the police station because we are very much out of sight and out of mind really. We are away from it so we can get on with our job.

(Force 42)

[At] that space at the council... you can have a look at plans without being constantly interrupted with the phone ringing and all the rest of it. Or being asked to go and deal with a shopkeeper that is running past the police station, and all those sorts of things.

(Force 8)

It should be noted, however, that the distraction from ALO duties is strongly linked to ALOs tasked with multiple roles (e.g. ALO and CRO or CPO). The impact of non-ALO duties on the delivery of the ALO service is discussed in more detail in [section 3.0](#).

2.2.2 **Unsuitable office facilities and/or equipment for ALO role**

Frontline policing locations have unsuitable office facilities and/or equipment for delivering an ALO role. In the focus groups, over half (55%) of all forces stated that the working environment or equipment at a frontline policing location had a negative impact on their ability to deliver their ALO duties. ALOs highlighted several problems, such as: many of the offices are inappropriate for

meetings; the offices present an unprofessional image; offices are small or overcrowded; and such facilities make concentrating difficult.

[It's] an old police station—you can't alter that. The problem is there's nowhere professional to go. Our canteen's closed so you can't even take them [architects] for a cup of tea now. So we leave them in an office that hasn't got confidential photographs and stuff up. They can't come to my office because of data protection issues... When you go to see them it's so different; they've got lovely offices and air conditioning and everything else. But they come and see us and it's very, well, dour really, for them.

(Force 8)

Some offices are too small or overcrowded to open architectural plans.

[We need] decent office space, because in the past we've been stuffed into all sorts of cupboards and things... Sometimes they put you in rooms where you can't even open your plans out.

(Force 15)

Within a lot of the buildings, it's shared office space... When you get these drawings, and you want to look at elevations and layout and everything else and you've got a raft of drawings, there isn't always the space to lay things out and actually mark up the drawings.

(Force 4)

ALOs indicated that they find it difficult to undertake ALO work in a shared, open-plan office because of the background noise level and consequent distraction.

In our office there's four other people doing all different jobs. And you've got phones going, people talking—you can't really concentrate.

(Force 9)

'Noise', for want of a better word. I'm in a office with several other people that do other roles... If you haven't got an environment where you can sit down and start looking at [architectural] plans and thinking about it and thinking about what you're going to write... as soon as somebody comes and talks to you, that thought's gone. And it takes another ten or fifteen minutes to get back on track to where you were.

(Force 3)

The ICT equipment provided in frontline policing locations is generally inadequate for ALO work. The majority of ALOs in these locations:

- Don't have large computer monitors to view PDF format architectural drawings
- Don't have access to a large format (A1 or A0) printer
- Don't have appropriate software for viewing architects CAD drawings
- Have problems with police email account data limits (i.e. receiving plans sent to them as email attachments).

These issues make the effective delivery of the ALO role problematic.

A lot of the local authorities are now doing it—it's all online. Because we haven't got the equipment—and we've got these tiny little screens—to try and look at plans on them is nigh on impossible... I haven't got the facilities so I can't print them out... There's problems with equipment and being able to look at certain things.

(Force 26)

The problem we have is a lot of our emails are quarantined when they come if they're big file sizes. Because obviously drawings are big file sizes... That

can look quite unprofessional, if that's not released for a day or something like that, or we can't send it out. Sometimes it's restricted when we send it out.

(Force 29)

The unfortunate thing that we find is that the hard copy plans have disappeared—it's now all electronic copies. And we don't have the facilities to print off A1 copies of those plans.

(Force 13)

In 10% of forces, working conditions are so unsuitable for ALO work that individuals take their ALO work home.

We wouldn't get the software to look at the maps, which is something that you desperately need... I had to get authority for my internet to be enlarged, to take the mega bytes that was coming through—which took over six months, because it kept crashing. My laptop is so old... I can't download photographs [of development sites] onto my computer anymore. Everything I have to do now I have to do at home, because that's the only computer I can get to work.

(Force 16)

It's an open plan office. It's hot seating. Half the time, you'll go in—or if you go out for an hour—you'll find somebody sitting in your seat and your terminal, and you just haven't got the table resource... I have to work at home... I have it [architectural plans] spread out on the lounge carpet, much to the wrath of my wife—but that's the only way I can do it.

(Force 31)

I'm stuck in a tiny little office with three people... got nothing to do with me at all... Equipment is just negative. We could all do with full sized drawings boards. I've got to take my drawings home and lay them out either on the floor or on the table at home, because there's nowhere to work on drawings.

(Force 27)

3.0 Non-ALO duties

3.1 National overview

The overwhelming majority of ALOs in England and Wales are utilised as a resource in other, non-ALO duties. Nationally, nearly three quarters of all ALOs (74%) must fulfill non-ALO duties, in addition to their ALO role (see figure 3.1). The Crime Prevention Officer (CPO) or Crime Reduction Officer (CRO) roles are the most frequent non-ALO duty allocated to ALOs. Other duties also charged to ALOs include CCTV Liaison Officer, Counter-Terrorist Security Advisor, Licensing Officer and operational police duties.

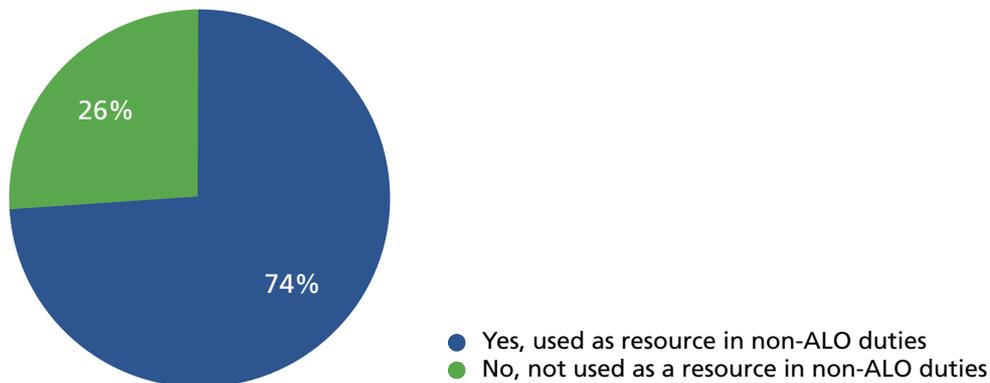


Figure 3.1 Percentage of ALOs who are utilised as a resource in other, non-ALO duties (n=288)

The amount of time the workforce spends on ALO duties per week was investigated. 27% of survey respondents are able to dedicate all their time to their ALO role. In contrast, 15% of respondents are only able to spend less than one day per week on architectural liaison duties (see figure 3.2). The remaining four days of the work week are spent fulfilling other, non-ALO duties.

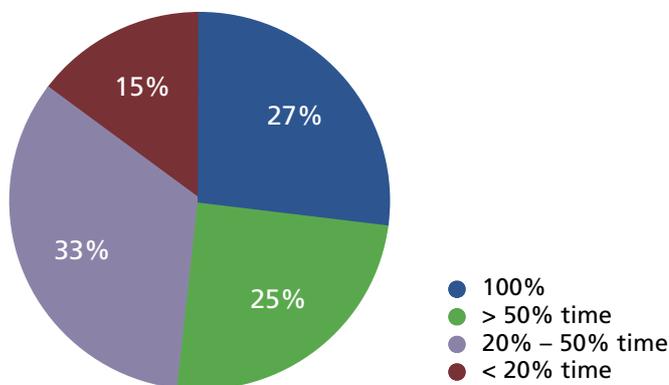


Figure 3.2 Percentage of time ALOs spend on ALO duties per week (n=281)

The researchers hypothesised that ALOs may be tasked with non-ALO duties due to there being only limited ALO work available in their area. However, some 40% of ALOs undertaking non-ALO duties state that there is enough ALO work in their force area to dedicate 100% or more of their time to ALO duties (see Figure 3.3).

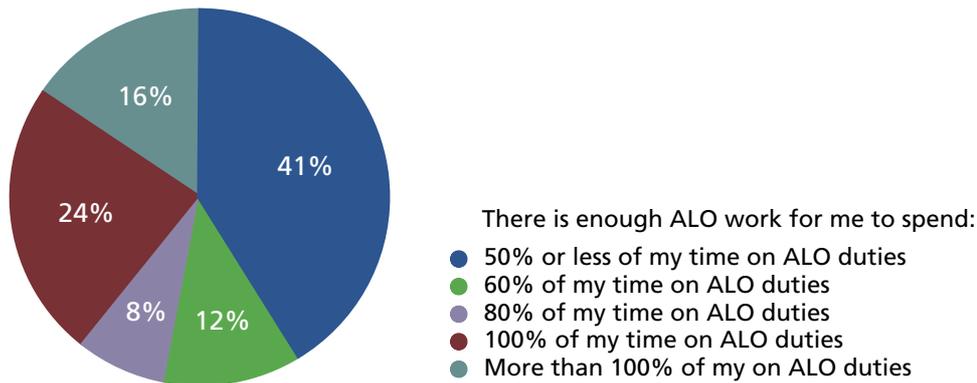


Figure 3.3 Current level of ALO work available in each force area (n=206)

According to the the survey results, ALO work is increasing across England and Wales. 48% of all respondents stated their ALO workload had increased in their force area between March 2008 and February 2009 (see Figure 3.4). This is especially interesting considering the state of the economy during the same time period and the current recession. This increase may in part be attributable to an increased awareness of the ALO role by architects and LPAs due to their being referenced by schemes such as the Code for Sustainable Homes, Building for Life and Secured By Design. Whatever the reason, any increase in ALO work will have an impact on the workload balance of those ALOs already not able to spend 100% of their time on ALO duties.

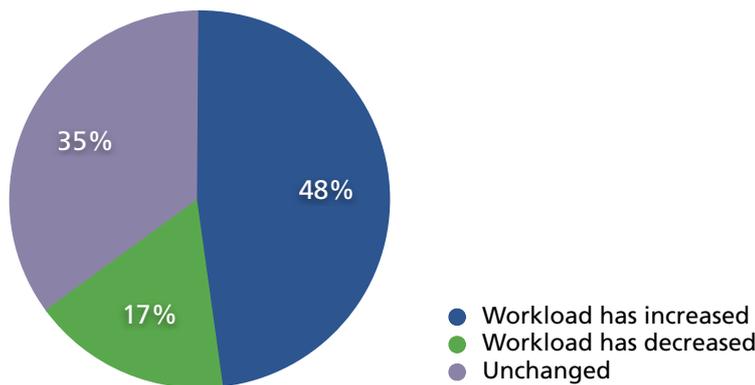


Figure 3.4 Change in ALO workload in the past year (March 2008 – February 2009) (n=265)

3.2 Impact of non-ALO duties on ALO role

The focus group research found that being utilised in non-ALO duties had a negative impact on the delivery and professionalism of the ALO service. There are a number of mechanisms operating to cause this, and each will be dealt with in turn.

3.2.1 Where ALO role is split with CPO, CPO duties tend to take priority

When an individual is delivering the ALO role as well as other non-ALO duties, non-ALO duties will tend to take more of their time and their ALO role will be diminished. ALOs in 55% of all forces stated that, in their split role, non-ALO duties tend to take priority over their ALO ones. This is often a reflection of management priorities.

My primary role in my division is crime prevention.

(Force 4)

The biggest word we can use to try and get it over to you is we're a 'resource'. Resource first, ALO next. So whatever our gaffers want to do with

us, they'll do. And if they leave us alone, we can get on with the ALO work. But we are a 'resource'.

(Force 3)

My portfolio is huge and the ALO work is about five percent! I am CCTV; Force Licensing; Alarms Manager; Crime Reduction Officer; and Architectural Liaison Officer.

(Force 1)

3.2.2 Difficulty delivering effective ALO role when not full-time

In the focus groups, 91% of all forces spoke about the difficulty of delivering an effective ALO service when not employed full-time in ALO work. The impact on the ALO service of ALOs being tasked to deliver multiple, non-ALO roles is severe—ALO work does not get done or is done to a poor standard.

What other jobs do we do? Lots of different jobs. At the end of the day, the ALO sort of side of stuff—if we had more time, it would be our full time job. And unfortunately they [LPAs and architects] are not getting the service that they should be getting.

(Force 8)

I'm trying to juggle crime prevention work, which is coming out of my ears. Because I've got sergeants, police officers, inspectors, sloping off... simple basic crime prevention advice. I'm being tasked to go out and look at Mr Smith's little picket fence that's been kicked over and give him crime prevention advice. So police officers on the ground aren't using their own skills and knowledge, they're just going, "Oh we've got a crime prevention officer for that." So I'm being run ragged... I've got plans stacked up in my in tray that I haven't looked at. I haven't looked at any planning for a month."

(Force 27)

"I know I've got a lot of big problem solving projects then ALO will just get put [to one side], I'll miss a full two or three weeks of planning because I haven't got time to look at them. It's as simple as that."

(Force 15)

In contrast, effective delivery of the ALO service appears much more likely when the ALO is not utilised as another resource, and is able to dedicate their full time to ALO work. Working full-time on ALO duties enhances the professionalism of the service.

You are ring fenced so you are actually capable of providing a professional service.

(Force 19)

Well, it helps us [being 100 per cent ALO] because we know what we are doing... It helps local planning authorities... because I think they see that we are dealing with this and nothing but this. And I think, within my experience, they believe that they are getting a more professional response from [police force] than they had in the past.

(Force 35)

I prefer personally to be 100% dedicated to the role because of the size of the projects that are coming in that we are dealing with. And a lot of local authorities now are looking strategically at developments until 2026. We are looking at huge development—5,000 houses plus on the outskirts of town. We have got to be 100% dedicated to those projects because we are offering advice to planners and architects... We purely haven't got the time to be in a meeting or looking at a particular project and dropping that to go and install an alarm somewhere.

(Force 22)

3.2.3 CPO role perceived as short-term, whereas ALO role is strategic

ALOs in 38% of forces felt that because their work as CPO or CRO provides short-term, tactical benefits, these roles are prioritised by management. Conversely, the strategic benefits of the ALO role are easy for managers to ignore. This issue will be dealt with further in [section 6](#).

All of a sudden the phone goes and the Borough Commander or someone will just say, "Right, you can put all that down because you are not doing that anymore." And you say, "Hold on a minute, I am meant to be..." They can just tell you what to do. If I go and see my DI or my Inspector that is my line manager, they will just say, "Sorry. Borough Commander wants these burglaries dealing with." It's knee jerk.

(Force 8)

3.2.4 Multiple roles result in ALO work delivered outside work hours or on weekends

5% of forces mentioned that they take their ALO work home on the weekends because there is not enough time during the working week to undertake their ALO duties. While this reflects well on these individuals' commitment to the ALO role and its stakeholders, it also suggests that the ALO service is not being managed effectively.

You end up taking your work home to be honest and doing it in your own time.

(Force 20)

Recently I found myself coming in on a Saturday morning—and I know you [ALO colleague] have done the same recently—to have a catch-up day. Because you don't want to let anybody down, you don't want to miss deadlines, and that sort of thing. And that's what I'm increasingly finding, this year, that I'm having to do.

(Force 37)

4.0 Links with other ALOs within force area

4.1 National overview

The links between ALOs within a force area was investigated. Intra-force communication is important for the consistency of design advice, workload management, organisational morale and corporacy of the ALO service provided in the force area. The force ALO/CPDA service profiles (see **Part C**) identify the level of formal contact between ALOs within a specific force area. In around half of all forces, links between ALOs are poor, with some ALOs working more or less in isolation.

4.2 Impact of links with other ALOs within force area

4.2.1 Regular, face-to-face meetings between ALOs in force

While ALOs in around half of forces meet together regularly, the focus group research revealed that ALOs in 48% of forces do not hold regular ALO team meetings. Regular meetings are defined as meetings occurring quarterly or more frequently, and for the purpose of discussing ALO workloads and related issues.

For a small number of forces, the NPCPS focus groups were the first time all ALOs had sat around a table together.

This [coming together as a team] is a rare event.

(Force 23)

4.2.2 Lack of force-wide consistent approach to ALO duties or service delivery

Analysis of the focus groups found that 55% of forces lacked a consistent, force-wide approach to ALO duties or service delivery. In many cases, this is due to the lack of a Force ALO able to act as a central, organising influence (see **section 4.2.3**), or due to the way in which management of the ALO role is fragmented across the force.

ALO involvement in LPA planning processes, the level of advice provided and the amount of ALO work delivered can vary significantly across different divisions or boroughs of such forces. For example, one division may have a formal written protocol with an LPA regarding ALO consultation on planning matters, whereas another division may have little or no contact with its local planning authorities. In forces without a force-wide approach, ALOs work independently in the divisions or boroughs within the force area.

We have 11 boroughs, it is left down to the individual. There is no force policy.

(Force 8)

Some [LPAs] will refer things that they want you to see, others will want you to look and you pick out what you want to see. So, they are all different.

(Force 36)

At the moment, I am absolutely appalled at the lack of consistency in delivering crime prevention, or designing out crime advice. Not just in my own area, just on a national basis. I think it is absolutely terrible!... We are just not delivering the product... in a satisfactory way. I think sometimes we are an embarrassment to ourselves!

(Force 19)

4.2.3 No force ALO (or other force-wide organising role) in post

29% of forces do not have a Force ALO or other force-wide organising ALO role in post. Consequently, nearly a third of police forces in England and Wales do not have a single point of contact on ALO related issues for either internal or external enquiries.

The Force ALO can enable force-wide consistency of the ALO service, and “facilitate bringing the team together” (Force 42) through regular team meetings and other activities. Without a force ALO, both inter- and intra-force communication is severely hampered.

We don't know where we are, we've got no point of contact.

(Force 27)

We did have a force ALO who did arrange meetings.

(Force 1)

We used to have—many years ago—a Force ALO. And that person used to get us together every three to six months... where we could talk, discuss things, get visitors in to talk about things. Force headquarters decided we no longer needed a Force ALO... As long as this force continues not to have a Force ALO, then no we are not having those meetings.

(Force 42)

The Force ALO is a central contact point and representative for the ALO service in each force area—both for external stakeholders and internally within the police. The Force ALO will also coordinate service delivery and advocate a force-wide ALO approach to local planning authorities and headquarters. With an overview on ALO matters, the Force ALO can enable resilience in service delivery to LPAs, architects and developers. Absence of a Force ALO results in corporacy problems regarding the consistency of ALO advice and the inability to negotiate or implement a force-wide approach to ALO service delivery.

That is the problem with the force doing away with the Force ALO: that is the person who the queries should go to. So we have to make do between ourselves.

(Force 42)

Three of us went to see the [LPA] Head of Planning... because they wanted to work out a countywide protocol... So three of us went there, so that we could come back with... a majority view. But that's three of us...and [retired Force ALO] could have done that on his own. Well not him, but that role.

(Force 27)

5.0 Staffing issues

5.1 National overview

As of 30th August 2009, there were 305 ALOs in post in all force areas within England and Wales. As **Figure 1.1** illustrates, the national ALO cohort has dropped by around 12% in the eight months between January and August 2009. 21% of all police forces in England and Wales have two or fewer ALOs in post for an entire force area. The 15 ALOs in these forces are expected to service more than 80 LPAs. Understandably, there is a certain amount of frustration that the ALO role is not better resourced.

Holland is a country half the size of Britain and yet they have 5,000 people working on the work we do. We haven't got 500!

(Force 25)

You have two guys who are going to be responsible for 27,500 houses!... The point I'm making is that we are not delivering an effective ALO service.

(Force 34)

5.1.1 Experience profile of the ALO resource

The experience profile of the current ALO service was investigated by the online survey. ALOs were asked the length of time they had been in their ALO role. **Figure 5.1** shows the national experience profile, and reveals that 55% of the national ALO cohort have been in post for five years or less. Furthermore, 33% have been in post for three years or less.

At the other end of the scale, 18% of ALOs have been in post for more than 10 years, and so represent the more experienced ALO resource. There is a danger that, as natural wastage takes place and ALOs retire, numbers in this experienced group will be eroded. When this happens, vital links with LPAs established and developed over the years by such ALOs are broken. This issue is exacerbated in many forces by lack of strategic force management on ALO issues, meaning ALO relationships with LPAs and other stakeholders are at the level of the individual rather than the force. When the individual ALO leaves, important relationships are lost. This issue is discussed further in **Section 8.0**.

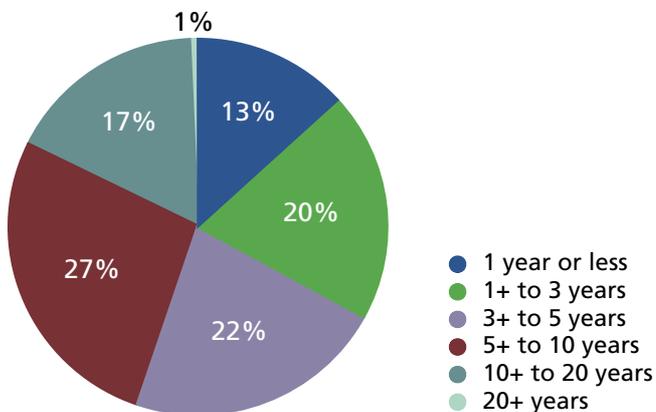


Figure 5.1 Length in post as an ALO (n=288)

5.1.2 Impact of staffing on ALO service

Research findings identified that the number of ALOs was diminishing. In the focus groups, 19% of forces stated that ALO numbers in their force had either recently been reduced or were to be reduced in the very near future. This corresponds with the percentage ALOs with the longest time in the post from the survey. There is a danger that, as ALOs retire or are moved to other duties, numbers in this more experienced subgroup will be eroded.

Therefore, there is concern about who will be delivering the ALO role when the current ALOs vacate the post or retire.

At the minute, there aren't many of us left and we are getting older. And there is no-one coming through below, because there is no training. So where are they going to go when we all retire?

(Force 19)

As touched on in [section 4.2.3](#), analysis found that the Force ALO post was not being filled. 10% of forces stated the Force ALO post has remained vacant since the previous post-holder's departure. These forces are not recruiting staff to fill this important senior ALO post.

The analysis suggests that ALOs are being lost through natural wastage and then not being replaced.

Five years ago there were five trained ALO's in my division... Today there's just me. Everyone's been allowed to retire but they're not filling the post. It begs a question.

(Force 4)

I've already made approaches to our management team to say, what is going to happen when [ALO name] goes at the end of the year? The answer I got was, "Over to you." In other words, they're not planning on replacing [ALO name]—either with full time or part time. Their conception of it is, "We can't afford it. You'll be on your own, thanks."

(Force 9)

5.1.3 Lack of succession planning regarding ALOs in force area

There appears to be a critical lack of succession planning in many forces. This issue is a function of a number of related issues, including:

- Lack of management understanding of the ALO role
- Lack of strategic force management of ALO issues

Succession planning in personnel. Who follows us? There is no-one. In 5 years, I imagine that more than half of CPDAs will be at retirement age. They could all go and at a stroke you lose everyone. Where is the long-term planning?

(Force 19)

Management and strategic issues are discussed more fully in [Section 6.0](#).

5.2 Resilience

5.2.1 Impact of lack of resilience cover on ALO service delivery

From the focus groups, it became apparent there were two different types of resilience issues relating to ALO service delivery:

- Short-term service delivery cover, required when individual ALOs are on annual leave or at training events
- More long-term service delivery cover, due to reduction of staffing levels in the force area as a result of a retirement or long-term sickness leave.

Nationally, the focus group research suggests that ALO service resilience is poor. Resilience in a force is most often organised between individual ALOs on an *ad hoc* basis. This is especially true if there is no force ALO, central manager or central point of contact for all ALOs.

We all talk. We know we are doing the same thing for the force. And it is about resilience at the end of the day, so we interact to become resilient about what is needed for the force.

(Force 40)

Two-thirds (66%) of all forces do not share workloads to enable resiliency in ALO service delivery. Only one-third (33%) of all forces stated in the focus groups that ALOs within their force share workloads to enable resilience for short-term service delivery.

If you are on sick or on long term annual leave or you're away on training, there is nobody to take the strain or to take up it while you're away; so there's no resilience there.

(Force 3)

It appears that long-term service delivery cover is not currently considered across the majority of forces in England and Wales. If an ALO who has responsibility for a specific geographical area retires or is on long-term sickness leave, whether or not the ALO service for that area is delivered is typically down to the decisions of individual ALOs. As the majority of ALOs are managed separately on division rather than centrally, it is difficult to achieve force-wide cover of the ALO service.

One of the ways forward would be for all the crime prevention design advisors to work in one central location. When we go on holiday, what happens now, the work just piles up.

(Force 27)

The lack of workforce resiliency creates gaps in ALO service delivery. In some cases, where an ALO has been on annual leave or on sickness leave, any schemes that they may be working on at that particular time have been left uncompleted due to lack of a formal ALO resiliency strategy.

6.0 Management

6.1 National overview

51% of ALOs in England and Wales are line managed by police sergeants (see Figure 6.1). Nearly two thirds (64%) of ALOs are managed on division.

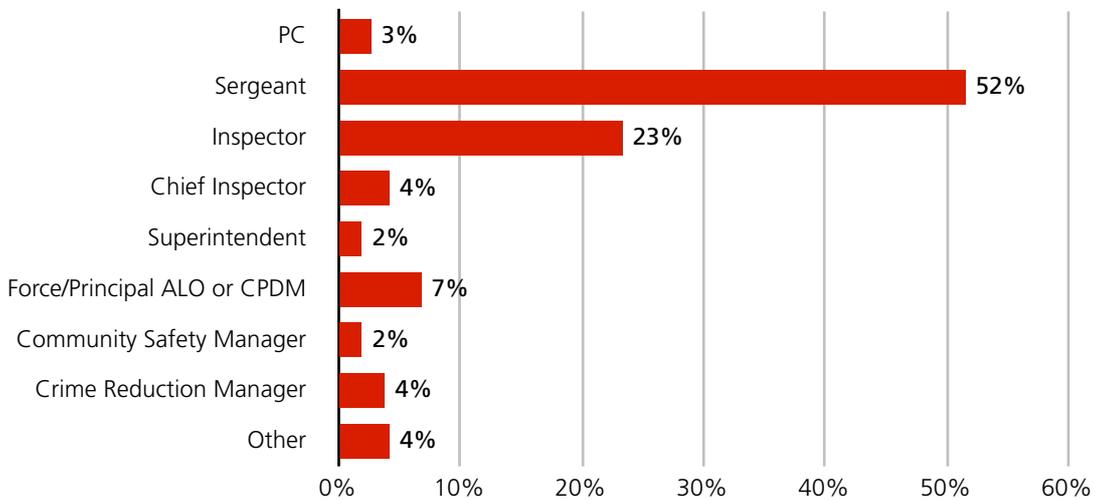


Figure 6.1 Rank or title of ALO line manager (n=266)

The level of support the ALO role receives from management was investigated. Almost half of all respondents (49%) believe the level of support the ALO receives from management is either poor or not very good (see Figure 6.2). On a more positive note, 20% of respondents feel the support they receive is very good or excellent.

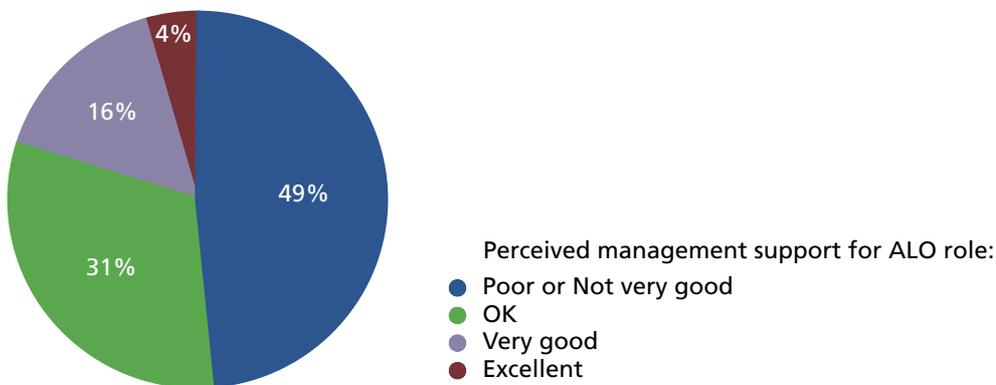


Figure 6.2 Perceived level of support for ALO role from Force/Area command (n=268)

6.2 Impact of management on ALO role

6.2.1 Fragmented management

The research findings suggest that, in general, management of the ALO role is fragmented. In 64% of forces ALOs are managed separately on division. This means that ALOs are being managed by different people in different ways within the same force. Within such forces, there is no central management of the ALOs. The findings from the focus groups suggest that the way in which ALOs are managed within their force, as well as nationally, is *ad hoc* and unstructured. This leads to rather disjointed and inconsistent service delivery.

You've got thirty-two different boroughs doing thirty-two different things.
(Force 19)

We've got a police force made up of very many different police forces, because we all operate so differently.
(Force 3)

The different divisions are entirely down to the local Chief Superintendent. There's no diktat from headquarters saying what we must do... We are left to our own devices. There's no cohesive pattern across the county.
(Force 8)

Everyone here will be managed by someone on a different level, or a different role or rank. There is no structure.
(Force 13)

6.2.2 Force and/or line management do not understand the ALO role

Analysis suggests that understanding of the ALO role within the force is very poor. 79% of forces stated in the focus groups that their management do not understand the ALO role. This relates to the purpose of the role, the tasks undertaken in delivering the role and the potential benefits of the role.

Generally there is a lack of understanding amongst senior management about our roles, about ALO work and what it is about.
(Force 30)

I think there is a culture within the police service—particularly with senior management—in that they can go, “We’re the police: you go tell them what to do and they’ll do it.” They don’t realise that the planning particularly is an argument and that it is on the weight of the argument and on the evidence that you give the planning [authority] that a decision is made. Planning is not black and white like it is with criminal law.
(Force 9)

“I was sitting in my office and on the drawing board is an SBD application with the plans and my scribbles all over it, and the Neighbourhood Superintendent came in and looked at it, and waved her finger at it and said, “We are going to have to see if we can still deal with this stuff.” This stuff. And that's the superintendent... that is the attitude.
(Force 8)

ALO line managers who do not understand the role make poor managers. In such situations, ALOs receive little supervision and are unable to go to their line manager for practical support or guidance.

There's no-one overseeing decisions we make... I can go and sign something off as SBD and it can be totally wrong. My supervisor wouldn't have a clue what I'm talking about.
(Force 8)

Nobody comes up to you and says, “Why did you give that advice?” or “What advice did you give them?” They say, “Do this...” You don't get managed. You get tasked, but don't get managed.
(Force 26)

Findings from the focus groups suggest that a lack of understanding of the ALO role by line managers can make things especially difficult for those in dual ALO/CRO posts. These ALOs tend to be managed as if solely a CRO resource, as their managers do not understand the other side of their role.

Certainly my primary role in my division is crime prevention. My line manager, or anyone above now, just don't know what an ALO is. I mean quite often they say, "What's that?" So they don't know the role. They know the Crime Risk Manager/Crime Prevention, but they don't know the ALO role—so my primary role is Crime Prevention.

(Force 4)

6.2.3 Management do not support the ALO role

Likely a consequence of a lack of understanding of the ALO role, ALOs do not feel very well supported by their managers. Indeed, analysis of focus group data suggests that 60% of forces do not feel their management supports the ALO role. This most often equates to a lack of financial support or investment in the role.

31% of forces suggested in the focus groups that their management would not support them to attend training or Continuing Professional Development (CPD) events. A properly trained workforce is an professional workforce, and without training, ALOs' knowledge of products, legislation and policies can become outdated. Staying abreast of new products, services, and policy changes contributes to the delivery of a professional service.

In the 13 years that I've been an ALO in [police force] I've been to a [ALO] conference once, because that's the only time I could get them [management] to price the expenditure.

(Force 28)

They said we haven't got the money to send you on an ALO/CPDA course. They said they can't afford it because we've only got so much in the area command training budget.

(Force 17)

5% of forces stated that their management does not support internal ALO meetings. Clearly this will have a direct impact on the internal communication between ALOs, impacting on the consistency of the ALO service delivered across the force area and on resilience.

The force won't pay on a regular basis—for travel, location, meals. We have organised [ACPO CPI representative] to come down and give a presentation once, and we hosted the regional meeting recently. But our headquarters have told us that they will no longer fund those anymore—so in future it would have to be unofficially.

(Force 42)

6.2.4 Management of the ALO changes too frequently

It is difficult for ALOs to brief their line managers or receive consistent support if line management changes too often. In the focus groups, 43% of forces stated that their management changes too frequently for them to understand or support the ALO. The high turnover of management creates problems relating to consistency, stability and support.

I have had six Inspectors in four years, and we are on our fifth Sergeant in four years. My Sergeant is fantastic, but I know I can't put much faith in her because in 6 months she will be gone—and I will have to start all over again.

(Force 1)

The line managers are all police officers, and you get a huge turnover of staff. You start to explain what your role as an ALO is and then they leave.

(Force 23)

Because we are managed by butterflies—the term is ‘butterfly syndrome’. They flit around; they land; they take off again. And so it is very difficult to see a Chief Superintendent or a Chief Constable saying, “I am going to really commit to this [ALO role]”, because by then they are gone.

(Force 35)

6.2.5 Force or line management value quick results, and strategic ALO role is under valued

55% of all forces stated that ALO work is not valued in their force area because the results are too long term. Police work that results in ‘quick wins’ is valued by the force, rather than the longer-term benefits of ALO work. The short tenure of managers (as discussed in [Section 6.2.4](#), above) compounds this issue, as managers strive to create impact during the relatively short period they are in post. Such short-term focus is especially problematic for the ALO role, whose outputs can take up to five years or more to be realised.

Sometimes managers are not in post that long, and they want to be able to show results. Whereas I am involved in major developments that might not even be built while I am in service—and neither will they.

(Force 1)

[ALO work] is very undervalued... He [Force Crime Reduction Manager] knows what we do and he sees the results. But I think beyond that they don't see the value: they don't understand the role; they don't get the concept of it. Traditional policing is about: something happens, you respond to it. This [ALO work] is about medium to long term.

(Force 5)

Our work, although it's very successful, it takes a long time to be successful. It's not sexy. You don't go there on a blue light. You don't turn on the two tones. It's not going to get you a promotion between Inspector and Chief Inspector, which now takes about two years maximum. So they're not interested in it. They know they're a butterfly and they'll move on, and they won't settle. So it's a major problem...

(Force 7)

You are pressurised to do the crime reduction stuff, because they want reaction straight away. And when you try and put time aside for the ALO work... they don't really understand the ALO role. And because it's long term they are not interested—they want the quick fix solutions. So your time is pulled towards the crime reduction side.

(Force 42)

6.2.6 Lack of a key performance indicators for ALO work means it can be ignored by management

19% of forces stated in the focus groups that the lack of key performance indicators (KPIs) for ALO consultation means that the ALO role is often overlooked and undervalued compared to other police work that directly addresses KPIs. ALO work does not currently contribute to specific police targets set by government, and so is perceived by some senior management as of little value. As a result, the tactical crime prevention work of CPOs is prioritised by some forces.

I think the main difficulty, with senior management, is that it doesn't tick any of their boxes. And if it doesn't tick any of their boxes, why are they bothering?

(Force 8)

Nowhere are there any figures or aims to reach with ALO work. So the bottom line is, [the Force] has to answer to the HMI and the HMI are not interested in ALO work or how many designs you've done. They're interested in detected crimes, preventable crimes... And nowhere does it say you've got

to have done 100 Secured by Design site visits. So that's where the conflict comes. And if it comes down to the crunch, the CPO has to come first because that's what we as a police force are doing.

(Force 26)

7.0 Intelligence on crime

7.1 Importance of local intelligence

ALOs in 67% of forces identified the importance of being able to access local intelligence on crime issues for an area on which they were consulting.

This was achieved through links with operational police officers, neighbourhood policing teams and crime prevention officers (CPOs). Indeed, a number of the ALOs in these forces were dual role, holding both ALO and CPO posts.

Another facilitator of access to local intelligence was being based at a frontline policing location. Here, ALOs worked in close proximity to officers who could provide useful intelligence that went beyond simple crime data.

**You can get more information off a person than you can from a computer.
You find out what is really going on.**

(Force 30)

I can go down the corridor and speak to one of the Sergeants or Inspectors who are responsible for policing that area, and I may have the crime figures for the last two years but what is their feeling for the area? They might say there is a drug dealer living around the corner; a pedophile living there; such and such living there.

(Force 40)

Crime figures don't always tell the whole story.

(Force 29)

7.2 Use of crime data

7.2.1 Access to police crime data systems

ALOs in 83% of forces normally access and use police crime data systems in delivering their ALO duties. However, those ALOs based in local authority offices often have difficulty accessing such systems—including their police email. This may make undertaking research relating to ALO consultations problematic.

I get exasperated at the amount of times that I have got to leave the desk in... the planning office to go to a police station to check emails, to research anything in relation to any kind of crime stats or anything.

(Force 11)

7.2.2 Access to trained crime analysts

ALOs in 81% of forces discussed in the focus groups their use of trained crime analysts when exploring the crime problems in a development area. Crime analysts are an important resource for those ALOs who, through lack of training or issues of location, are unable to access their force crime data themselves.

ALOs in 33% of forces, however, are able to access the services of crime analysts within the time allowed for ALO consultation in the planning process—and sometimes only just.

You tell them you've got ten days to respond and you just get it on the last day. But it's touch and go; it's not good—puts a lot of pressure on.

(Force 7)

In general, those forces that are located in the same building as their analysts, and who indicated that they had good management support, had the most positive experience when using analysts in their ALO work.

Downstairs we have analysts. All I do is walk down, "Can I have this?" "Right. Two or three days." "No problem." That's the difference being in headquarters: I have that accessibility... Everybody knows what we do. Their line managers know that we need crime figures, so it's, "Yes, if [ALO name] asks for something... please supply them."

(Force 33)

Only one force has a dedicated crime analyst who is based in the same office as the ALOs and works solely on ALO consultations and related matters.

ALO in nearly half of all forces (48%) stated that they were unable to use trained crime analysts, as the analysts were unable to meet the consultation deadlines. This may be considered a critical failing of police intelligence systems, as they should be able to address the needs of strategic roles—such as the ALO service—with its potential to have a long lasting impact on crime levels in an area.

Clearly, the inability to use data provided by trained crime analysts in their ALO planning consultation work has the potential to impact on how such consultation advice is perceived. The lack of crime data may also impact on planning applications that go to appeal.

You've got to remember that your position in the chain of being processed is not only somewhere down by the bottom, but maybe outside under the bin! So if anyone else requests just about anything, your request will usually be moved aside in favour of that... I am still waiting for stuff from three years ago!

(Force 19)

[Obtaining data from a crime analyst] can go by the by if there are other priorities... In fact, I have on occasions just turned around and said, "Don't bother"—because it was taking so long.

(Force 18)

But it's not easy to access [crime analysts], you know? We are not high on the pecking order. There's a lot of management people above us, and sometimes the stuff comes too late.

(Force 14)

The problem is, when you go to the analyst they've got X amount of tasks they have already been assigned, and you'll be number 5 in the queue. And when you get number 5 back to you, it might be a day after you actually needed it.

(Force 39)

8.0 Provision of the ALO service with Local Planning Authorities

8.1 National overview

Figure 8.1 shows the amount of written consultations on planning applications across all forty-two forces delivered between March 2008 to February 2009. Figure 8.2 details the number of Secured By Design applications processed across all forty-two police forces between March 2008 to February 2009.

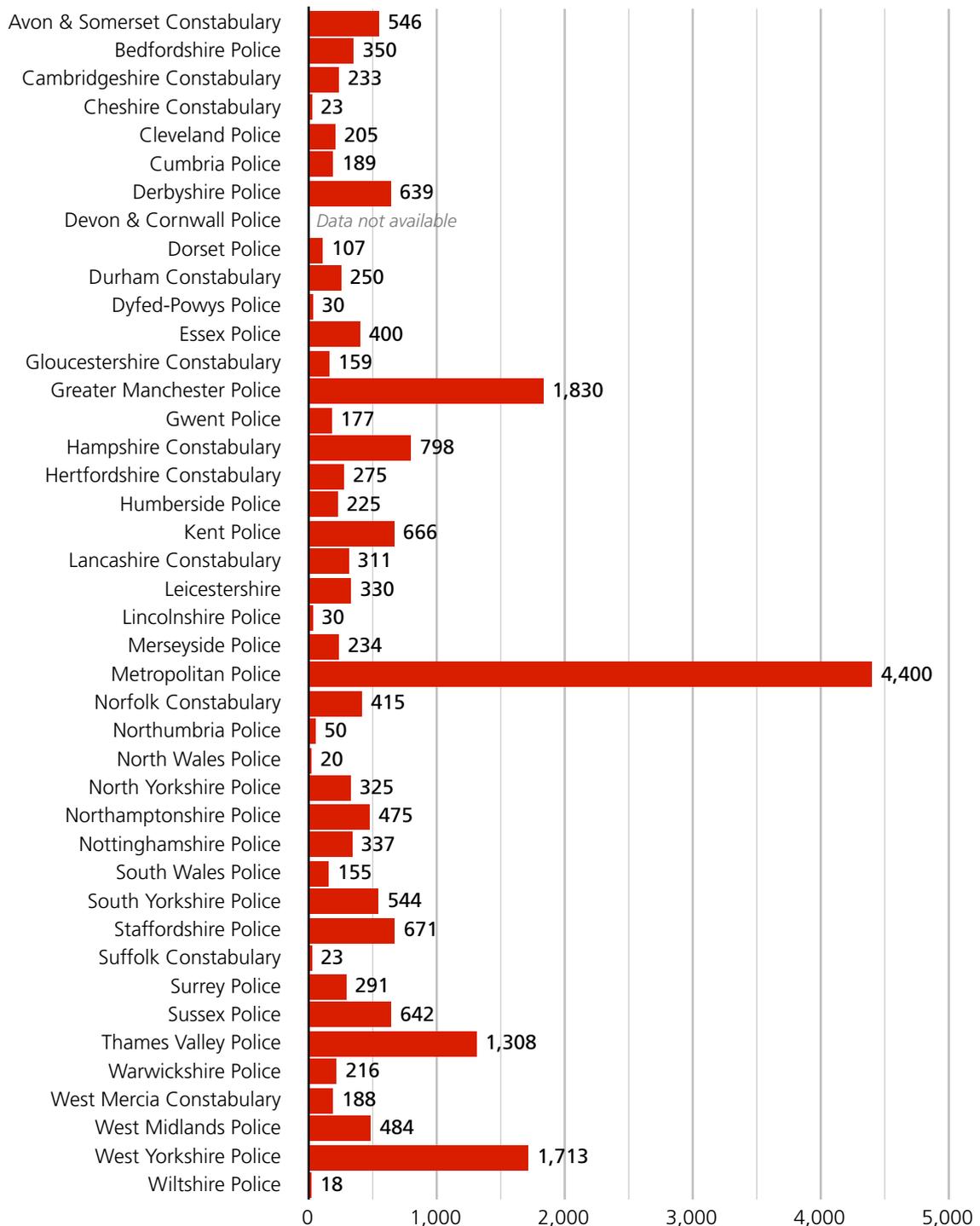


Figure 8.1 Total number of written consultations on planning applications (March 2008 – February 2009)

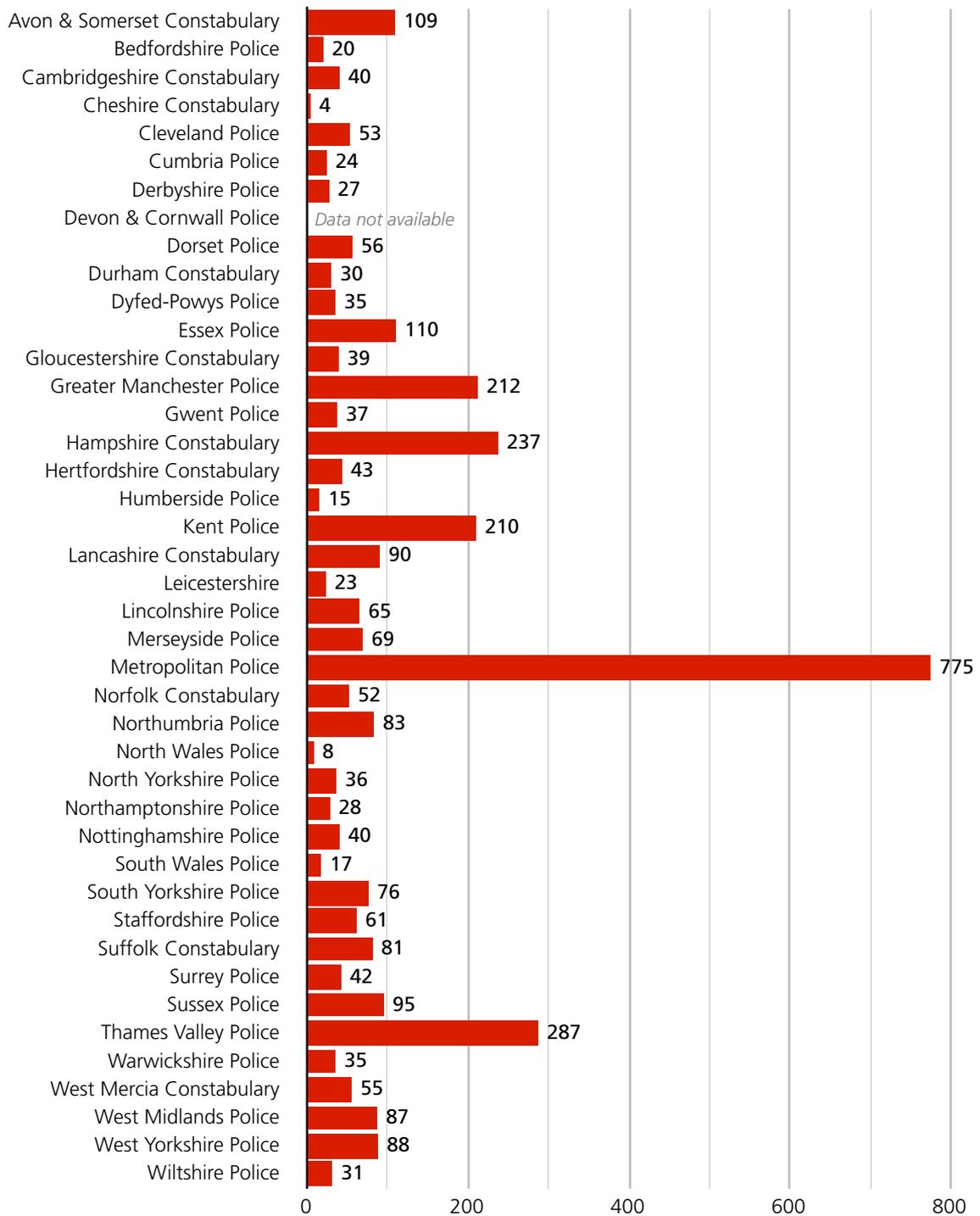


Figure 8.2 Total number of Secured By Design application processed by force (March 2008 – February 2009)

8.2 Pre-planning involvement

ALO involvement in the pre-planning stage of the development process is beneficial to all parties. Pre-planning is that stage of the design process when the ideas and concepts are being explored and tested. The design is not yet fixed, and so design advice or feature requests from ALOs are easier to accommodate. Making design changes at this stage will usually incur little cost.

On the other hand, incorporating design changes after the design has been finalised for submission to the planning process as a planning application has potential time and cost implications. By this stage, the architectural designs and accompanying business plan may have been in development for months or even years. Even relatively small design changes may have larger knock-on costs.

To counter this issue, ALOs should attempt to become involved with design development projects during the pre-planning phase. However, different forces are more or less successful in achieving this.

Figure 8.3 shows that of all ALO consultation work, some 86% of ALOs consult on less than half of projects during the pre-planning stage. Furthermore, 32% of ALOs consult on 10% or less pre-planning projects, and 8% of ALOs don't get involved in any pre-planning consultation at all.

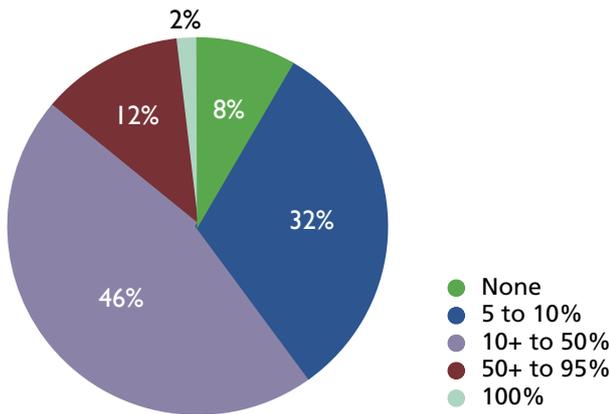


Figure 8.3 Percentage of ALO consultation occurring before planning application has been submitted (i.e. during pre-planning) (n = 265)

8.3 Involvement in strategic planning issues

Involvement in strategic planning issues includes such activities as participating in the formulation of Local Development Frameworks, Area Action Plans or Local Development Schemes.

Currently, ALO involvement on strategic planning issues is very low. Figure 8.4 shows that 21% of ALOs in England and Wales never get involved in strategic planning issues, while 51% of ALOs spent less than 10% of their time on this activity.

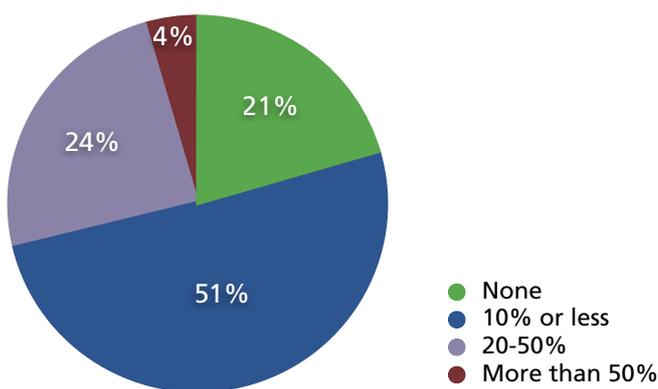


Figure 8.4 Percentage of ALO time spent working on strategic planning issues (March 2008 – February 2009) (n=268)

The frequency ALOs provide advice to architects or developers was investigated. The findings from the survey show that the majority of ALOs provide advice to architects or developers on a weekly basis (see Figure 8.5).

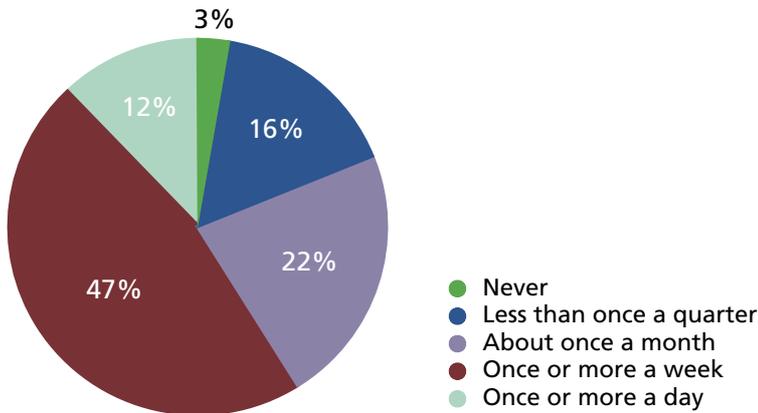


Figure 8.5 Frequency of architects / other development industry consultants seeking advice from ALO (n=265)

Nationally, ALOs are very positive about the impact they have in ensuring that crime issues are addressed in the design and planning process. 71% of ALOs felt reasonably effective or very effective in the impact they had on addressing crime in the design of the built environment (see Figure 8.6).

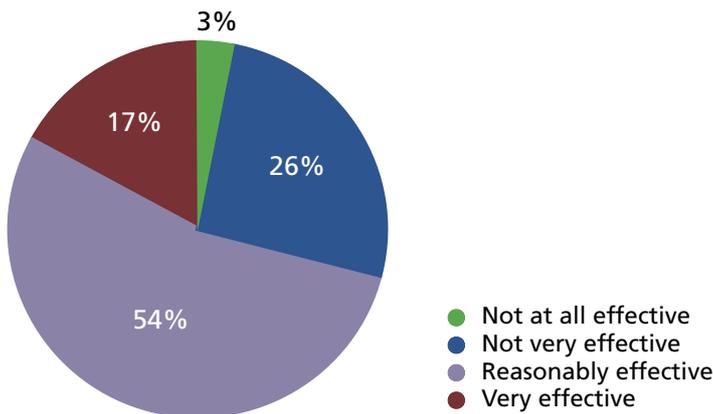


Figure 8.6 Effectiveness of the ALO role in ensuring crime issues are addressed within design planning process (n = 265)

8.4 Links with Local Planning Authority (LPA) on ALO service

8.4.1 Formal agreement with LPA on ALO work

Analysis from the focus groups revealed little consistency—either nationally or within force—regarding formal agreements with LPAs on ALO work. This means that the ALO service is not delivered in the same way to all LPAs throughout England and Wales. Whilst certain forces will have a consistent ‘force-wide’ service agreement that is formally agreed by the heads of planning in all LPAs, in other forces the agreement with LPAs is very much *ad hoc*.

In only 26% of forces in England and Wales, a formal agreement for ALO work is in place with all LPAs in the force area. This means the provision of ALO work is more likely to be consistent throughout the force area.

We have a protocol... [with] all local authorities including the county [nine local authorities]. This is a signed agreement. It lays out what we expect from

planning and what they expect from us and gives them a list of the types of developments that we want to get involved in.

(Force 13)

31% of forces have a formal agreement for ALO work with one or more LPAs—but not all. Provision of ALO work in these forces is variable. Therefore, the level of service for one LPA will not necessarily be the same in others within the same force area.

The findings suggest that there is little strategic force leadership in the formation of agreements with LPAs. In just 19% of forces, agreements with LPAs are negotiated centrally, with the force management involved. Too often, ALOs are ‘going it alone’ when creating links and protocols with the LPAs in their force area.

For the majority of forces, agreements with LPAs are *ad hoc*. In 45% of forces individual ALOs are responsible for negotiating agreements with LPAs. Therefore, personal relationships between an ALO and the planners are crucial. 69% of forces state that an agreement with an LPA was established due to good personal relationships between an individual ALO and a planner. A majority of these agreements are unwritten and informal, based solely on the professional relationship between the ALO and the planner. This has two main impacts:

- Links with LPAs are at the level of the individual ALO. As a result, when the ALO or the planner leaves their post, the link with the LPA is broken
- Overcoming problems with LPAs can be difficult when there is no senior-level police leadership on ALO matters. Such problems are not addressed strategically, but are left to be dealt with by individual ALOs or not at all.

The head of planning for [X] City Council, I went to see him the other week, I asked him if we could introduce a similar model [for embedding Secured By Design into new developments]... He said, “No, I don’t want it. I don’t think its required.” So you’ve got one person in the City Council has decided, for the whole of the city area, that secured by design will not be the preferred option for developments within [the city]... So this one person is there, and he’s the wall.

(Force 20)

To be honest we [the ALOs] don’t go to the planning department now... we don’t bother because the last time we went to see them for a meeting, they kept us sitting in a room for an hour and never came to us. And that was a meeting to discuss getting together! They don’t rate us at all... it’s like an ‘us’ and ‘them’.

(Force 10)

There is no force policy. There is no direction. And whatever level of operation we have is down to individual development and partnerships—which is a shame.

(Force 8)

8.4.2 Other police officers consulted about planning-related issues

The informality of the consultation procedure can result in occasions where other police officers, with no ALO training, provide advice to planners and architects about proposed developments. A number of ALOs described problems caused when their advice is perceived by planners and architects to be conflicting with comments provided by other police officers. This can lead to confusion on the part of planners, and their perception that the advice given by trained ALOs is somehow ‘arbitrary’. More importantly, it can lead to poor building designs becoming a reality.

...[Senior officers] end up discussing quite detailed stuff, without any knowledge of what they’re talking about... I was at a meeting and the local councillor says, “Yeah, we’ve all agreed what’s going to happen with the planning—it’s all been consulted.” I said, “I haven’t seen anything.” They said, “Oh, the Police have been consulted—but it was at a different level.” When

I've looked at the documents I said [to the senior officer], "How could you agree to this rubbish?" That's the unfortunate thing...

(Force 4)

8.4.3 Criteria for ALO involvement in the planning process

The research investigated the criteria (types and number of developments) listed by ALOs for their consultation in each force. For some, this criteria follows that recommended by the Home Office (e.g. major developments, 10 dwellings or more). However, in other places the criteria for ALO involvement is based on the workload the ALO is able to handle.

The analysis found that the majority of forces are inconsistent in the criteria for ALO consultation. Only 14% of forces have criteria for ALO involvement in the planning process that is consistent across all LPAs. For the vast majority (84%) of forces, the criteria for ALO involvement in the planning process varies across different LPAs in the force area. The following quotes highlight the different criteria used by ALOs working in the same force area:

Responding to developments with six or more dwellings, commercial space over 1,000 square feet, public buildings—in fact anything at all in any development which is likely to have a crime and disorder implication. There is a list of those particular things. But you'll find that everybody else will probably have a different protocol.

(ALO A, Force 15)

I can't say I will do anything with six houses or above... I won't start looking at a housing development until it gets nearer 20 houses really, because I don't have time.

(ALO B, Force 15)

I made it clear it would be 10 separate dwellings or more. I deal with anything to do with large commercial developments. All licensed premises. Change of use into like takeaways and that type of thing. Restaurants. Schools I do as well.

(ALO C, Force 15)

8.5 Allocation of ALO resource to available LPA consultation work

8.5.1 Provision of ALO resource to LPA work is fragmented

The research found that the provision of ALO resource to available consultation work is not formally organised. 21% of forces formally coordinate and allocate ALO workload across all ALOs in the force area. This is usually because all ALOs in the force are co-located together in the same office or all have the same central manager. In these forces, ALO workload is assigned to a specific ALO for completion. Resilience cover is easier to organise in these situations (please see [Section 5.2](#) for more on workforce resilience).

The majority of ALO consultation on planning applications is delivered in an informal manner in one of two ways:

- The ALO self-selects ("cherry picks") planning applications for comment from weekly planning lists provided by the LPA
- ALO comments on planning applications forwarded by LPAs for consultation.

69% percent of forces stated in the focus groups that ALOs self-select developments for consultation from the weekly planning lists. While convenient, this is not a consistent means of providing ALO consultation to LPAs, as what is selected from the list is open to individual bias.

The type of development selected by an ALO for consultation may not be consistent each week. This is predominately due to ALOs self-selecting those developments for consultation they have time to complete, especially those with other, non-ALO duties (see [Section 3.0](#)).

I think we just go through the planning lists and pick what you think is, well perhaps you go through it first and look at what, perhaps, what you're

interested in. And then you'll probably look at, well what can I actually physically cope with within that 21 day period.

(Force 12)

76% of forces stated in the focus groups that LPAs send ALOs planning applications for consultation. On these occasions, a planner self-selects the developments he or she considers appropriate for ALO input.

Both of the above modes of involving the ALO do not normally occur in the pre-planning stage of the development process. Most often, ALO consultation takes place after a planning application has been completed and submitted. As **Figure 8.3** above showed, 32% of ALOs consult on 10% or less projects at the pre-planning stage, and 8% of ALOs don't get involved in any pre-planning consultation at all.

The trouble is that, in general terms, once they are on that planning list, they are a full application and it's too late.

(Force 24)

...Pretty much a lot of developments will bypass us at the pre-planning stage, and we won't see much of it until it gets to the planning stage—the planning application—which is far too late down the line.

(Force 19)

79% of forces stated that ALOs are consulted because a Secured By Design (SBD) certificate is required. Most often developers or architects for social housing developments will consult with an ALO in order to obtain a SBD certificate and fulfil Housing Corporation funding requirements. However, not all SBD consultation occurs in the pre-planning stage. During the focus groups, ALOs told of occasions where they were asked evaluate a building for SBD when it had already been built.

The vast majority will come to us because they have housing association clients, and they are going to have to get SBD or the Code [for Sustainable Homes].

(Force 6)

The other one I usually get is that if somebody that's fresh to dealing with SBD or anything like that, and they think, "Oh. We want to get a certificate for this." So they'll look at the [application form], and it comes to you about a week before its going into the planning—which is too late really.

(Force 28)

ALOs in 31% of forces experience problems meeting planning consultation deadlines. This is most often a problem for those ALOs who are split role, or are fulfilling non-ALO duties (see **Section 3.0**).

You are trying to deliver a professional service in partnership with an organisation such as planning, it could be an architect. These are professional people, pretty much the same as we are. And it can be very, very frustrating when you can't deliver because other things have been forced upon you, through no fault of your own.

(Force 3)

C Force ALO/CPDA service profiles

1.0 Introduction

This section provides an overview of all forces with regards to key criteria relating to the delivery of the ALO role. Profiles are created for each force.

2.0 Description of criteria

2.1 *Criteria categorisation*

Forces were categorised on five scales. The Force Profile Categorisation Scales, on the subsequent page, lists the five scales and the concomitant items on each scale.

Allocation of time refers to the duties of all ALOs in a force area. Time spent doing non-ALO duties or roles is identified. This data is derived from the NPCPS focus group.

Contact with other ALOs describes the level of communication and interaction between all ALOs within a force area. This data is derived from the NPCPS focus group.

Management understanding of the ALO role refers to the general level of understanding about the ALO role from management in the force area. This data is derived from ALOs' perceptions of managerial support made during the NPCPS focus groups.

Management support of the ALO role refers to the average level of managerial support ALOs feel the ALO role receives in their force area. This data is an average of all responses for a particular force area from the NPCPS survey.

Protocols and planning agreements identifies if there are any written or verbal protocols in existence and use in the force area. A 'protocol' is an agreement with a local authority planning department regarding the types of developments that will be referred to the ALO. This data is derived from the NPCPS focus group.

2.2 *Force involvement in building control process*

Planning applications refers to the total number of planning applications submitted to all LPAs in a force area between April 2008 and March 2009. The number of planning applications was obtained from the Department of Communities and Local Government (DCLG) and the Welsh Assembly Government (WAG). This data is publicly available.¹

Consultations delivered refers to the total number of written consultations provided to LPAs in a force area between March 2008 and February 2009. This data is derived from NPCPS survey responses for a particular force area.

2.3 *Pre-planning involvement*

Pre-planning involvement refers to the average number of consultations on planning applications provided by the force during the period *before* the formal planning application is submitted. The percentage is an average of all responses for a particular force area from the NPCPS survey.

¹ DCLG data on the number of 2008-2009 planning applications is available from <http://www.communities.gov.uk/publications/corporate/statistics/developmentcontrol200809>

WAG data on the number of 2008-2009 planning applications is available from <http://wales.gov.uk/topics/planning/planningstats/devcontrolquarterlysurvey/?lang=en>

2.4 **Number of Secured By Design applications delivered**

Average all forces states the average number of Secured By Design (SBD) applications processed by all forces in England and Wales between March 2008 and February 2009. This data is derived from the NPCPS survey.

SBD applications delivered refers to the total number of Secured By Design (SBD) applications processed by each force area between March 2008 and February 2009. Data is derived from NPCPS survey responses for a particular force area.

2.5 **ALO length in post (experience profile)**

This criteria describes the length of time individuals in each force area have spent fulfilling the ALO/CPDA role.

3.0 Force Profile Categorisation Scales

A. Allocation of time

1. All ALOs 100% dedicated to ALO duties
2. Some ALOs 100% dedicated to ALO duties; others have CPO-related duties
3. Majority of ALOs have CPO-related duties
4. Majority of ALOs have other (non-crime prevention) duties.
5. All ALOs regularly undertake other (non-crime prevention) policing duties

B. Contact with other ALOs

1. ALO meetings are held once a month or more, plus there is phone/email contact
2. ALO meetings are held less than once a month, plus there is phone/email contact
3. ALO meetings are ad-hoc and infrequent, plus there is phone/email contact
4. No ALO meetings, but phone/email contact takes place
5. No contact with other ALOs

C. Management understanding of ALO role

1. All ALOs believe that management understands the ALO role
2. Majority of ALOs believe that management understands the ALO role
3. Some ALOs believe that management understands the ALO role
4. Few ALOs believe that management understands the ALO role
5. No ALOs believe that management understands the ALO role

D. Management support of ALO role

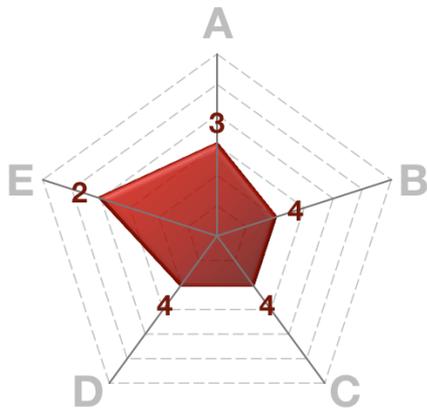
1. On average, the level of management support ALOs feel they receive for their role is excellent
2. On average, the level of management support ALOs feel they receive for their role is very good
3. On average, the level of management support ALOs feel they receive for their role is OK
4. On average, the level of management support ALOs feel they receive for their role is not very good
5. On average, the level of management support ALOs feel they receive for their role is poor

E. Protocols and Planning Agreements

1. Written protocols for ALO consultation are in place with all LPAs
2. Written protocols for ALO consultation are in place with some LPAs
3. Verbal protocols for ALO consultation are in place with all LPAs
4. Verbal protocols for ALO consultation are in place with some LPAs
5. No form of protocol for ALO consultation is in place with any LPAs

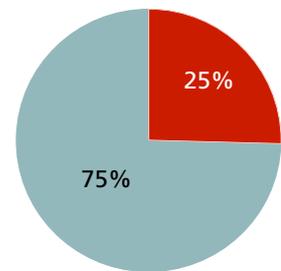
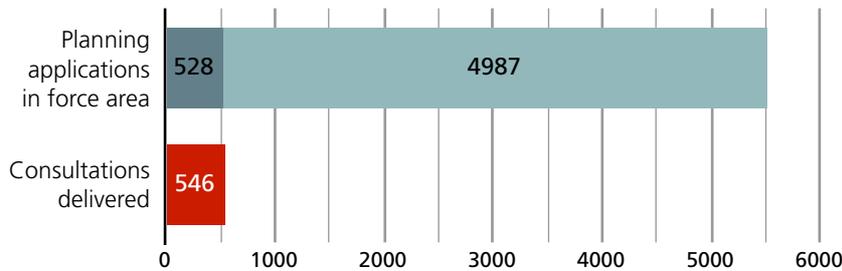
Avon & Somerset Constabulary

1.0 Force profile



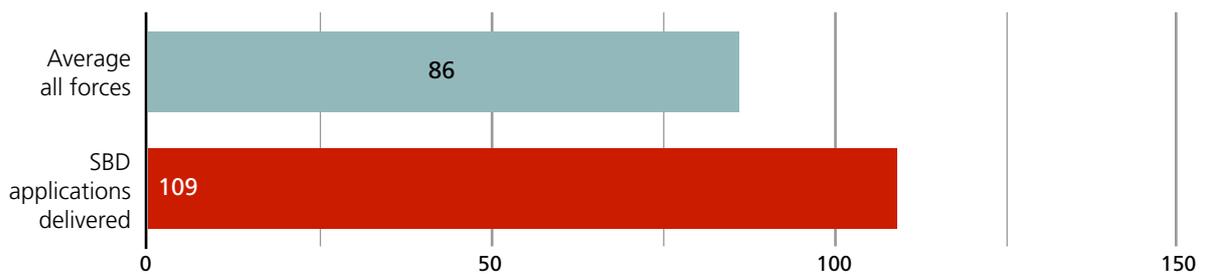
No. of ALOs (as at June 2009): 13 No. of survey responses: 12

A	3 Majority of ALOs have CPO-related duties
B	4 No ALO meetings, but phone/email contact takes place
C	4 Few ALOs believe that management understands the ALO role
D	4 On average, the level of management support ALOs feel they receive for their role is not very good
E	2 Written protocols for ALO consultation are in place with some LPAs



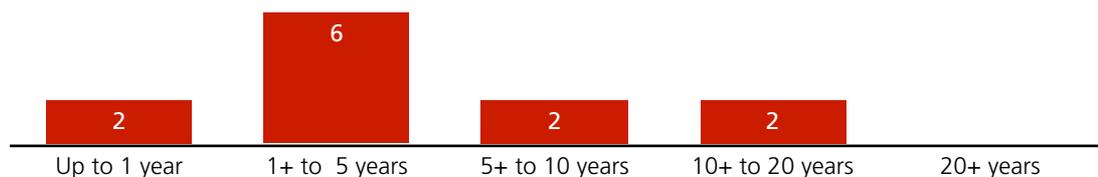
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

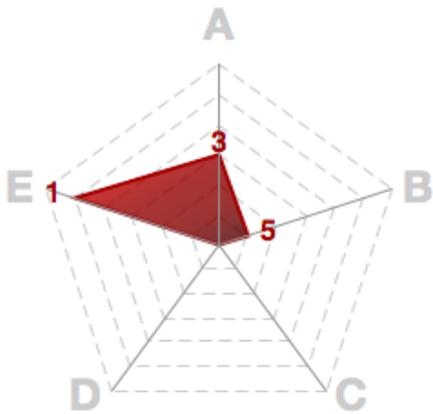
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

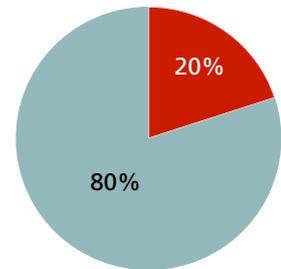
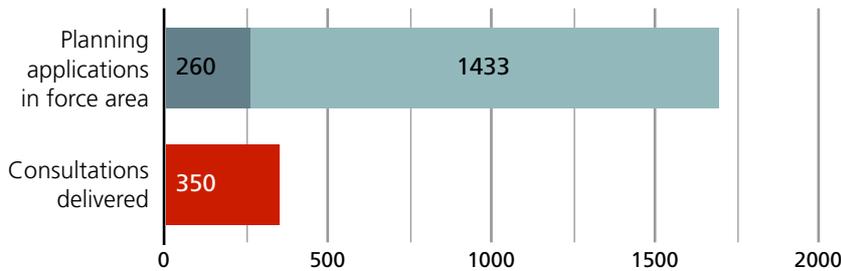
Bedfordshire Police Force

1.0 Force profile



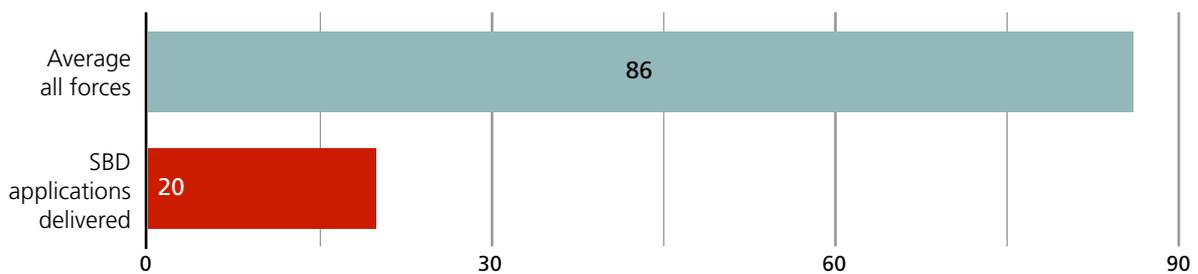
No. of ALOs (as at June 2009): 1 No. of survey responses: 1

A	3	Majority of ALOs have CPO-related duties
B	5	No contact with other ALOs
C		<i>Data omitted to protect confidentiality</i>
D		<i>Data omitted to protect confidentiality</i>
E	1	Written protocols for ALO consultation are in place with all LPAs



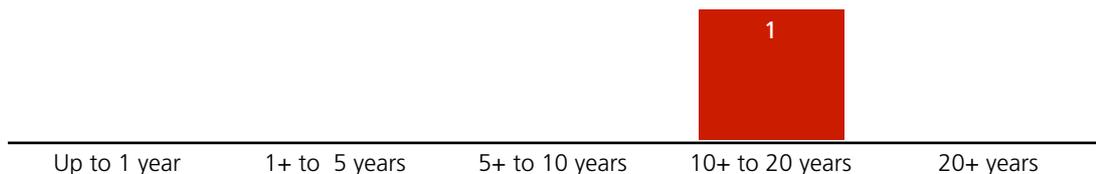
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

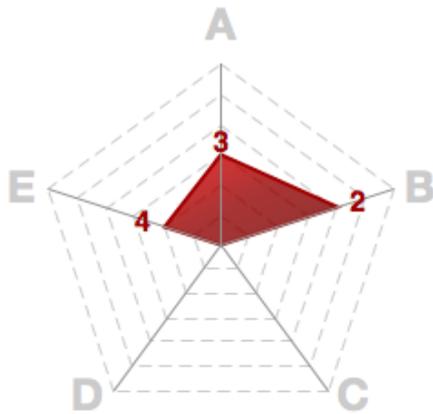
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

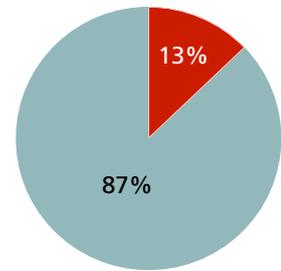
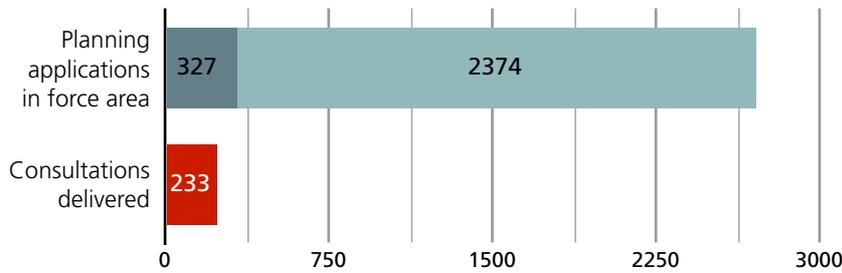
Cambridgeshire Constabulary

1.0 Force profile



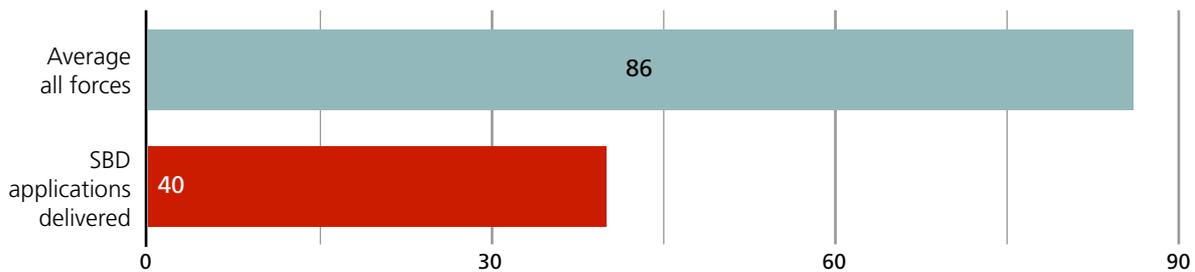
No. of ALOs (as at June 2009): 3 No. of survey responses: 2

A	3	Majority of ALOs have CPO-related duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C		<i>Data omitted to protect confidentiality</i>
D		<i>Data omitted to protect confidentiality</i>
E	4	Verbal protocols for ALO consultation are in place with some LPAs



1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

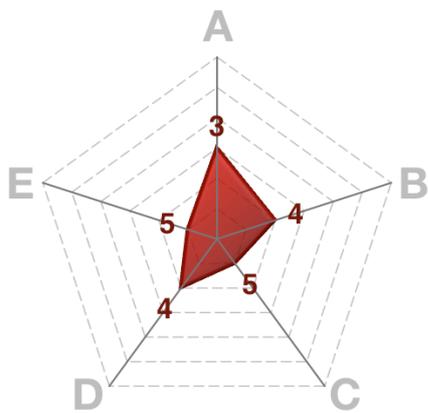
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

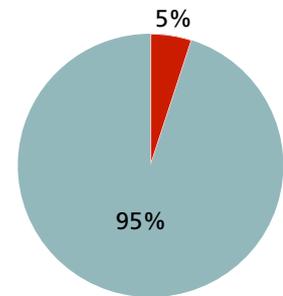
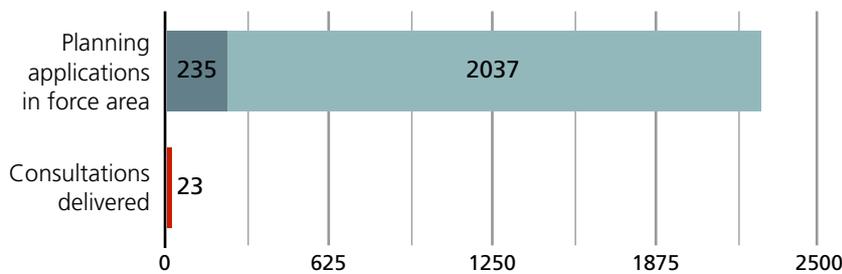
Cheshire Constabulary

1.0 Force profile



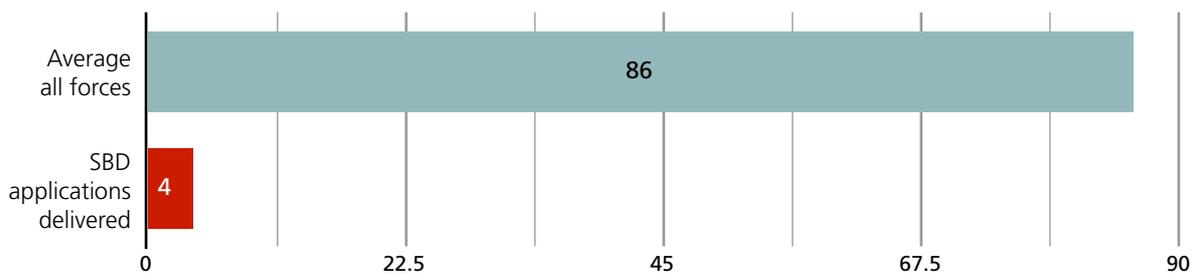
No. of ALOs (as at June 2009): 4 No. of survey responses: 3

A	3 Majority of ALOs have CPO-related duties
B	4 No ALO meetings, but phone/email contact takes place
C	5 No ALOs believe that management understands the ALO role
D	4 On average, the level of management support ALOs feel they receive for their role is not very good
E	5 No form of protocol for ALO consultation is in place with any LPAs



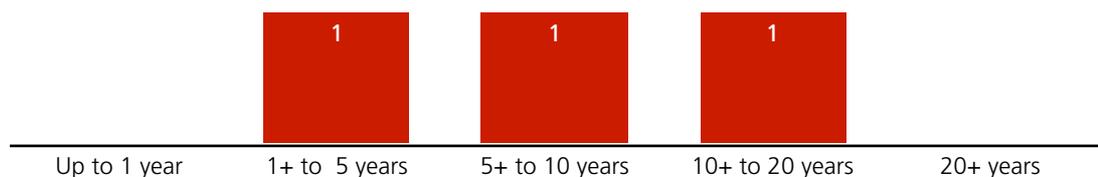
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

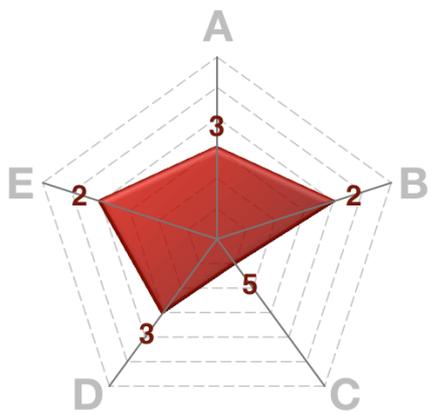
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

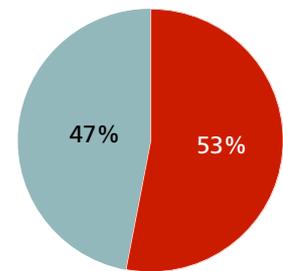
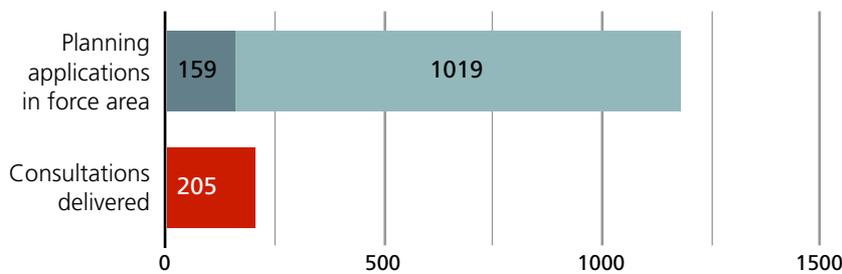
Cleveland Police Force

1.0 Force profile



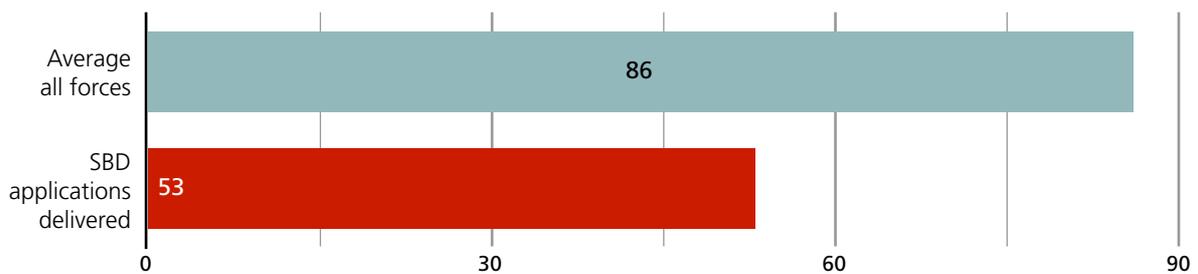
No. of ALOs (as at June 2009): 6 No. of survey responses: 5

A	3 Majority of ALOs have CPO-related duties
B	2 ALO meetings are held less than once a month, plus there is phone/email contact
C	5 No ALOs believe that management understands the ALO role
D	3 On average, the level of management support ALOs feel they receive for their role is OK
E	2 Written protocols for ALO consultation are in place with some LPAs



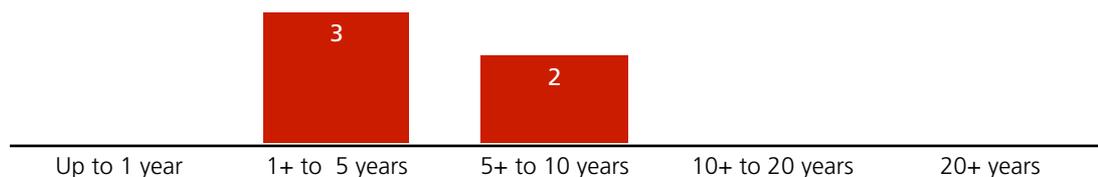
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

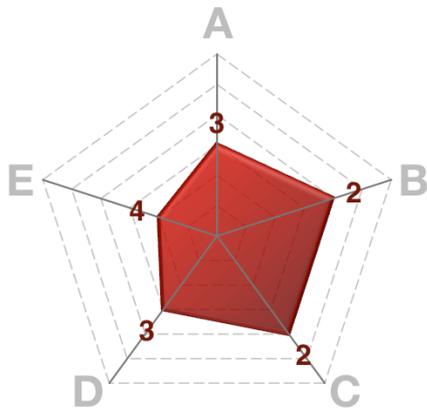
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

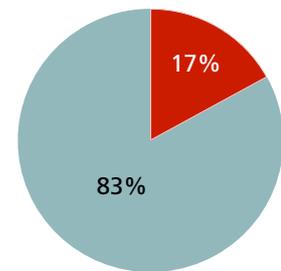
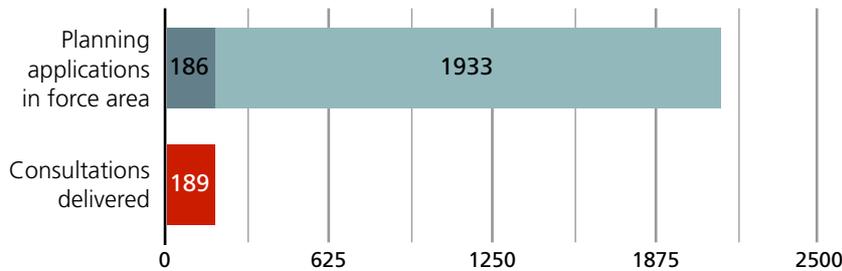
Cumbria Police Force

1.0 Force profile



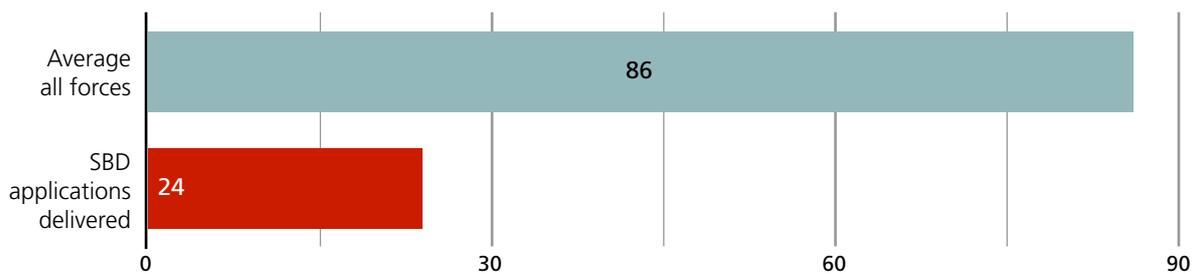
No. of ALOs (as at June 2009): 6 No. of survey responses: 5

A	3	Majority of ALOs have CPO-related duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C	2	Majority of ALOs believe that management understands the ALO role
D	3	On average, the level of management support ALOs feel they receive for their role is OK
E	4	Verbal protocols for ALO consultation are in place with some LPAs



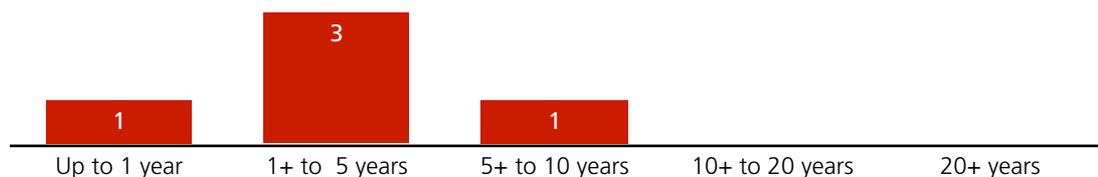
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

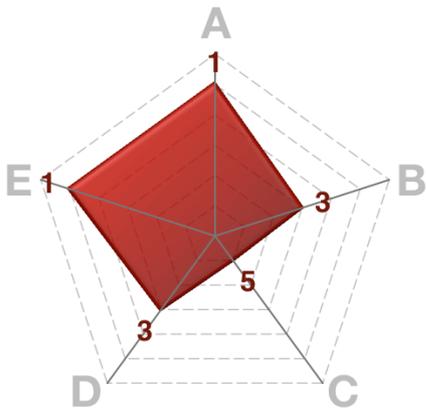
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

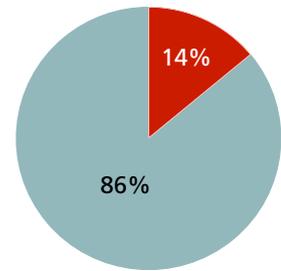
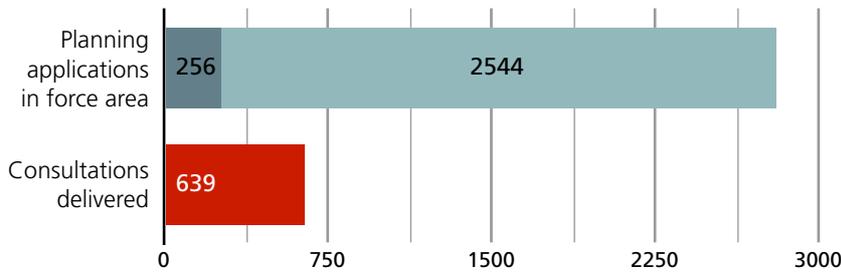
Derbyshire Police Force

1.0 Force profile



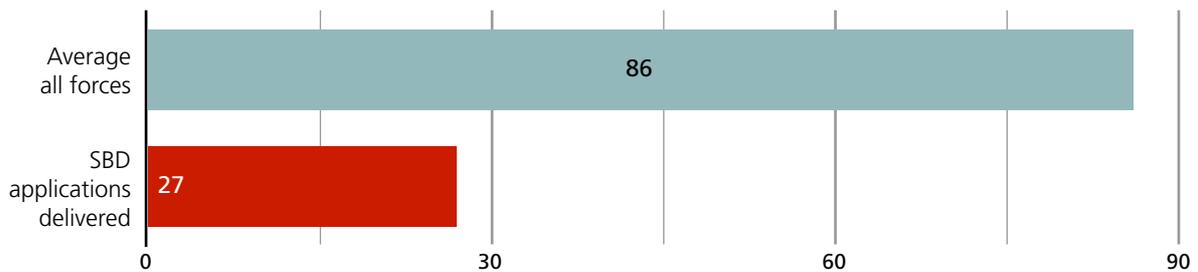
No. of ALOs (as at June 2009): 4 No. of survey responses: 4

A	1	All ALOs 100% dedicated to ALO duties
B	3	ALO meetings are ad-hoc and infrequent, plus there is phone/email contact
C	5	No ALOs believe that management understands the ALO role
D	3	On average, the level of management support ALOs feel they receive for their role is OK
E	1	Written protocols for ALO consultation are in place with all LPAs



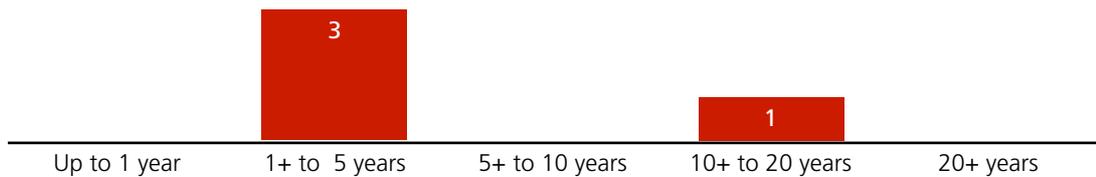
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

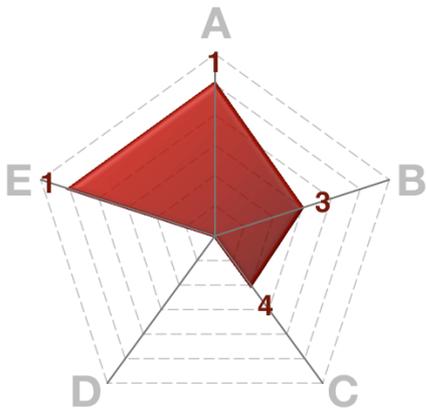
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

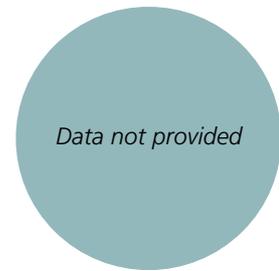
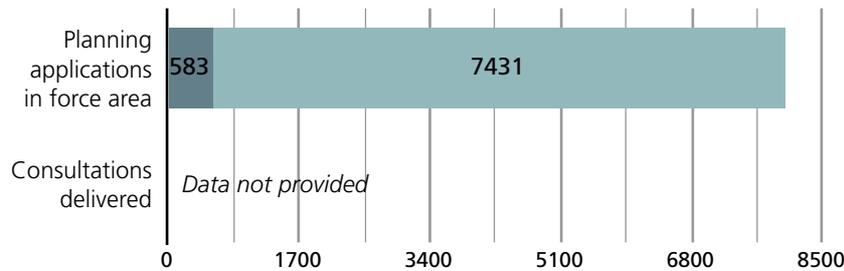
Devon & Cornwall Police Force

1.0 Force profile



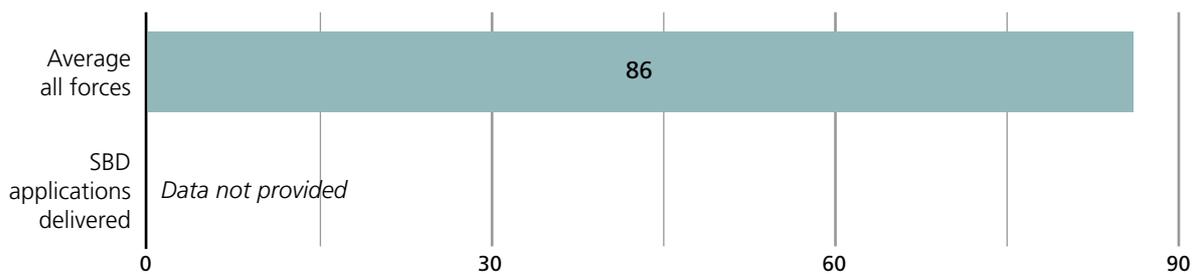
No. of ALOs (as at June 2009): 6 No. of survey responses: 0

A	1	All ALOs 100% dedicated to ALO duties
B	3	ALO meetings are ad-hoc and infrequent, plus there is phone/email contact
C	4	Few ALOs believe that management understands the ALO role
D		No data provided
E	1	Written protocols for ALO consultation are in place with all LPAs



1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

1.4 Number of Secured By Design applications delivered

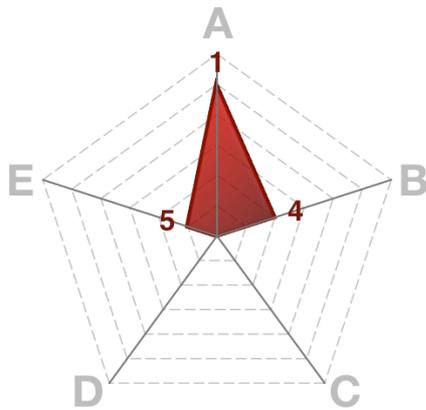
Data not provided

Up to 1 year 1+ to 5 years 5+ to 10 years 10+ to 20 years 20+ years

1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

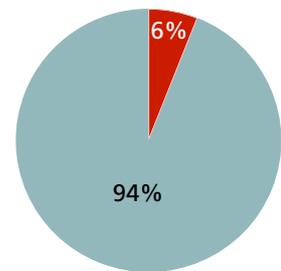
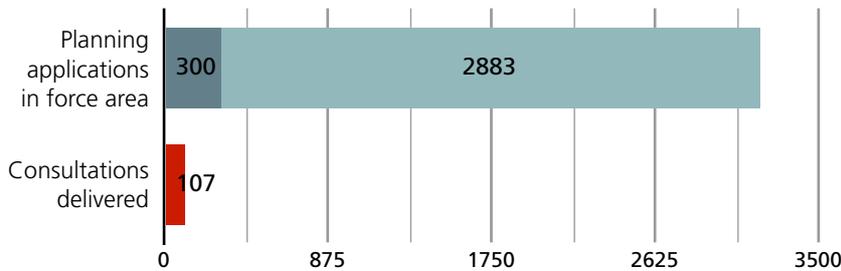
Dorset Police Force

1.0 Force profile



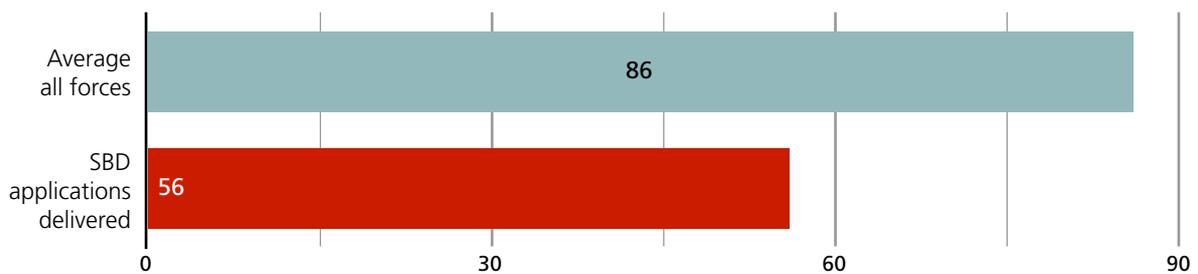
No. of ALOs (as at June 2009): 1 No. of survey responses: 6

A	1	All ALOs 100% dedicated to ALO duties
B	4	No ALO meetings, but phone/email contact takes place
C		Data omitted to protect confidentiality
D		Data omitted to protect confidentiality
E	5	No form of protocol for ALO consultation is in place with any LPAs



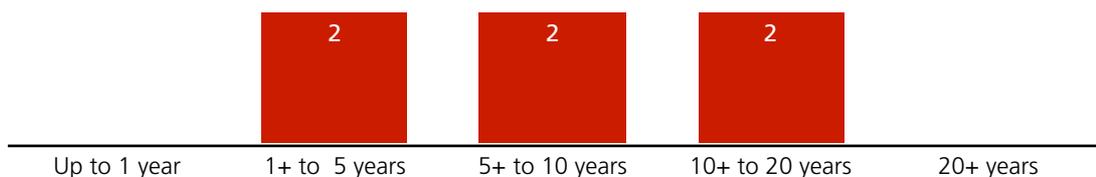
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

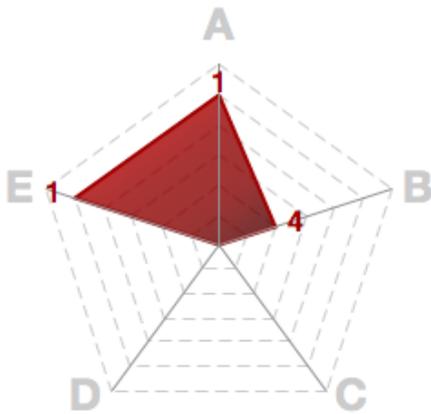
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

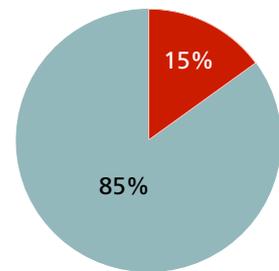
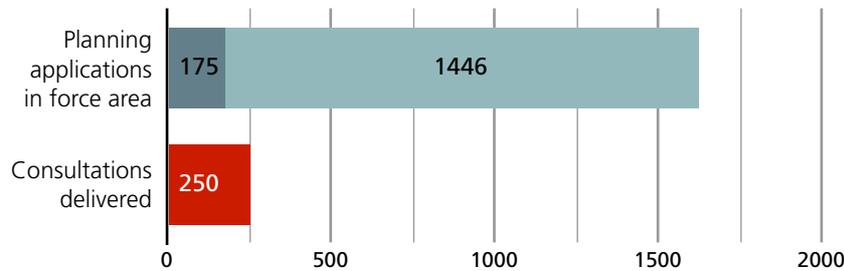
Durham Constabulary

1.0 Force profile



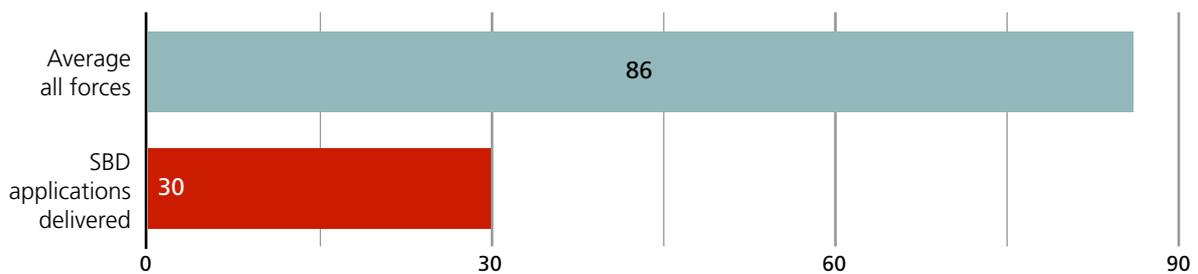
No. of ALOs (as at June 2009): 2 No. of survey responses: 1

A	1	All ALOs 100% dedicated to ALO duties
B	4	No ALO meetings, but phone/email contact takes place
C		Data omitted to protect confidentiality
D		Data omitted to protect confidentiality
E	1	Written protocols for ALO consultation are in place with all LPAs



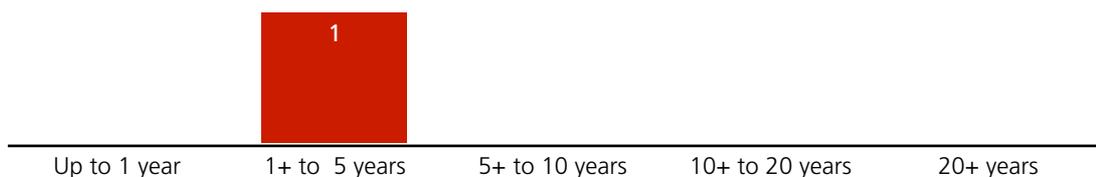
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

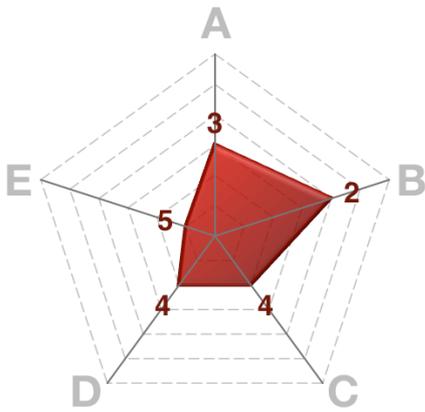
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

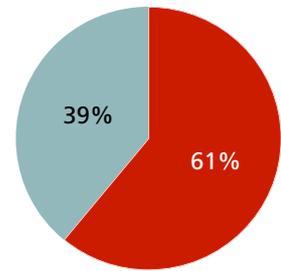
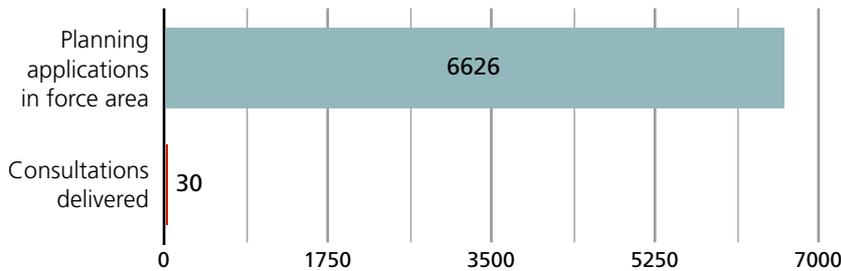
Dyfed-Powys Police Force

1.0 Force profile



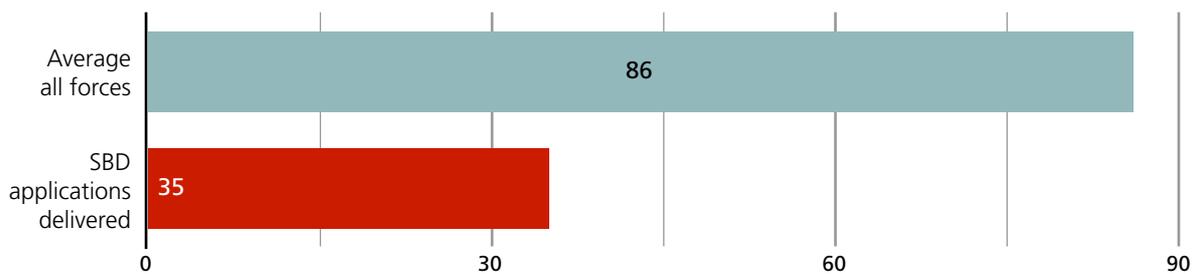
No. of ALOs (as at June 2009): 3 No. of survey responses: 4

A	3 Majority of ALOs have CPO-related duties
B	2 ALO meetings are held less than once a month, plus there is phone/email contact
C	4 Few ALOs believe that management understands the ALO role
D	4 On average, the level of management support ALOs feel they receive for their role is not very good
E	5 No form of protocol for ALO consultation is in place with any LPAs



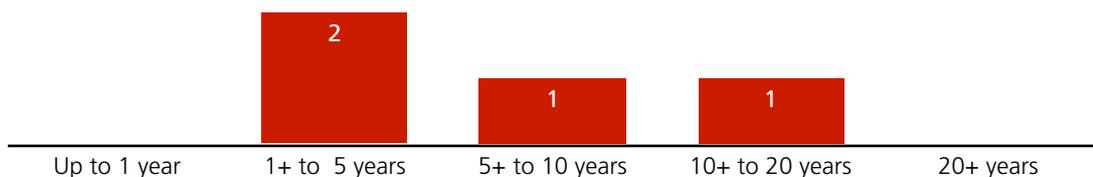
1.2 Force involvement in building control process

[■ total major & minor applications]



1.3 Pre-planning involvement

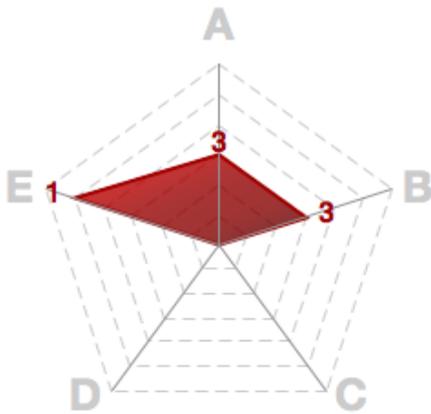
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

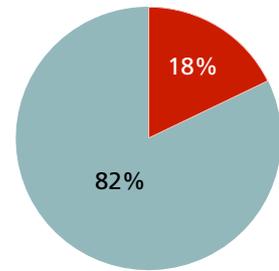
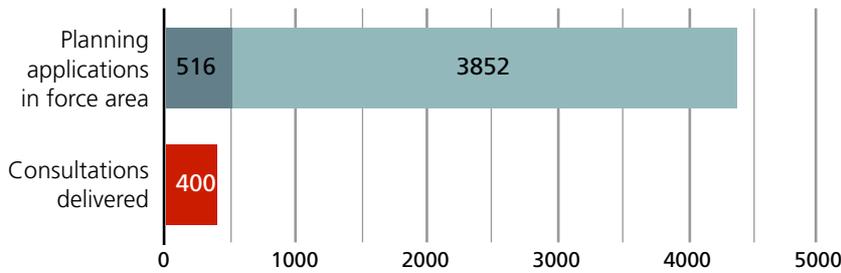
Essex Police Force

1.0 Force profile



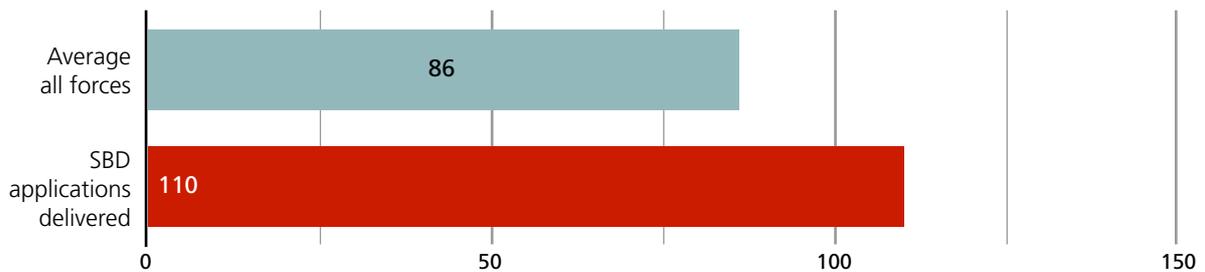
No. of ALOs (as at June 2009): 2 No. of survey responses: 2

A	3	Majority of ALOs have CPO-related duties
B	3	ALO meetings are ad-hoc and infrequent, plus there is phone/email contact
C		<i>Data omitted to protect confidentiality</i>
D		<i>Data omitted to protect confidentiality</i>
E	1	Written protocols for ALO consultation are in place with all LPAs



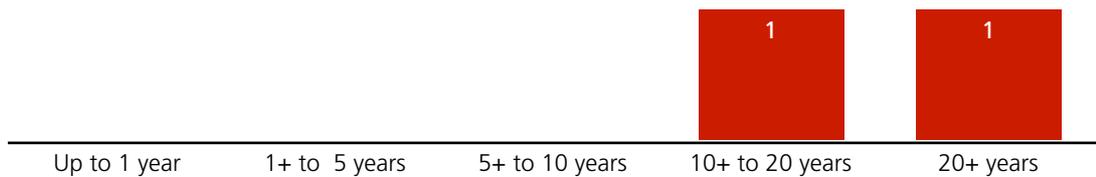
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

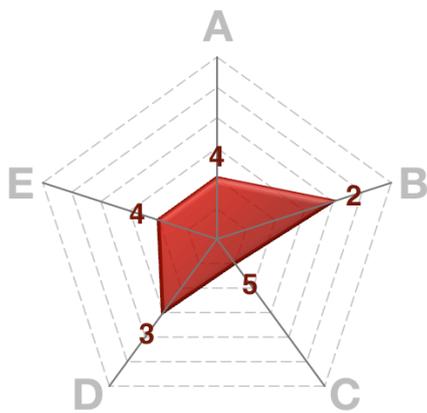
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

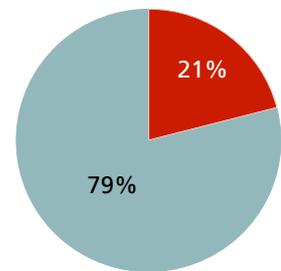
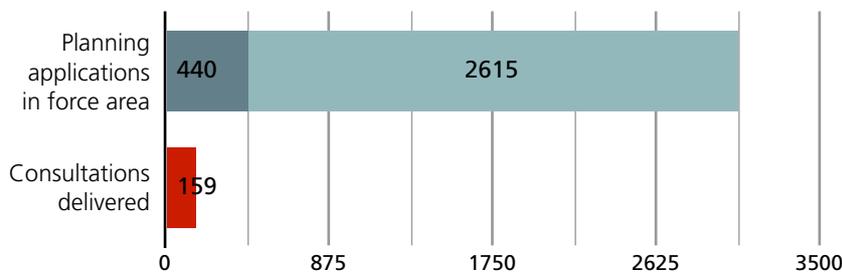
Gloucestershire Constabulary

1.0 Force profile



No. of ALOs (as at June 2009): 8 No. of survey responses: 7

A	4	Majority of ALOs have other (non-crime prevention) duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C	5	No ALOs believe that management understands the ALO role
D	3	On average, the level of management support ALOs feel they receive for their role is OK
E	4	Verbal protocols for ALO consultation are in place with some LPAs



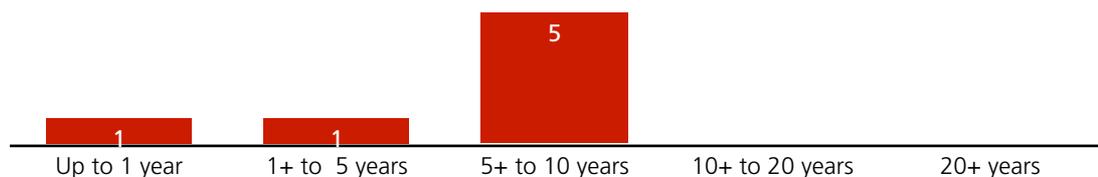
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

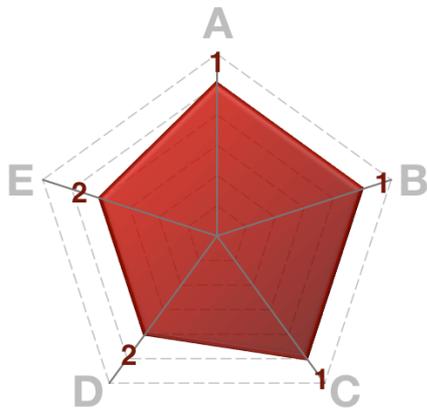
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

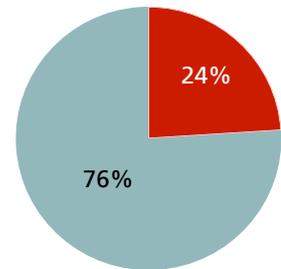
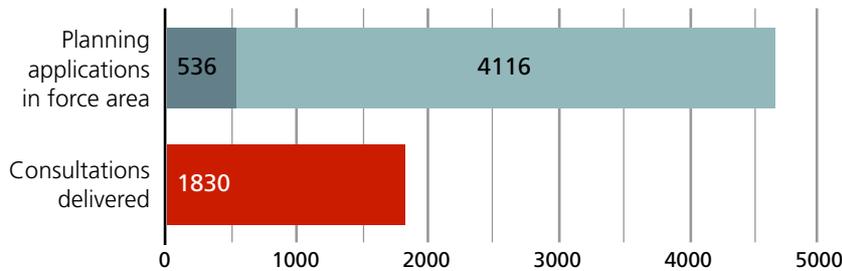
Greater Manchester Police Force

1.0 Force profile



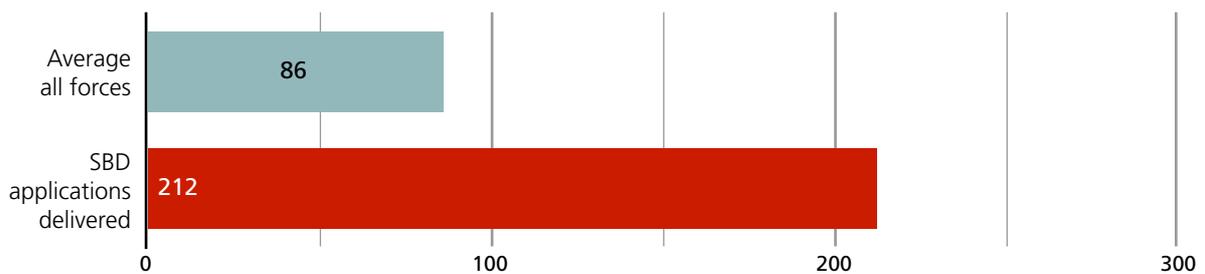
No. of ALOs (as at June 2009): 8 No. of survey responses: 7

A	1	All ALOs 100% dedicated to ALO duties
B	1	ALO meetings are held once a month or more, plus there is phone/email contact
C	1	All ALOs believe that management understands the ALO role
D	2	On average, the level of management support ALOs feel they receive for their role is very good
E	2	Written protocols for ALO consultation are in place with some LPAs



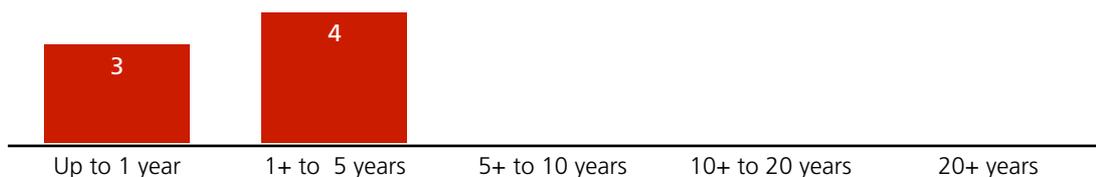
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

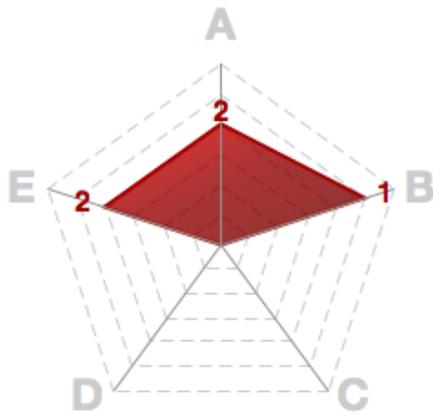
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

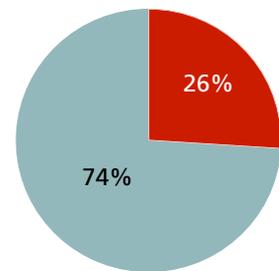
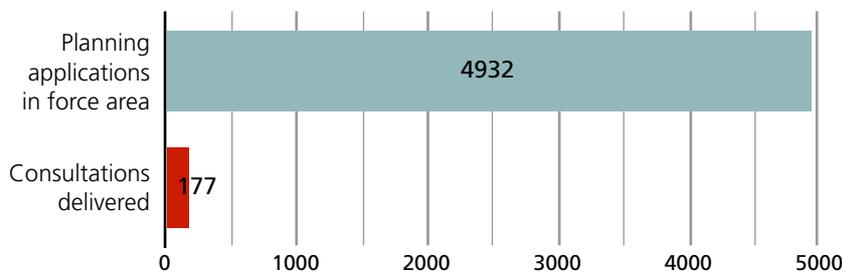
Gwent Police Force

1.0 Force profile



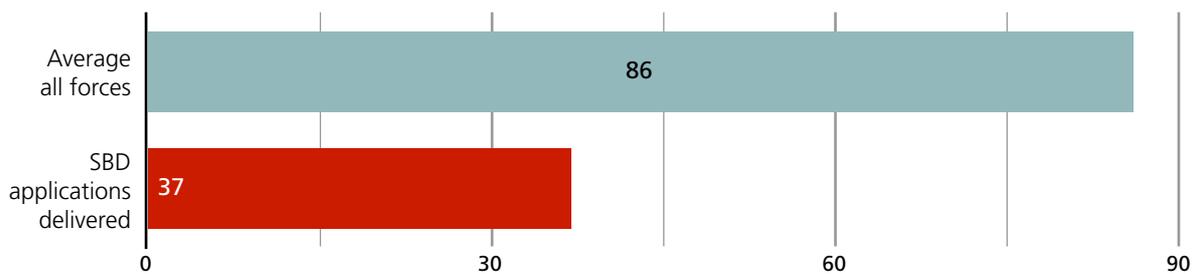
No. of ALOs (as at June 2009): 2 No. of survey responses: 4

A	2	Some ALOs 100% dedicated to ALO duties; others have CPO-related duties
B	1	ALO meetings are held once a month or more, plus there is phone/email contact
C		Data omitted to protect confidentiality
D		Data omitted to protect confidentiality
E	2	Written protocols for ALO consultation are in place with some LPAs



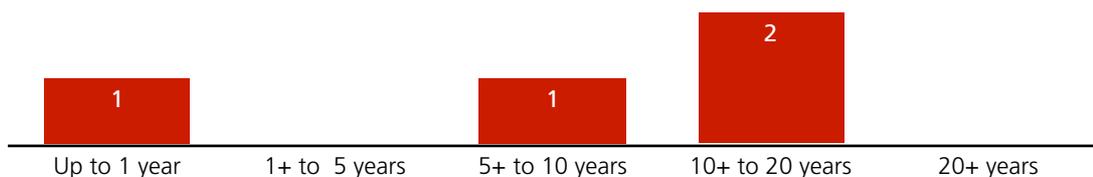
1.2 Force involvement in building control process

[■ total major & minor applications]



1.3 Pre-planning involvement

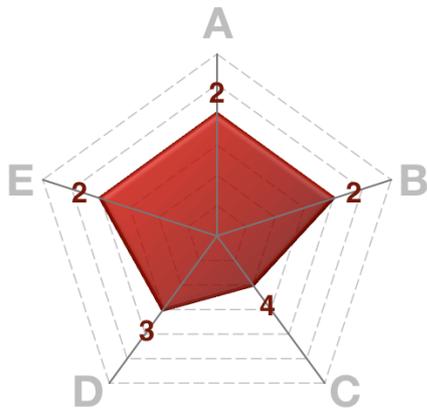
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

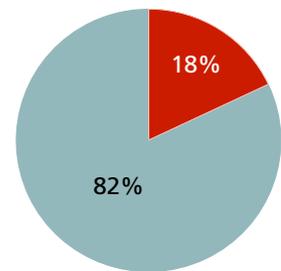
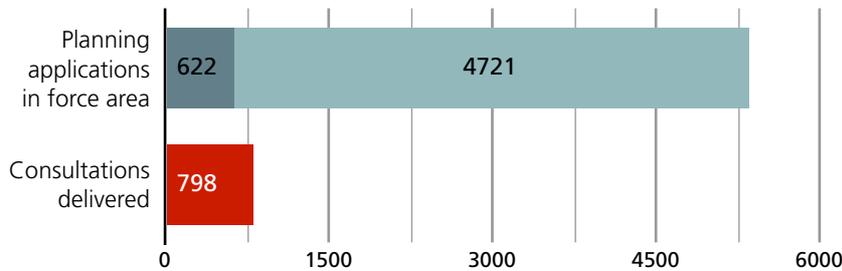
Hampshire Constabulary

1.0 Force profile



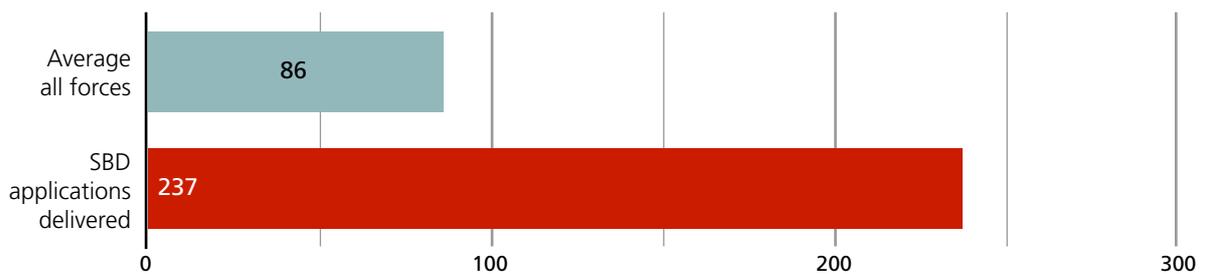
No. of ALOs (as at June 2009): 8 No. of survey responses: 9

A	2	Some ALOs 100% dedicated to ALO duties; others have CPO-related duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C	4	Few ALOs believe that management understands the ALO role
D	3	On average, the level of management support ALOs feel they receive for their role is OK
E	2	Written protocols for ALO consultation are in place with some LPAs



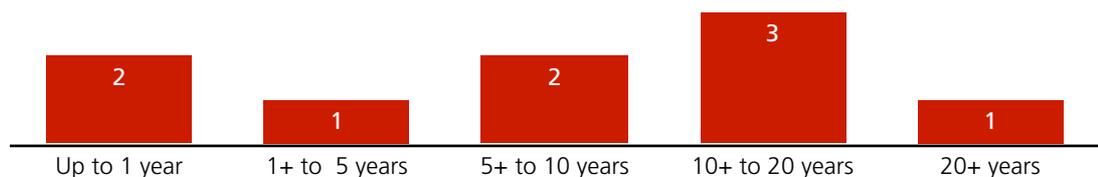
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

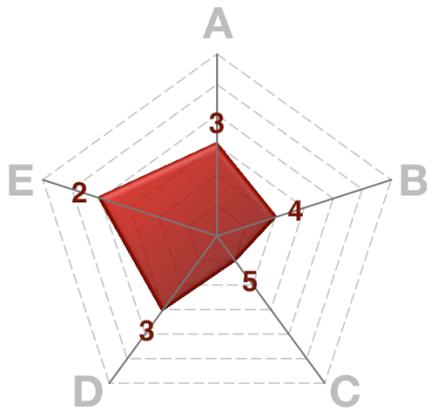
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

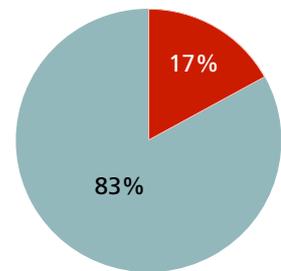
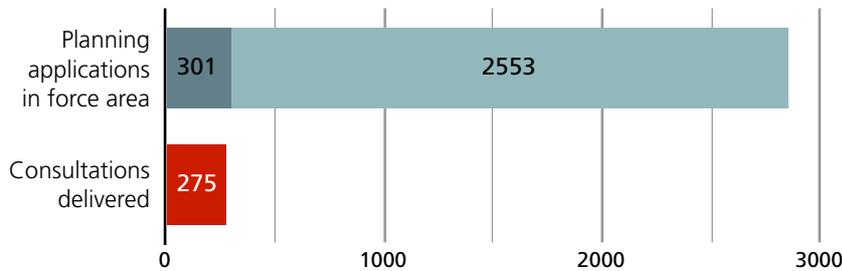
Hertfordshire Constabulary

1.0 Force profile



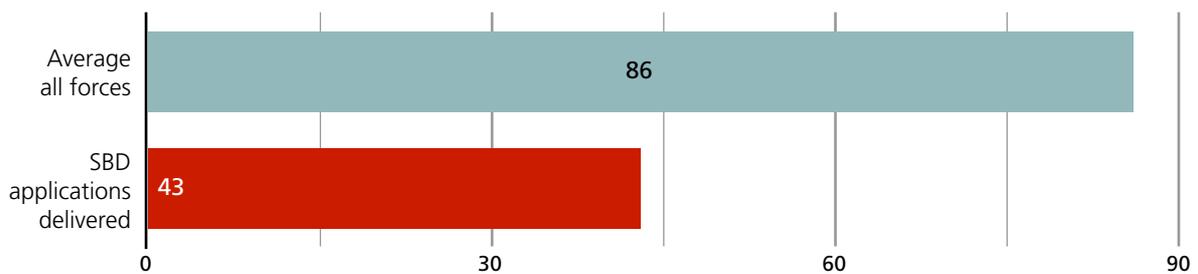
No. of ALOs (as at June 2009): 9 No. of survey responses: 6

A	3 Majority of ALOs have CPO-related duties
B	4 No ALO meetings, but phone/email contact takes place
C	5 No ALOs believe that management understands the ALO role
D	3 On average, the level of management support ALOs feel they receive for their role is OK
E	2 Written protocols for ALO consultation are in place with some LPAs



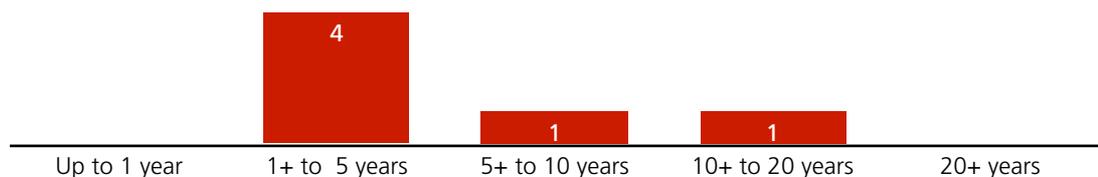
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

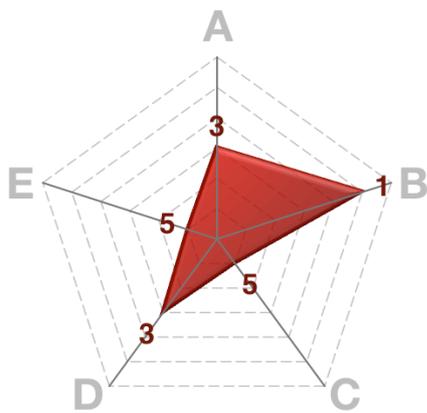
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

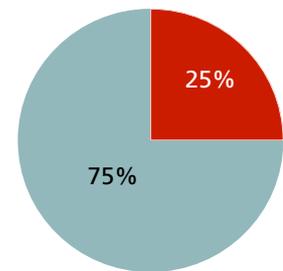
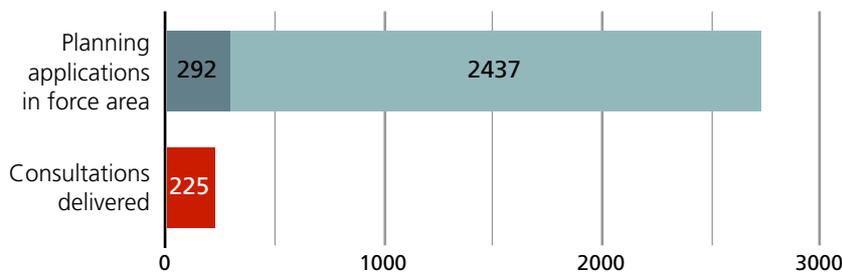
Humberside Police Force

1.0 Force profile



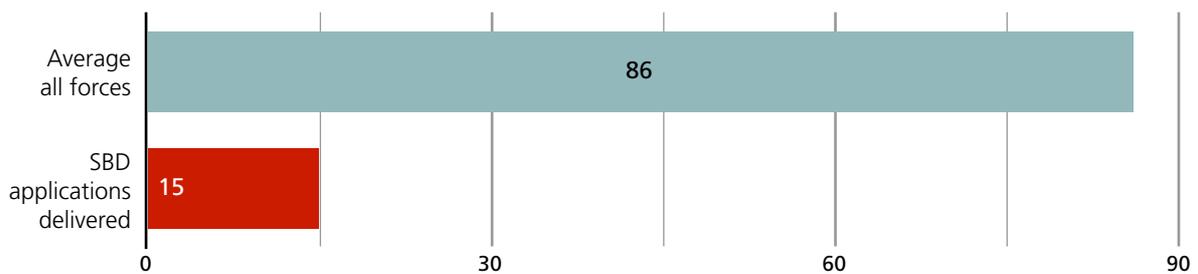
No. of ALOs (as at June 2009): 6 No. of survey responses: 4

A	3 Majority of ALOs have CPO-related duties
B	1 ALO meetings are held once a month or more, plus there is phone/email contact
C	5 No ALOs believe that management understands the ALO role
D	3 On average, the level of management support ALOs feel they receive for their role is OK
E	5 No form of protocol for ALO consultation is in place with any LPAs



1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

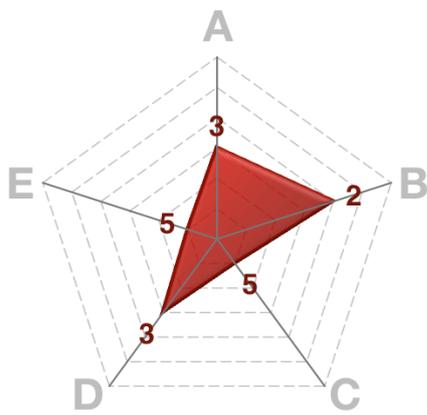
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

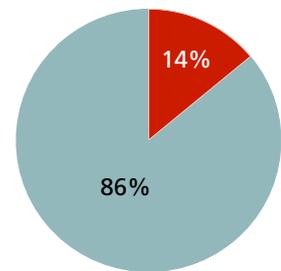
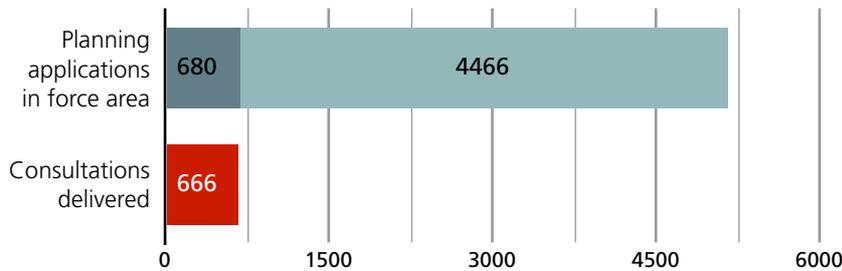
Kent Police Force

1.0 Force profile



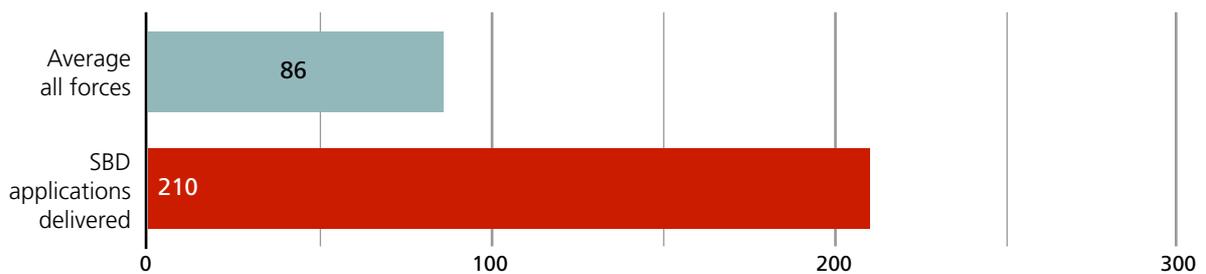
No. of ALOs (as at June 2009): 13 No. of survey responses: 8

A	3	Majority of ALOs have CPO-related duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C	5	No ALOs believe that management understands the ALO role
D	3	On average, the level of management support ALOs feel they receive for their role is OK
E	5	No form of protocol for ALO consultation is in place with any LPAs



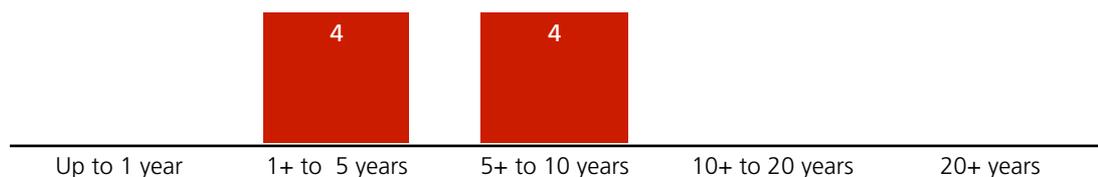
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

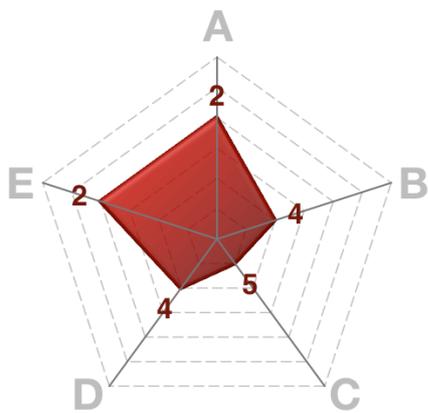
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

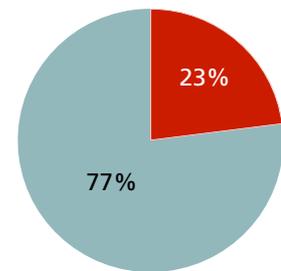
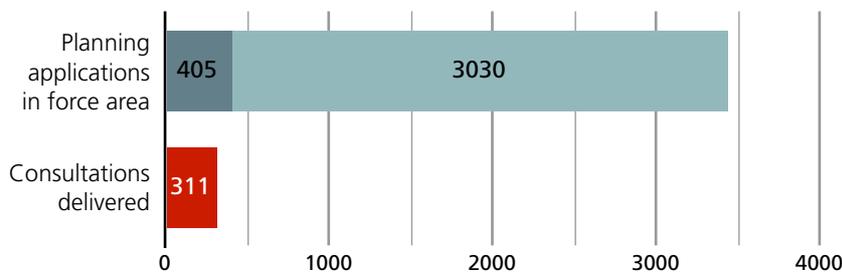
Lancashire Constabulary

1.0 Force profile



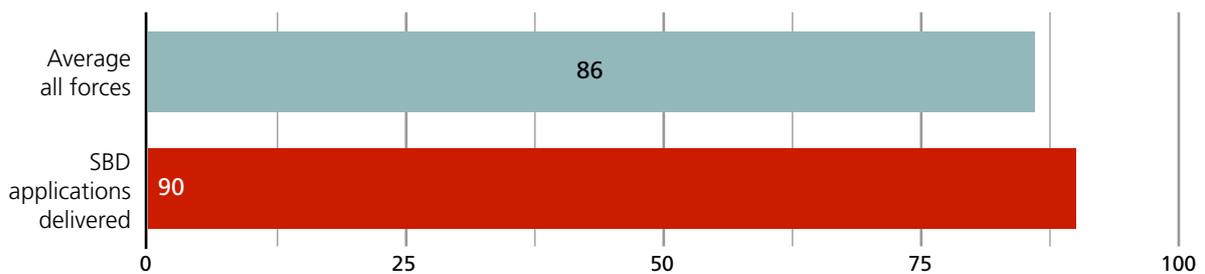
No. of ALOs (as at June 2009): 10 No. of survey responses: 9

A	2	Some ALOs 100% dedicated to ALO duties; others have CPO-related duties
B	4	No ALO meetings, but phone/email contact takes place
C	5	No ALOs believe that management understands the ALO role
D	4	On average, the level of management support ALOs feel they receive for their role is not very good
E	2	Written protocols for ALO consultation are in place with some LPAs



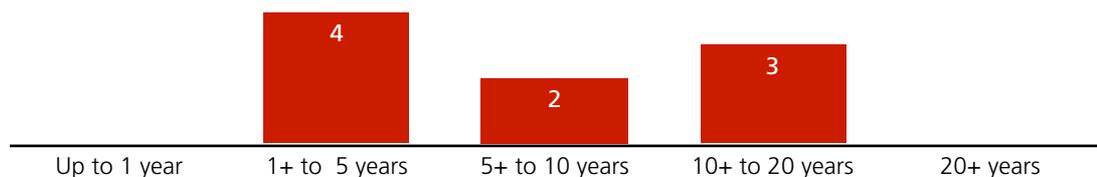
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

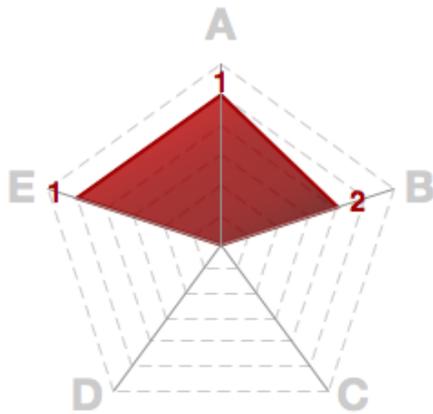
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

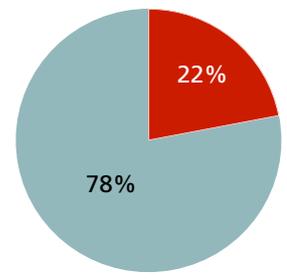
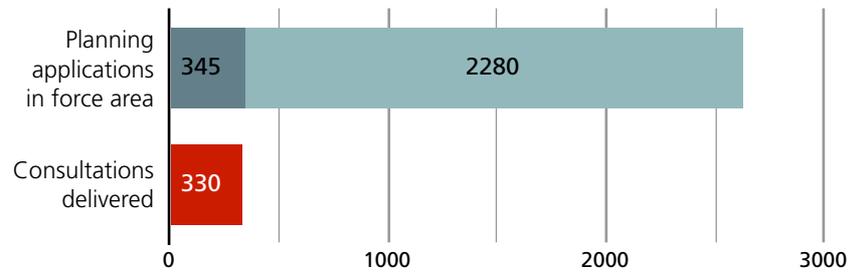
Leicestershire Police Force

1.0 Force profile



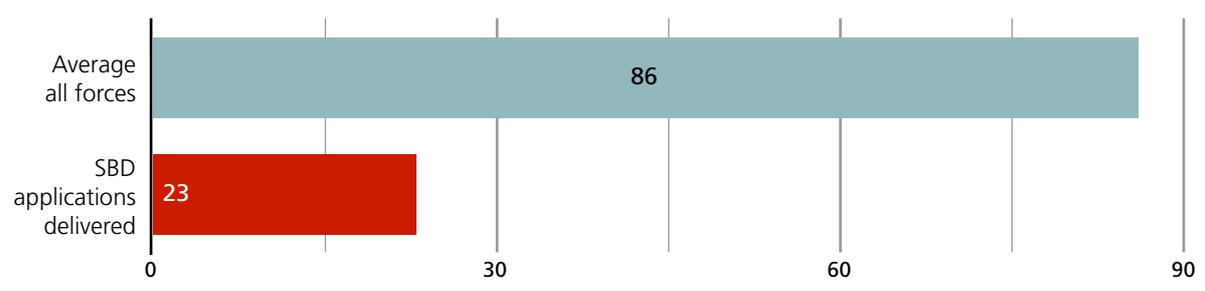
No. of ALOs (as at June 2009): 2 No. of survey responses: 3

A	1	All ALOs 100% dedicated to ALO duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C		Data omitted to protect confidentiality
D		Data omitted to protect confidentiality
E	1	Written protocols for ALO consultation are in place with all LPAs



1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

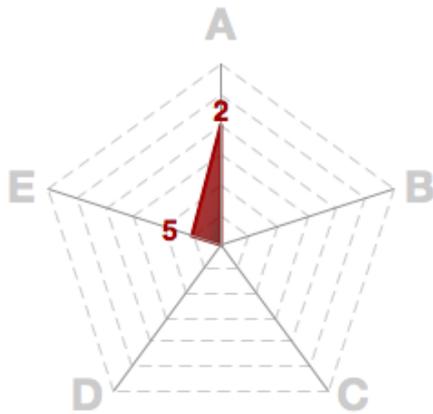
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

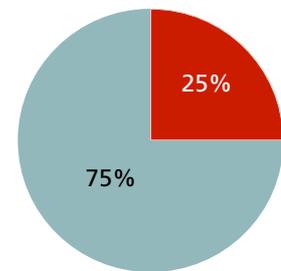
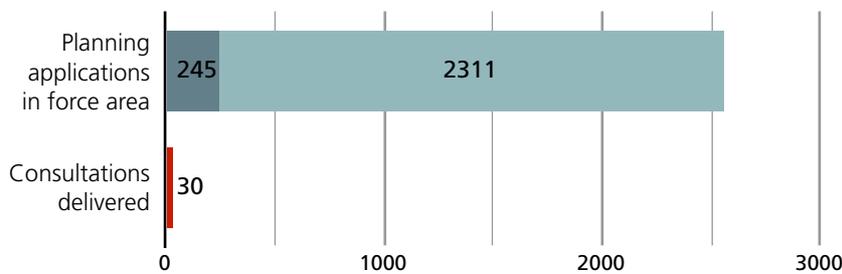
Lincolnshire Police Force

1.0 Force profile



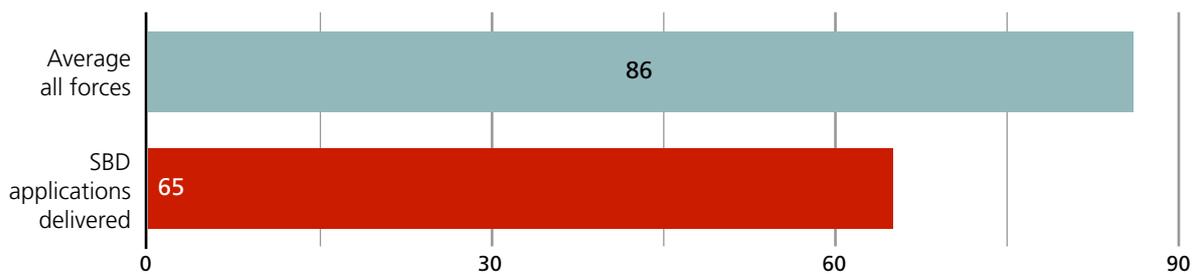
No. of ALOs (as at June 2009): 2 No. of survey responses: 2

A	2	Some ALOs 100% dedicated to ALO duties; others have CPO-related duties
B		No data provided
C		Data omitted to protect confidentiality
D		Data omitted to protect confidentiality
E	5	No form of protocol for ALO consultation is in place with any LPAs



1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

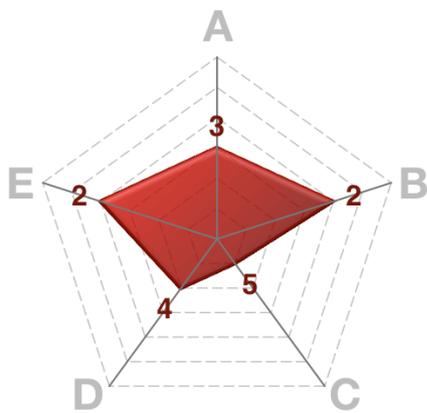
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

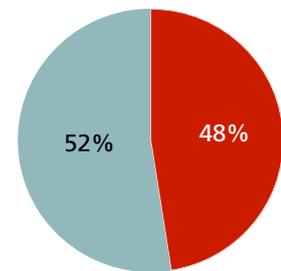
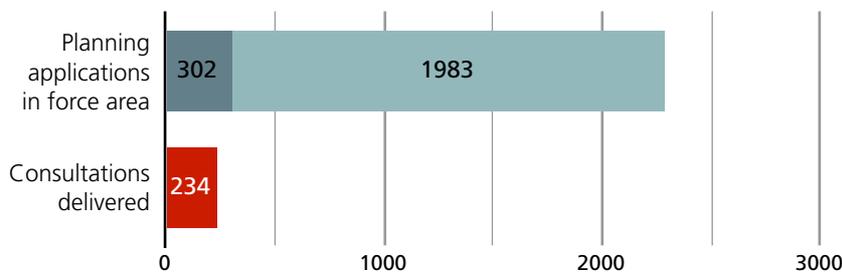
Merseyside Police Force

1.0 Force profile



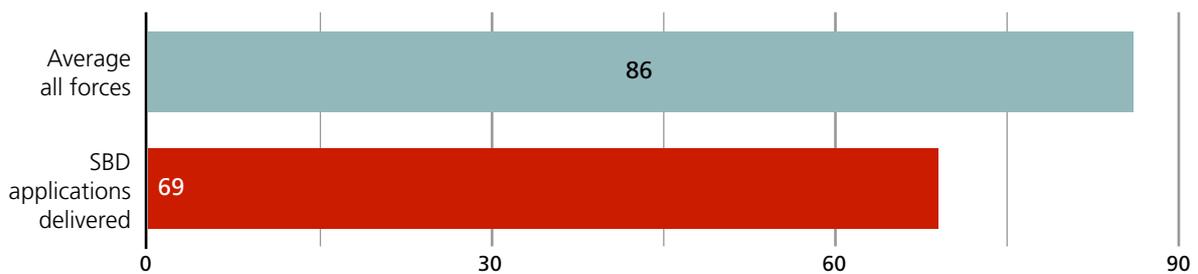
No. of ALOs (as at June 2009): 11 No. of survey responses: 4

A	3 Majority of ALOs have CPO-related duties
B	2 ALO meetings are held less than once a month, plus there is phone/email contact
C	5 No ALOs believe that management understands the ALO role
D	4 On average, the level of management support ALOs feel they receive for their role is not very good
E	2 Written protocols for ALO consultation are in place with some LPAs



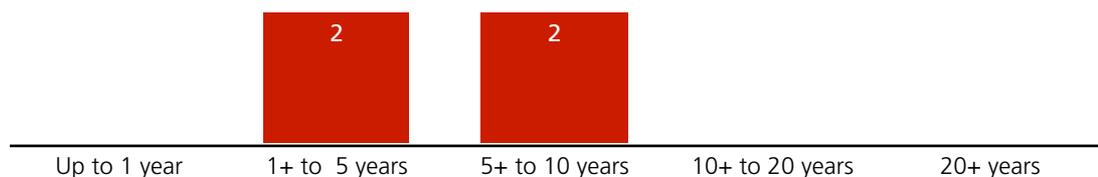
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

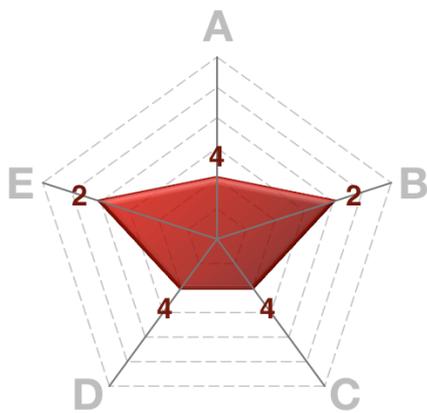
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

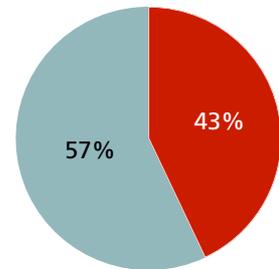
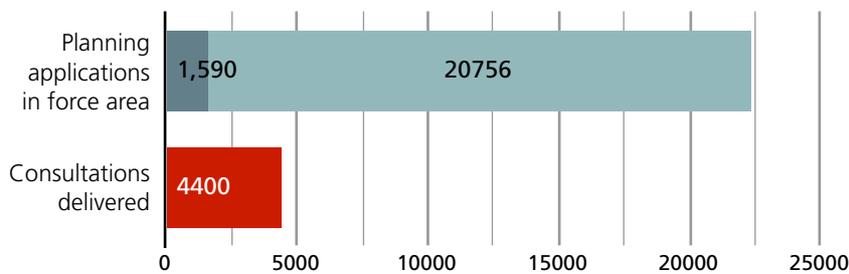
Metropolitan Police Force

1.0 Force profile



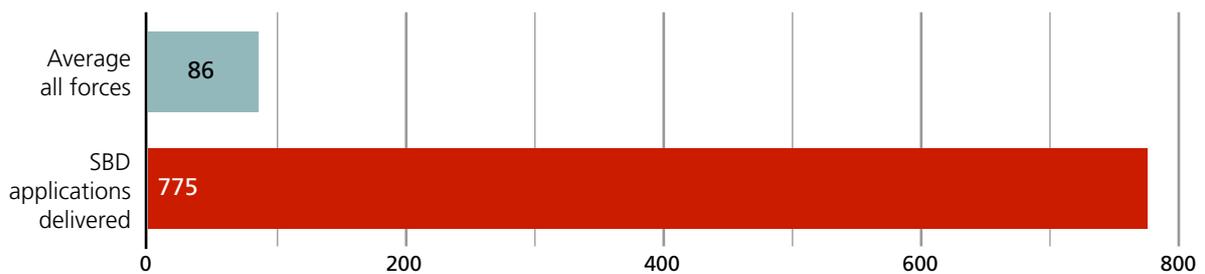
No. of ALOs (as at June 2009): 52 No. of survey responses: 51

A	4	Majority of ALOs have other (non-crime prevention) duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C	4	Few ALOs believe that management understands the ALO role
D	4	On average, the level of management support ALOs feel they receive for their role is not very good
E	2	Written protocols for ALO consultation are in place with some LPAs



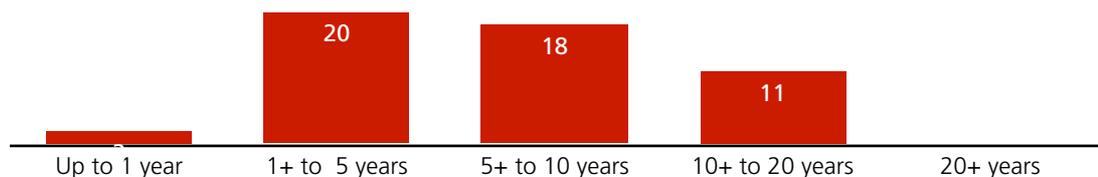
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

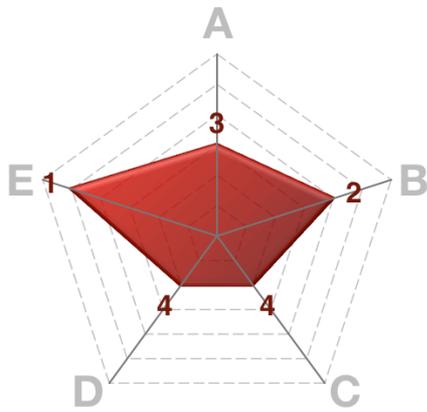
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

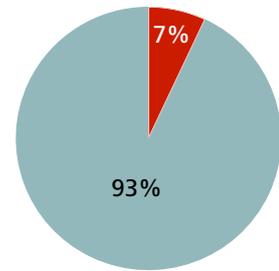
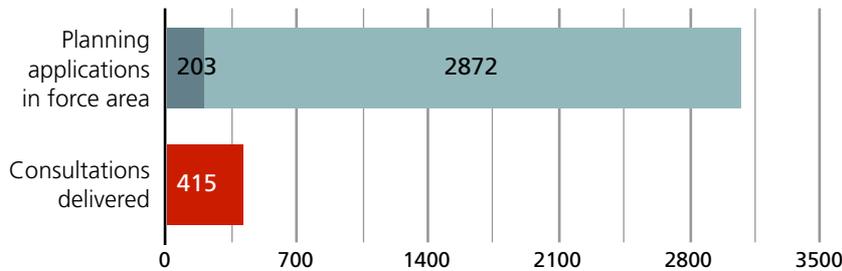
Norfolk Constabulary

1.0 Force profile



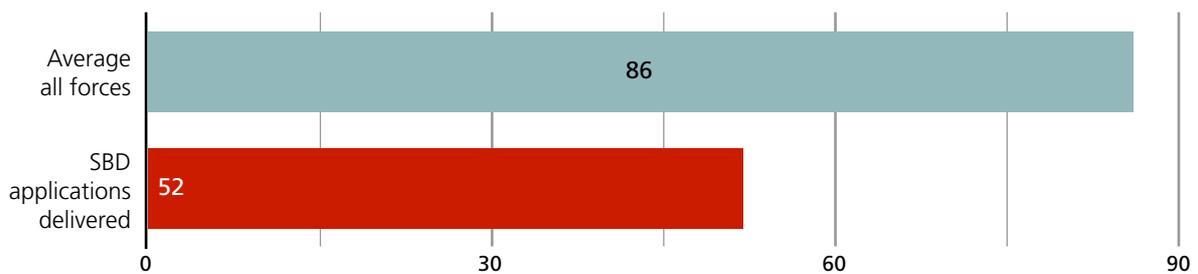
No. of ALOs (as at June 2009): 9 No. of survey responses: 5

A	3 Majority of ALOs have CPO-related duties
B	2 ALO meetings are held less than once a month, plus there is phone/email contact
C	4 Few ALOs believe that management understands the ALO role
D	4 On average, the level of management support ALOs feel they receive for their role is not very good
E	1 Written protocols for ALO consultation are in place with all LPAs



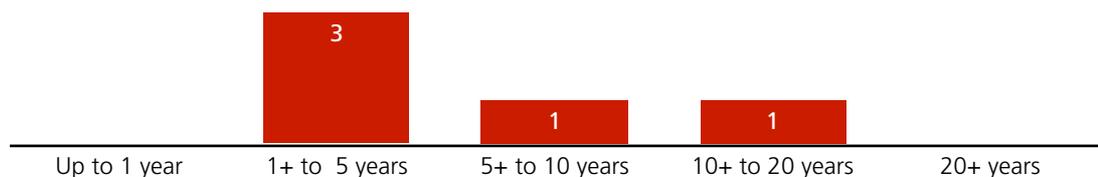
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

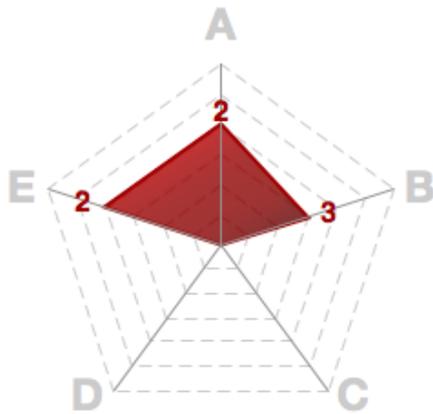
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

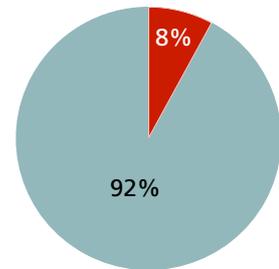
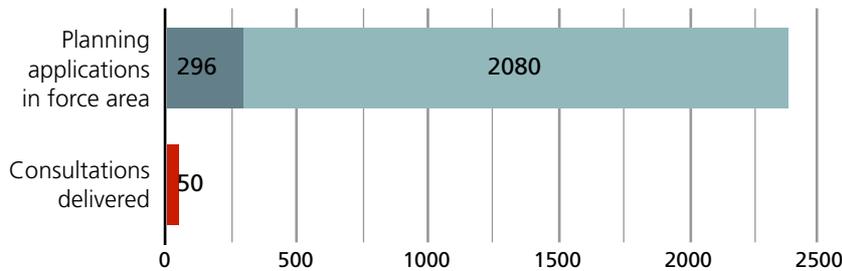
Northumbria Police Force

1.0 Force profile



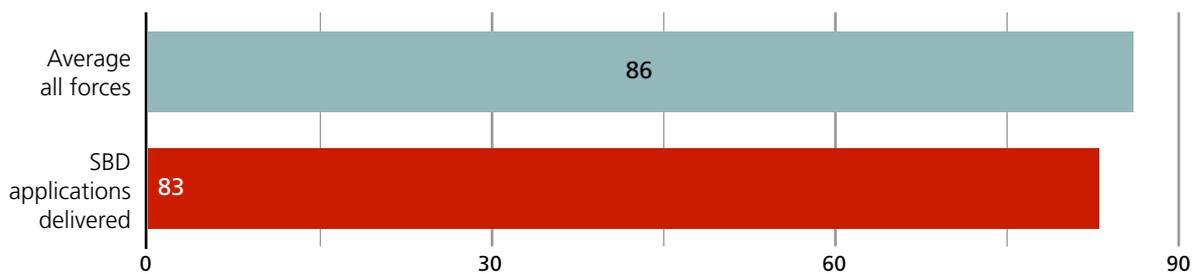
No. of ALOs (as at June 2009): 3 No. of survey responses: 2

A	2	Some ALOs 100% dedicated to ALO duties; others have CPO-related duties
B	3	ALO meetings are ad-hoc and infrequent, plus there is phone/email contact
C		Data omitted to protect confidentiality
D		Data omitted to protect confidentiality
E	2	Written protocols for ALO consultation are in place with some LPAs



1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

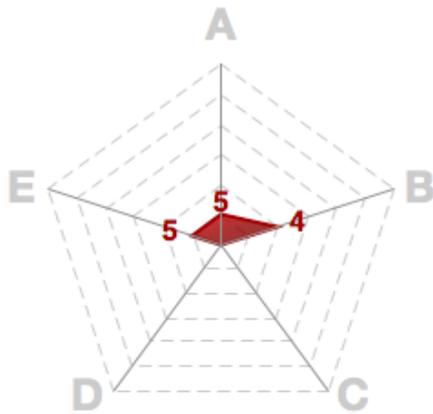
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

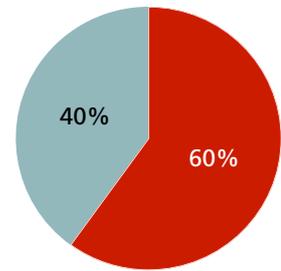
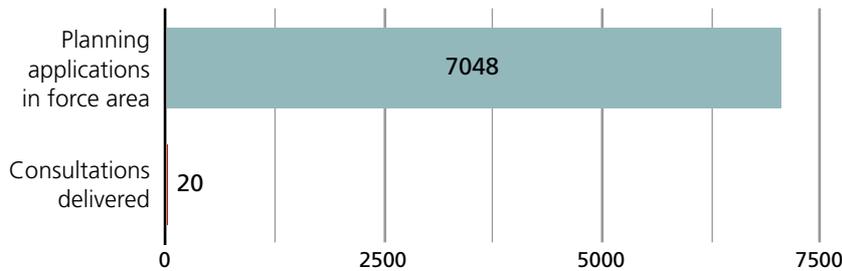
North Wales Police Force

1.0 Force profile



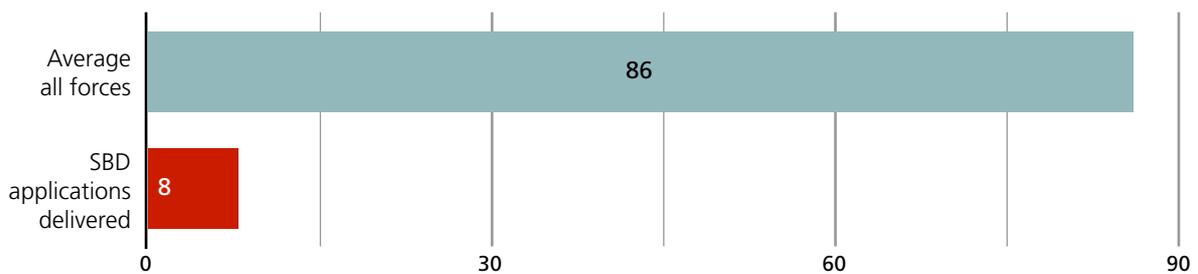
No. of ALOs (as at June 2009): 3 No. of survey responses: 2

A	5	All ALOs regularly undertake other (non-crime prevention) policing duties
B	4	No ALO meetings, but phone/email contact takes place
C		<i>Data omitted to protect confidentiality</i>
D		<i>Data omitted to protect confidentiality</i>
E	5	No form of protocol for ALO consultation is in place with any LPAs



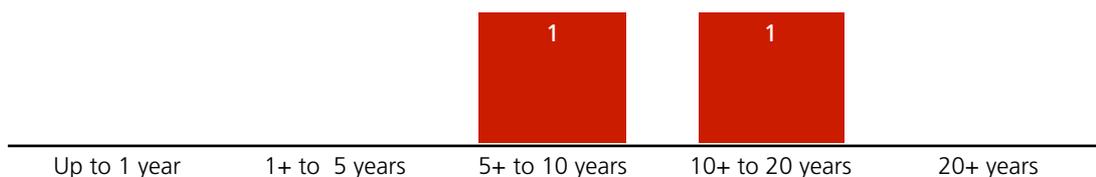
1.2 Force involvement in building control process

[■ total major & minor applications]



1.3 Pre-planning involvement

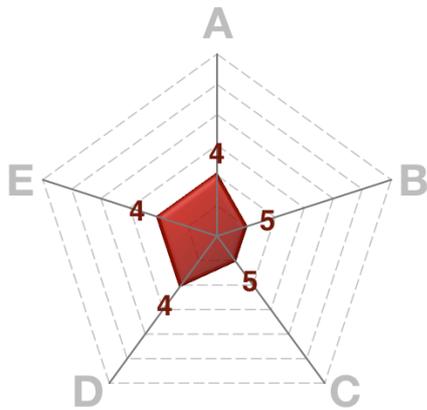
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

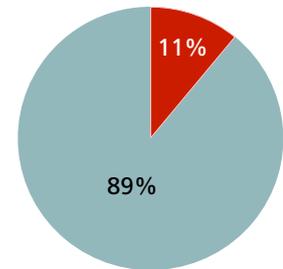
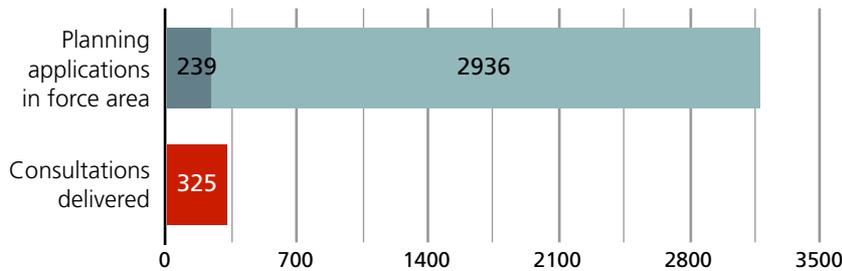
North Yorkshire Police Force

1.0 Force profile



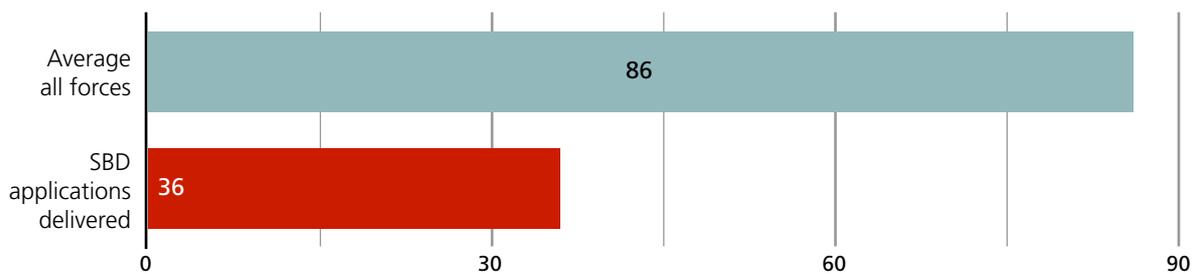
No. of ALOs (as at June 2009): 11 No. of survey responses: 7

A	4	Majority of ALOs have other (non-crime prevention) duties
B	5	No contact with other ALOs
C	5	No ALOs believe that management understands the ALO role
D	4	On average, the level of management support ALOs feel they receive for their role is not very good
E	4	Verbal protocols for ALO consultation are in place with some LPAs



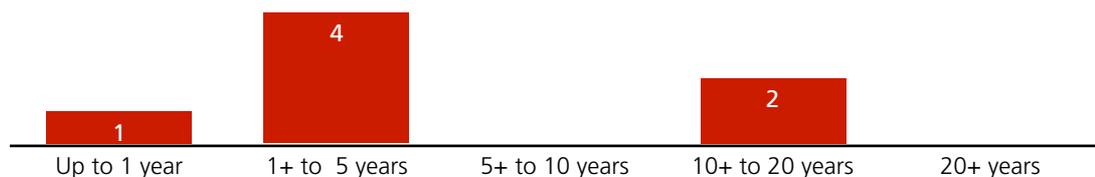
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

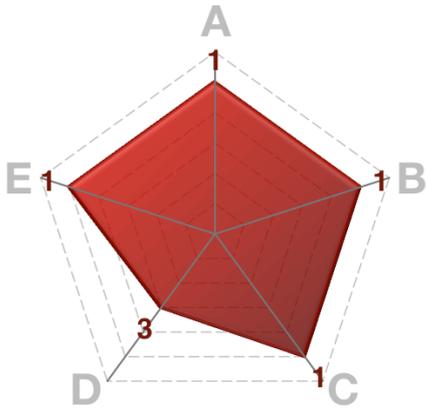
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

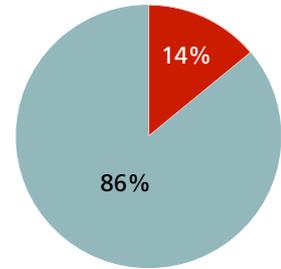
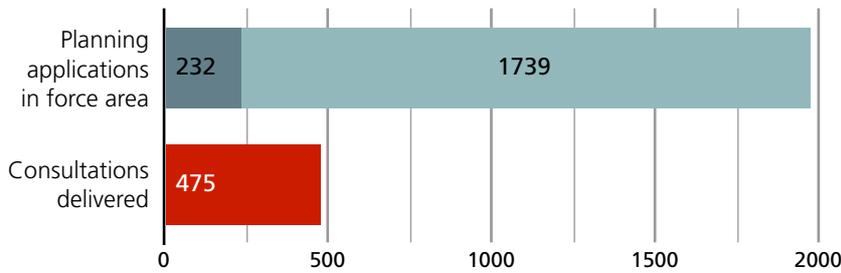
Northamptonshire Police Force

1.0 Force profile



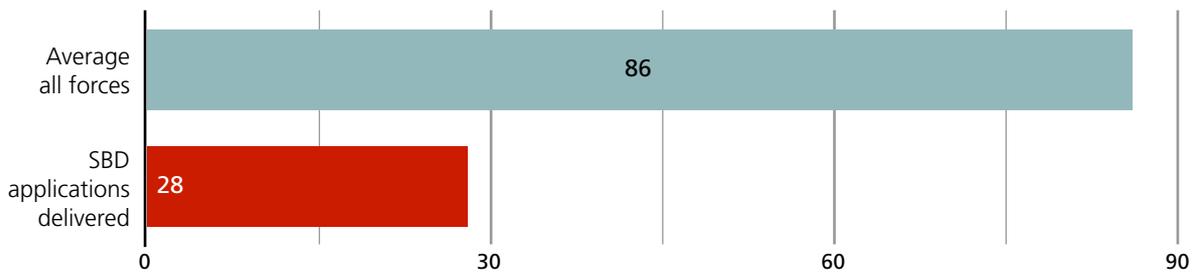
No. of ALOs (as at June 2009): 6 No. of survey responses: 5

A	1 All ALOs 100% dedicated to ALO duties
B	1 ALO meetings are held once a month or more, plus there is phone/email contact
C	1 All ALOs believe that management understands the ALO role
D	3 On average, the level of management support ALOs feel they receive for their role is OK
E	1 Written protocols for ALO consultation are in place with all LPAs



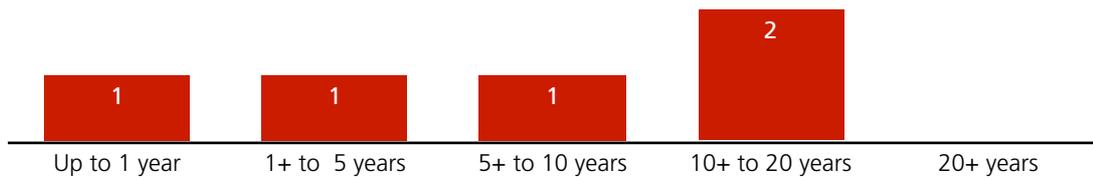
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

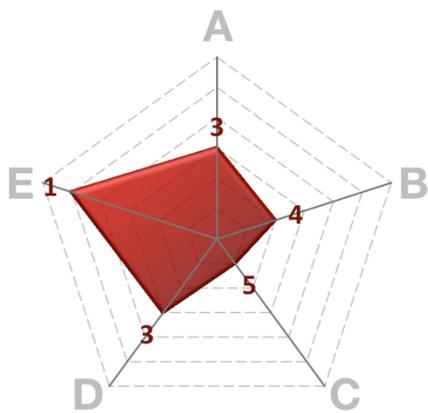
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

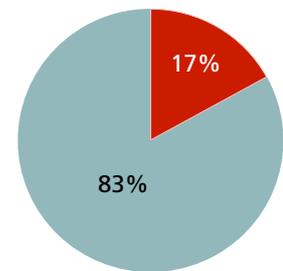
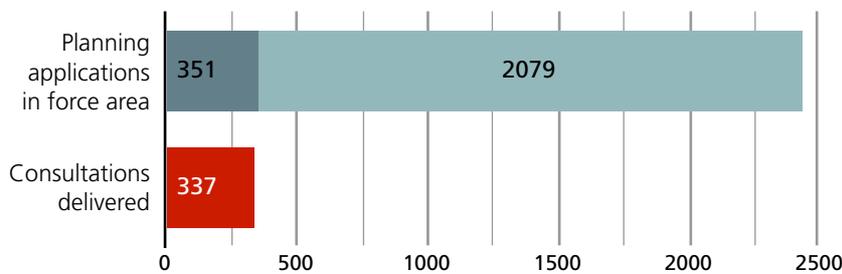
Nottinghamshire Police Force

1.0 Force profile



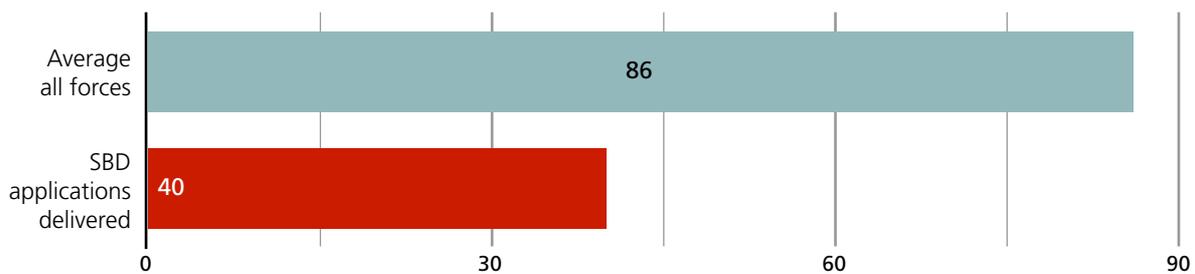
No. of ALOs (as at June 2009): 9 No. of survey responses: 7

A	3 Majority of ALOs have CPO-related duties
B	4 No ALO meetings, but phone/email contact takes place
C	5 No ALOs believe that management understands the ALO role.
D	3 On average, the level of management support ALOs feel they receive for their role is OK
E	1 Written protocols for ALO consultation are in place with all LPAs



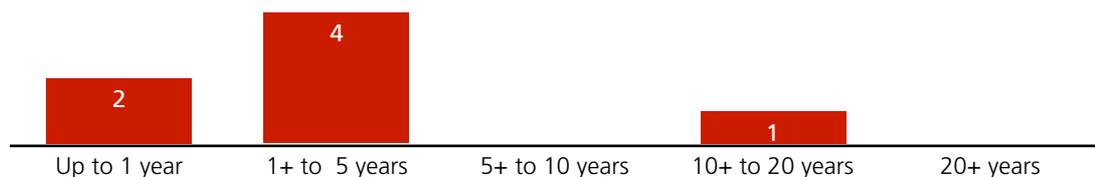
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

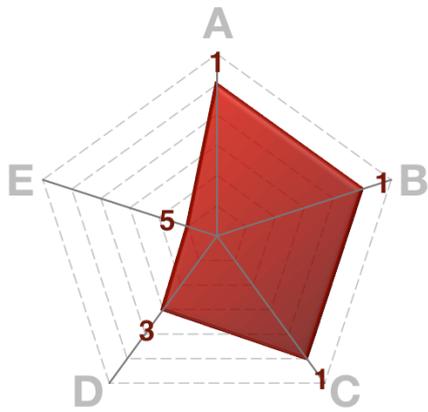
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

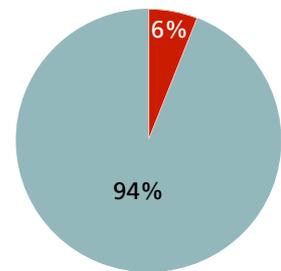
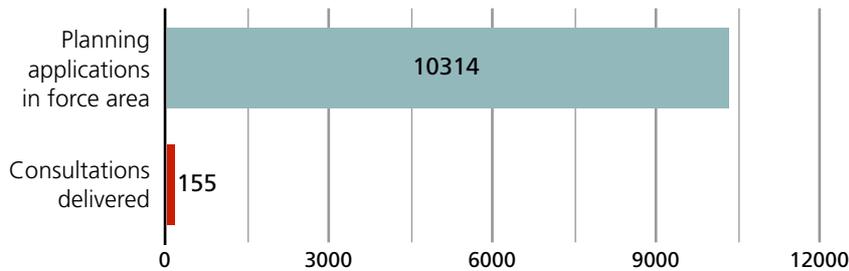
South Wales Police Force

1.0 Force profile



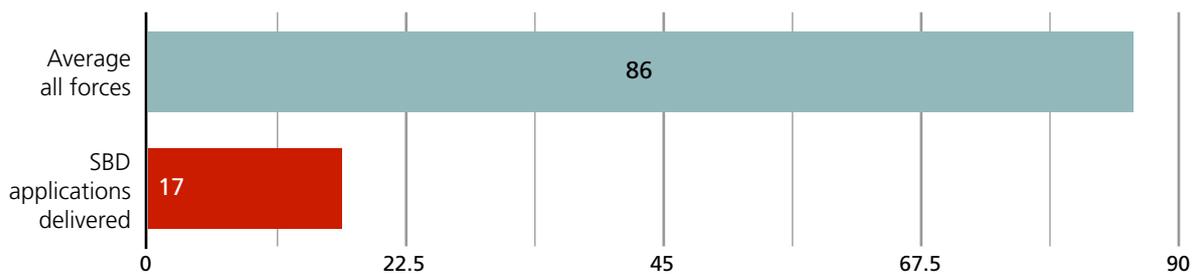
No. of ALOs (as at June 2009): 8 No. of survey responses: 6

A	1	All ALOs 100% dedicated to ALO duties
B	1	ALO meetings are held once a month or more, plus there is phone/email contact
C	1	All ALOs believe that management understands the ALO role
D	3	On average, the level of management support ALOs feel they receive for their role is OK
E	5	No form of protocol for ALO consultation is in place with any LPAs



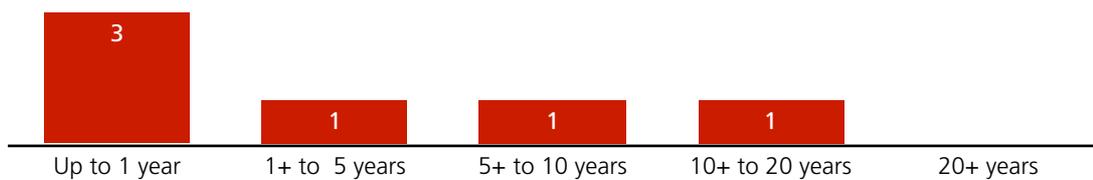
1.2 Force involvement in building control process

[■ total major & minor applications]



1.3 Pre-planning involvement

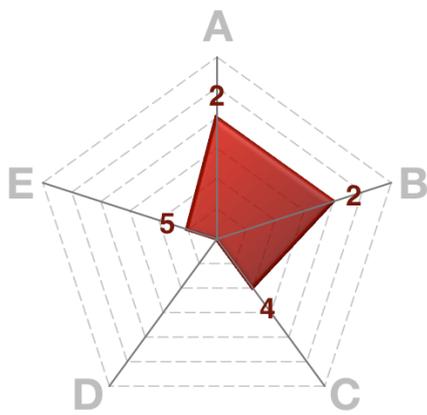
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

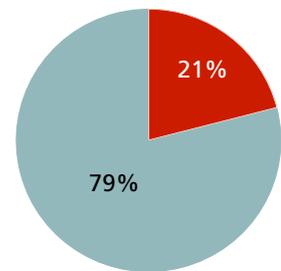
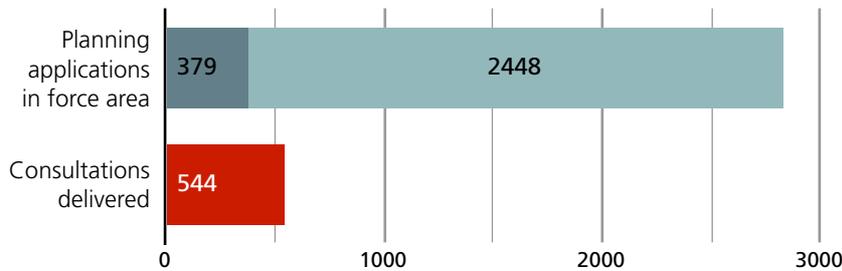
South Yorkshire Police Force

1.0 Force profile



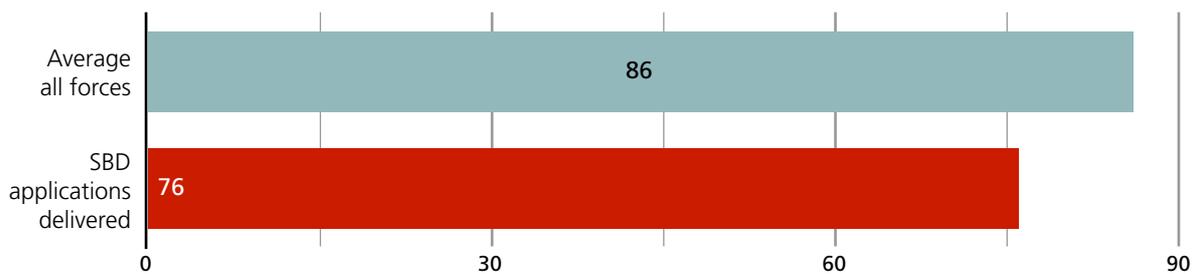
No. of ALOs (as at June 2009): 5 No. of survey responses: 9

A	2	Some ALOs 100% dedicated to ALO duties; others have CPO-related duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C	4	Few ALOs believe that management understands the ALO role
D		<i>Data omitted to protect confidentiality</i>
E	5	No form of protocol for ALO consultation is in place with any LPAs



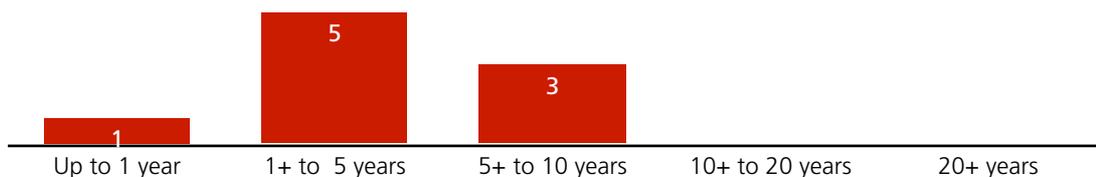
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

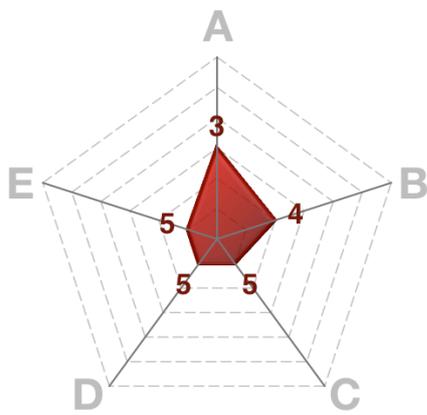
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

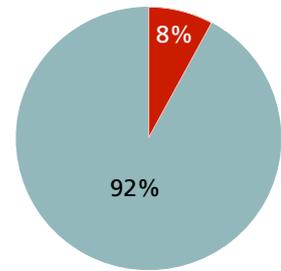
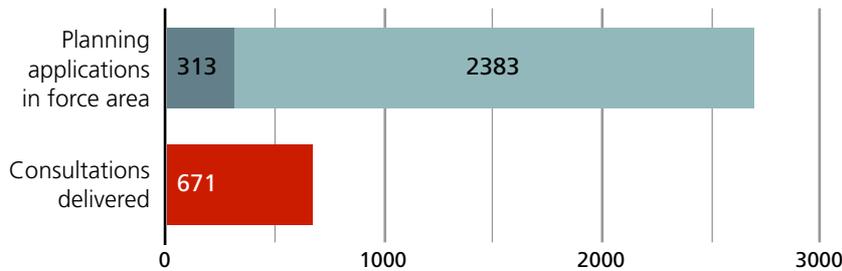
Staffordshire Police Force

1.0 Force profile



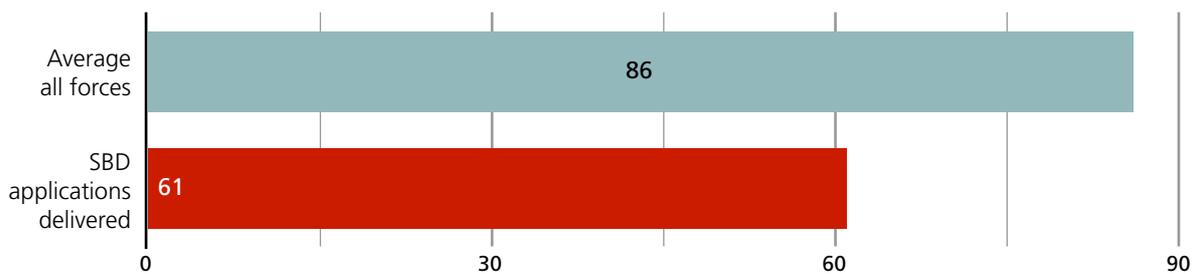
No. of ALOs (as at June 2009): 6 No. of survey responses: 6

A	3 Majority of ALOs have CPO-related duties
B	4 No ALO meetings, but phone/email contact takes place
C	5 No ALOs believe that management understands the ALO role
D	5 On average, the level of management support ALOs feel they receive for their role is poor
E	5 No form of protocol for ALO consultation is in place with any LPAs



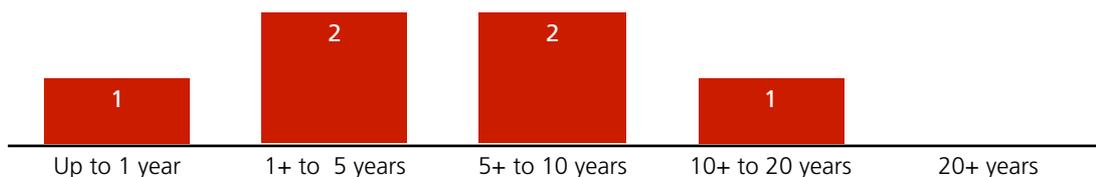
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

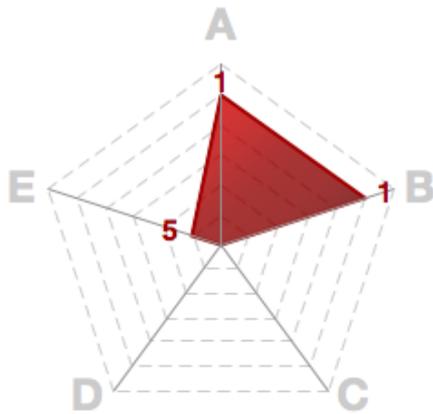
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

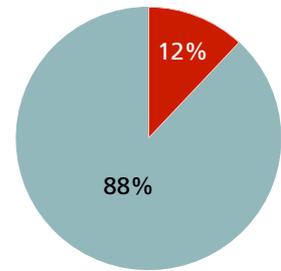
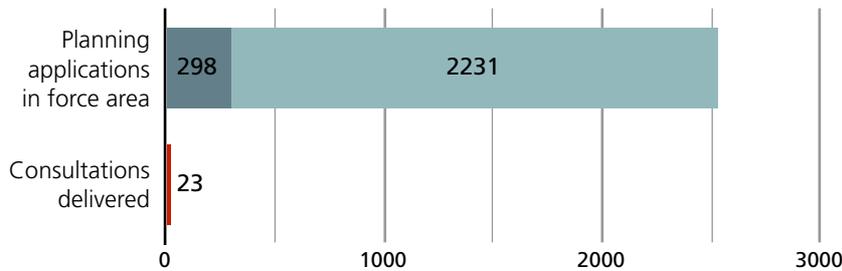
Suffolk Constabulary

1.0 Force profile



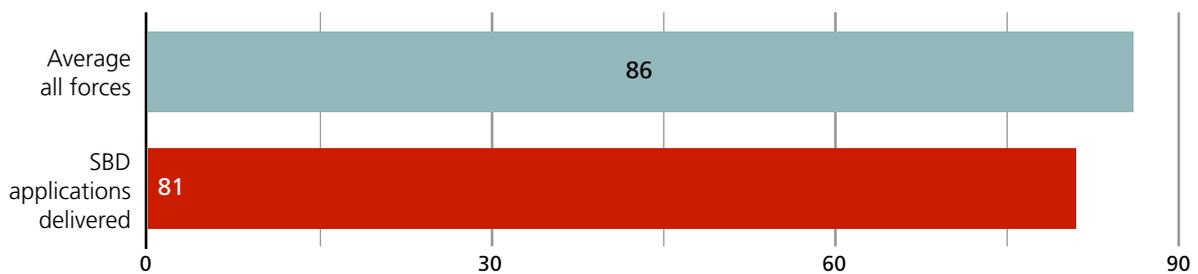
No. of ALOs (as at June 2009): 2 No. of survey responses: 3

A	1	All ALOs 100% dedicated to ALO duties
B	1	ALO meetings are held once a month or more, plus there is phone/email contact
C		Data omitted to protect confidentiality
D		Data omitted to protect confidentiality
E	5	No form of protocol for ALO consultation is in place with any LPAs



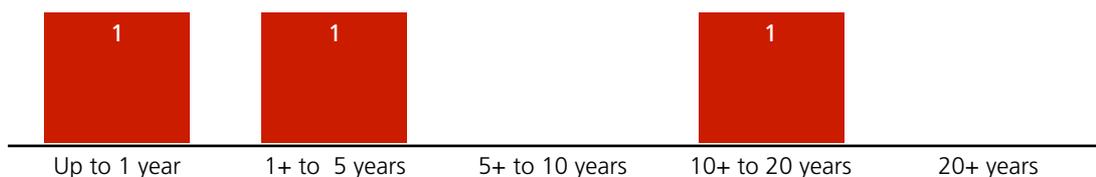
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

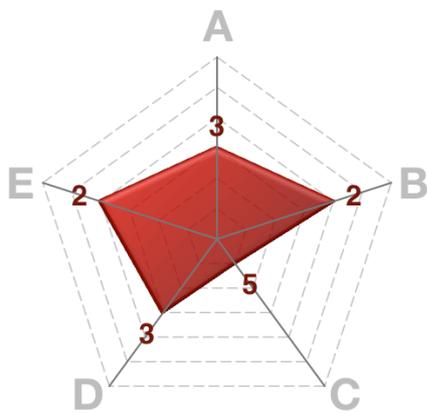
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

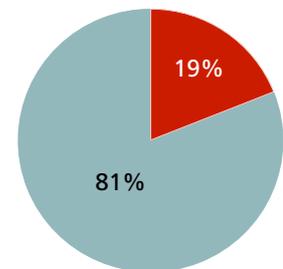
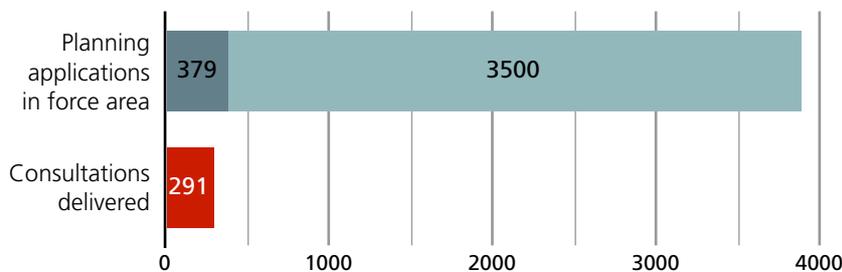
Surrey Police Force

1.0 Force profile



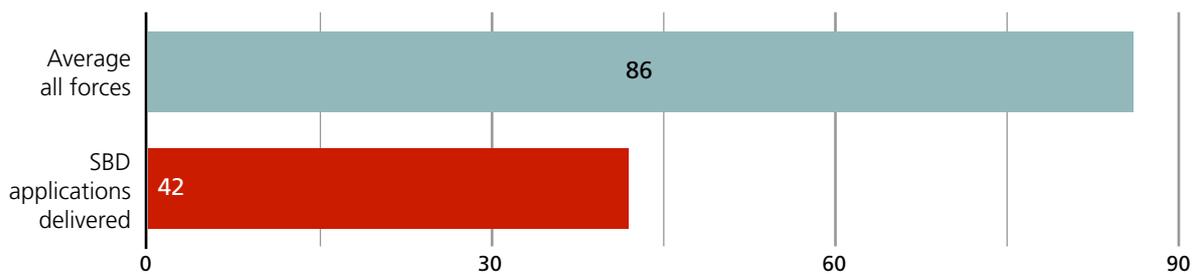
No. of ALOs (as at June 2009): 5 No. of survey responses: 8

A	3 Majority of ALOs have CPO-related duties
B	2 ALO meetings are held less than once a month, plus there is phone/email contact
C	5 No ALOs believe that management understands the ALO role
D	3 On average, the level of management support ALOs feel they receive for their role is OK
E	2 Written protocols for ALO consultation are in place with some LPAs



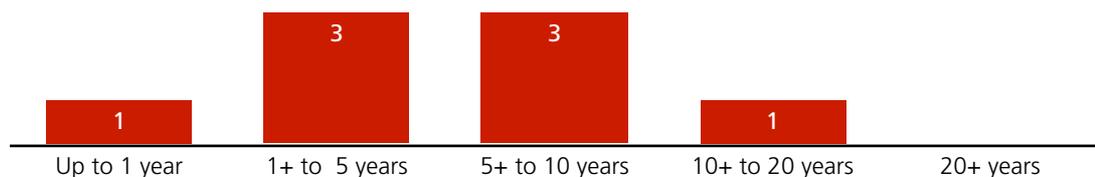
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

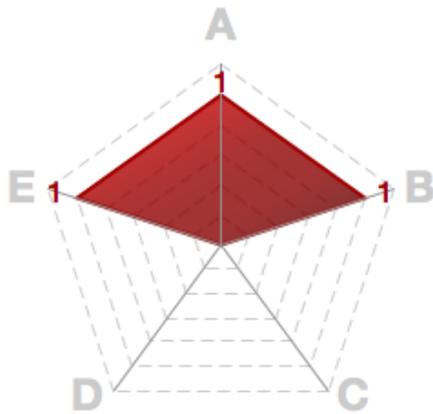
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

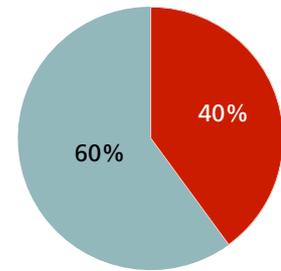
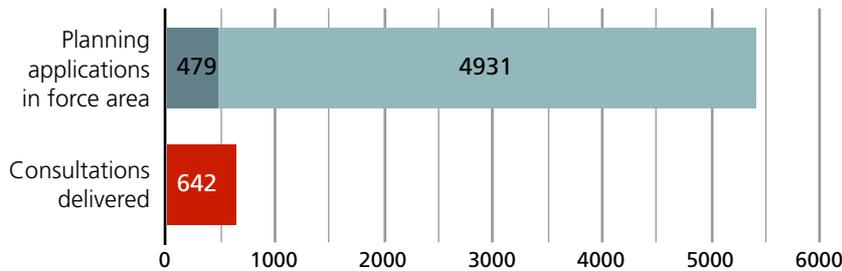
Sussex Police Force

1.0 Force profile



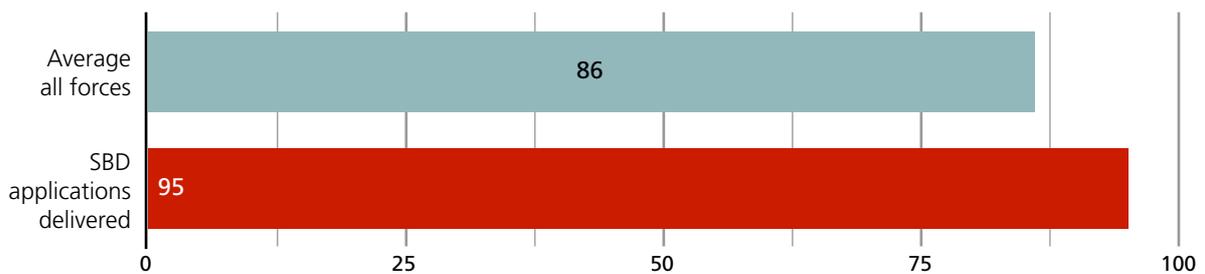
No. of ALOs (as at June 2009): 2 No. of survey responses: 2

A	1	All ALOs 100% dedicated to ALO duties
B	1	ALO meetings are held once a month or more, plus there is phone/email contact
C		Data omitted to protect confidentiality
D		Data omitted to protect confidentiality
E	1	Written protocols for ALO consultation are in place with all LPAs



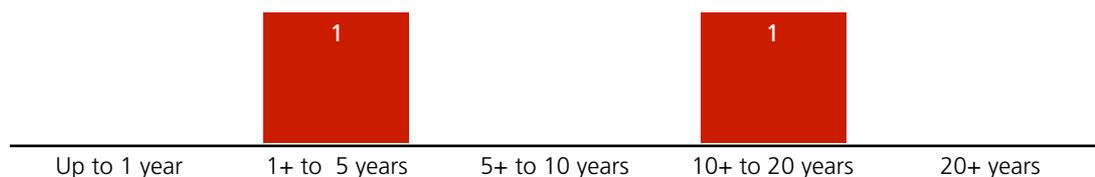
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

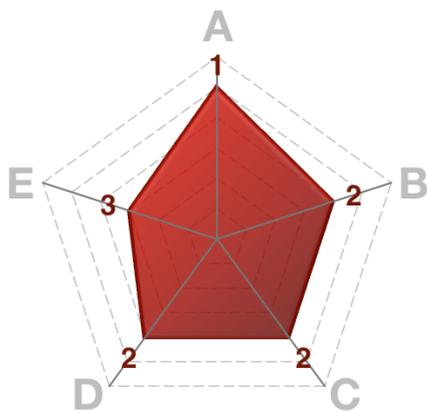
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

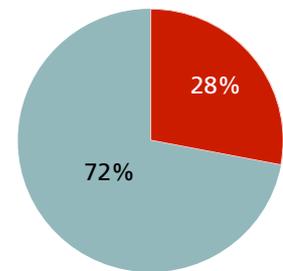
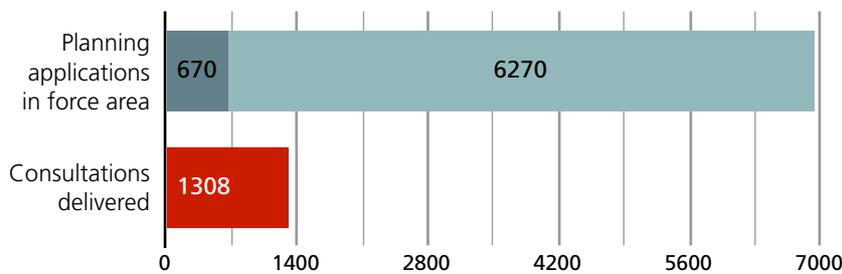
Thames Valley Police Force

1.0 Force profile



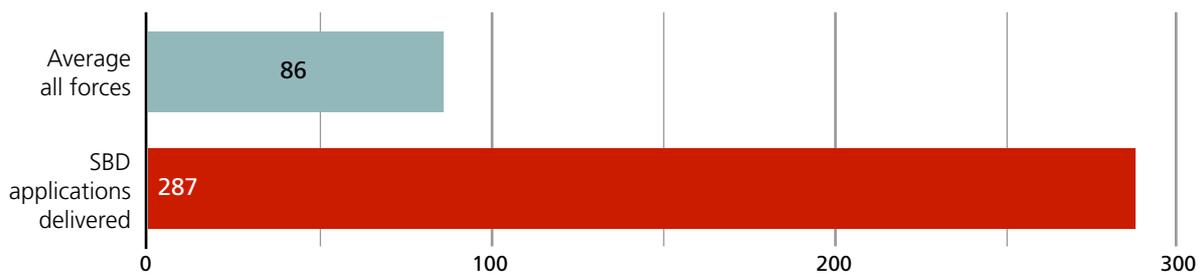
No. of ALOs (as at June 2009): 10 No. of survey responses: 10

A	1	All ALOs 100% dedicated to ALO duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C	2	Majority of ALOs believe that management understands the ALO role
D	2	On average, the level of management support ALOs feel they receive for their role is very good
E	3	Verbal protocols for ALO consultation are in place with all LPAs



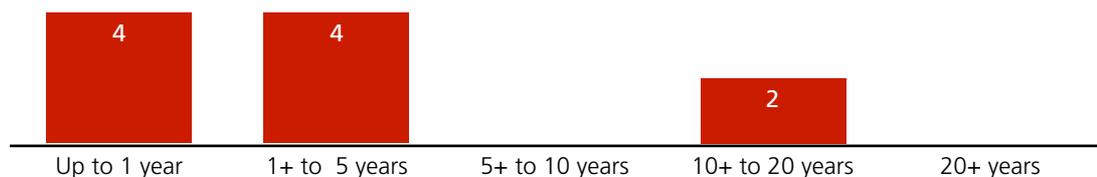
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

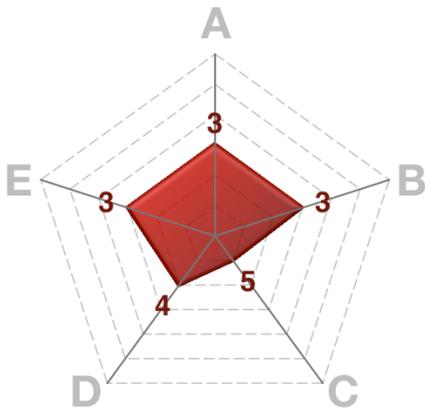
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

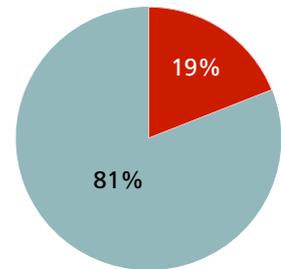
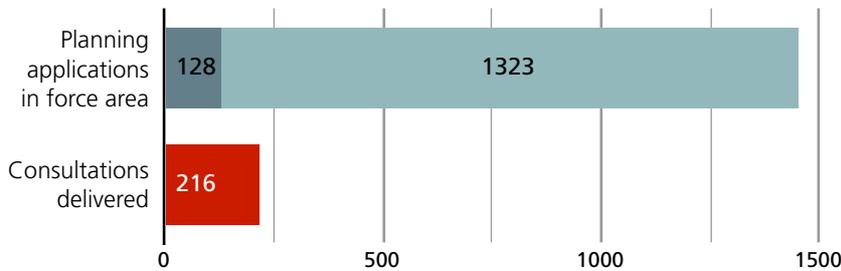
Warwickshire Police Force

1.0 Force profile



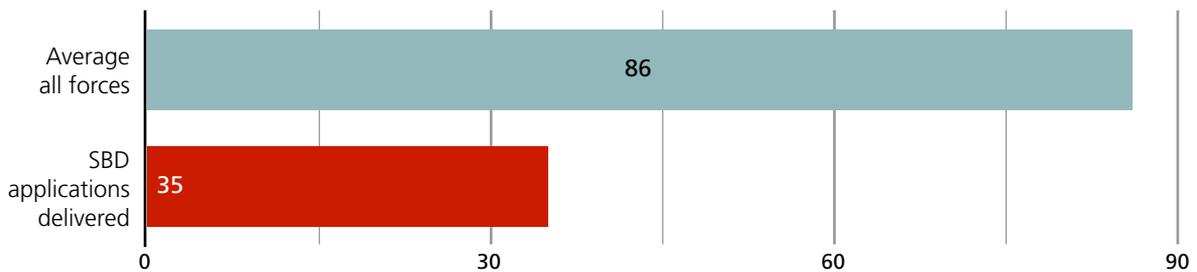
No. of ALOs (as at June 2009): 10 No. of survey responses: 9

A	3 Majority of ALOs have CPO-related duties
B	3 ALO meetings are ad-hoc and infrequent, plus there is phone/email contact
C	5 No ALOs believe that management understands the ALO role
D	4 On average, the level of management support ALOs feel they receive for their role is not very good
E	3 Verbal protocols for ALO consultation are in place with all LPAs



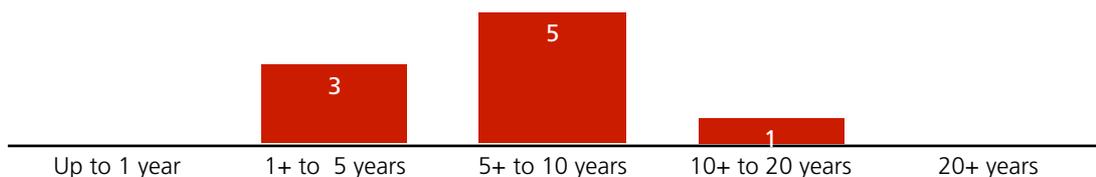
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

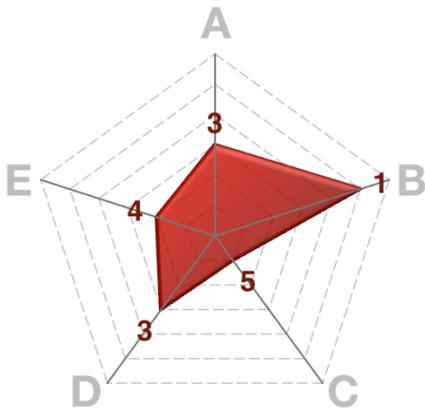
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

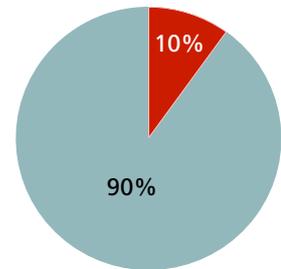
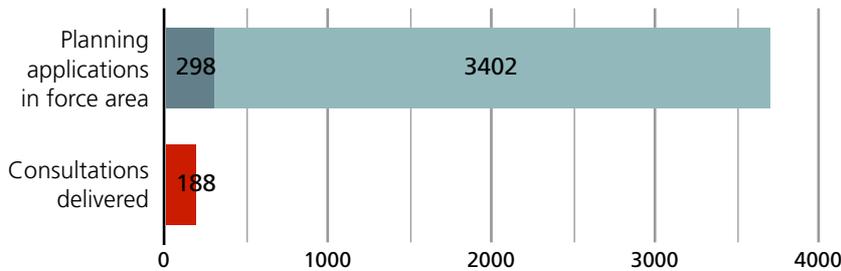
West Mercia Constabulary

1.0 Force profile



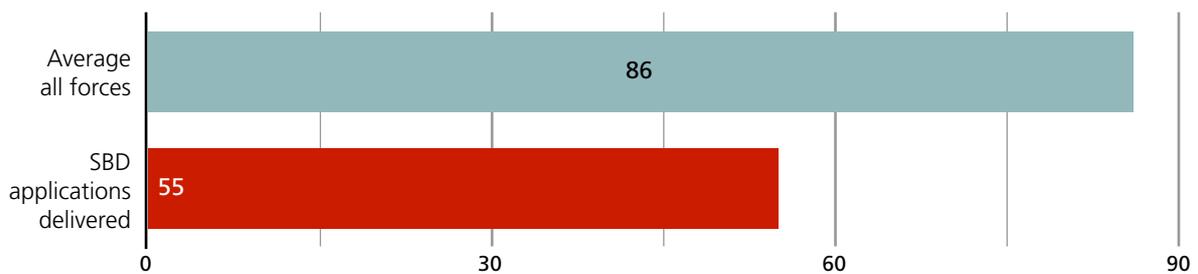
No. of ALOs (as at June 2009): 7 No. of survey responses: 5

A	3 Majority of ALOs have CPO-related duties
B	1 ALO meetings are held once a month or more, plus there is phone/email contact
C	5 No ALOs believe that management understands the ALO role
D	3 On average, the level of management support ALOs feel they receive for their role is OK
E	4 Verbal protocols for ALO consultation are in place with some LPAs



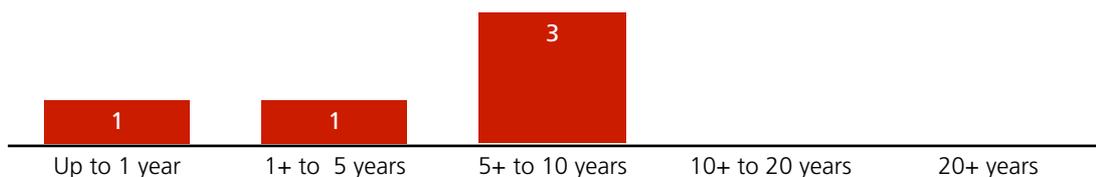
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

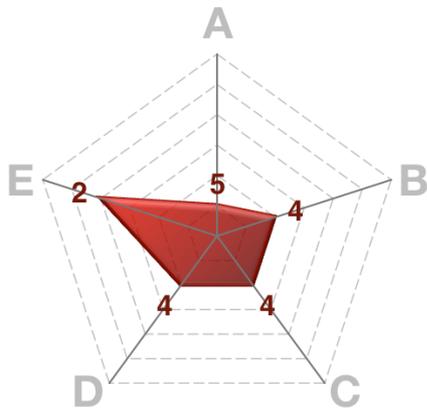
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

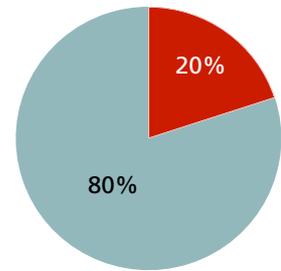
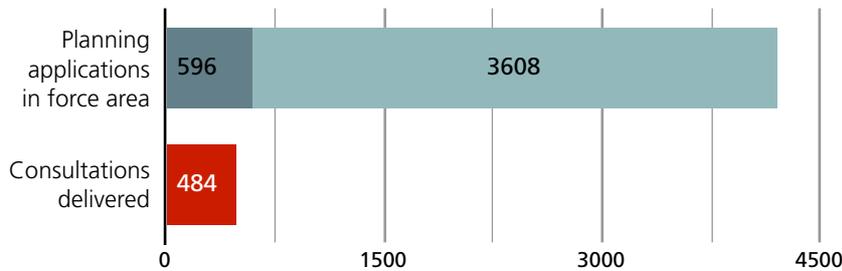
West Midlands Police Force

1.0 Force profile



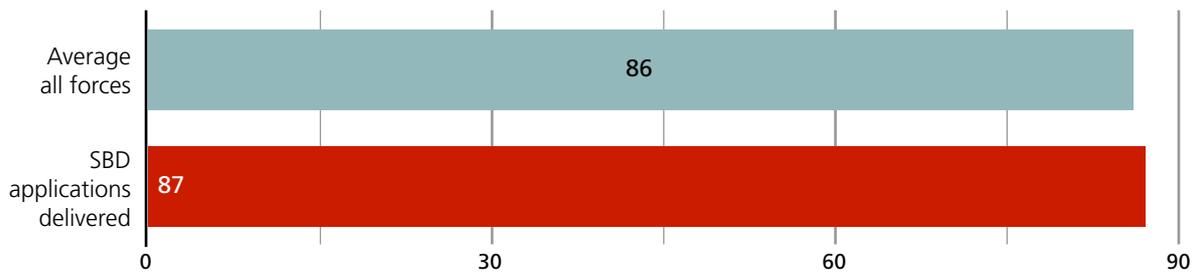
No. of ALOs (as at June 2009): 16 No. of survey responses: 10

A	5	All ALOs regularly undertake other (non-crime prevention) policing duties
B	4	No ALO meetings, but phone/email contact takes place
C	4	Few ALOs believe that management understands the ALO role
D	4	On average, the level of management support ALOs feel they receive for their role is not very good
E	2	Written protocols for ALO consultation are in place with some LPAs



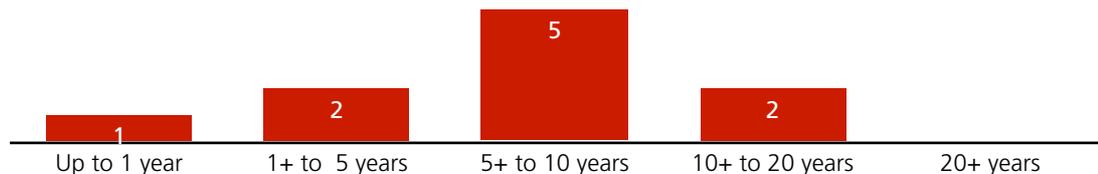
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

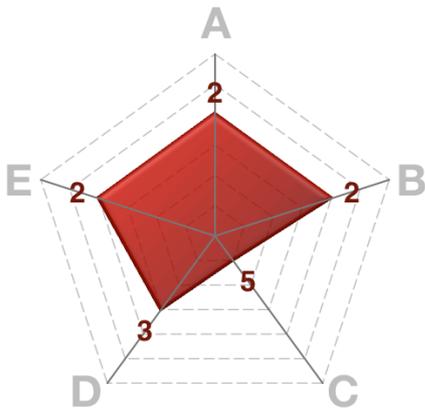
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

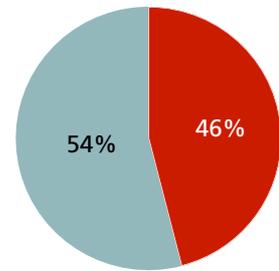
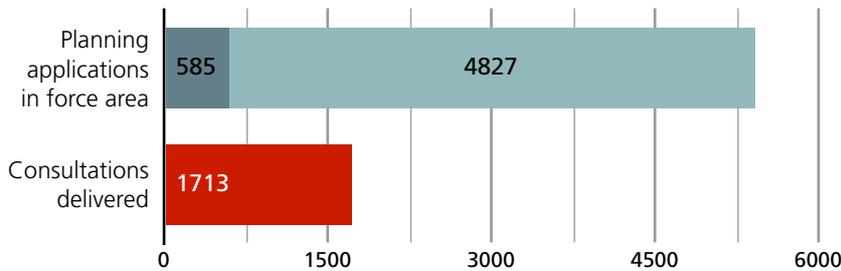
West Yorkshire Police Force

1.0 Force profile



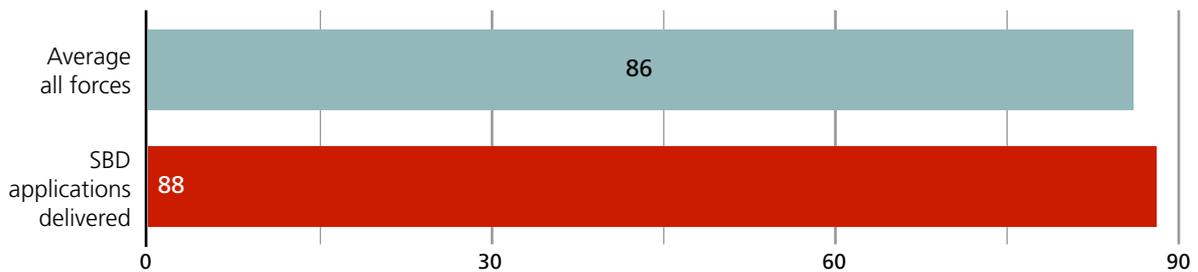
No. of ALOs (as at June 2009): 8 No. of survey responses: 8

A	2	Some ALOs 100% dedicated to ALO duties; others have CPO-related duties
B	2	ALO meetings are held less than once a month, plus there is phone/email contact
C	5	No ALOs believe that management understands the ALO role
D	3	On average, the level of management support ALOs feel they receive for their role is OK
E	2	Written protocols for ALO consultation are in place with some LPAs



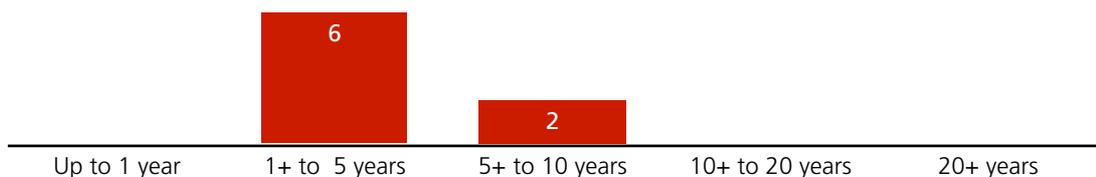
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

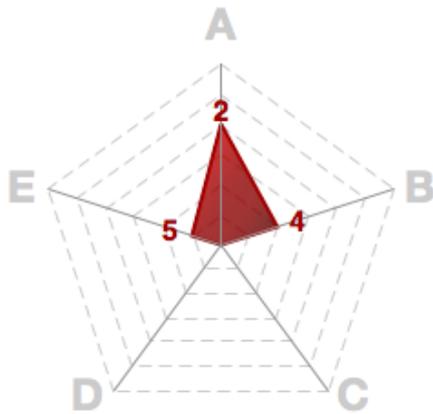
1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

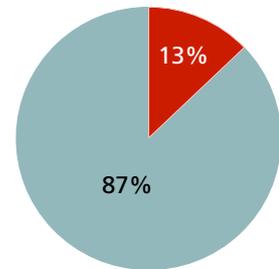
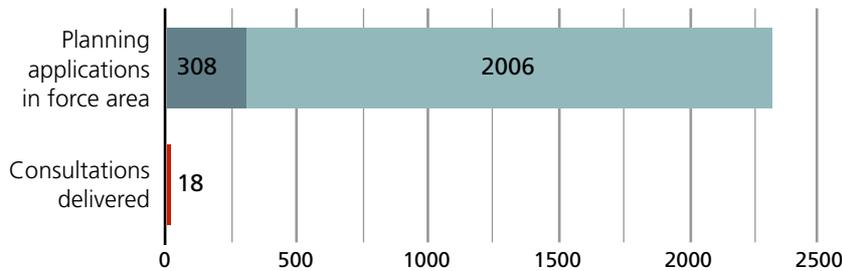
Wiltshire Police Force

1.0 Force profile



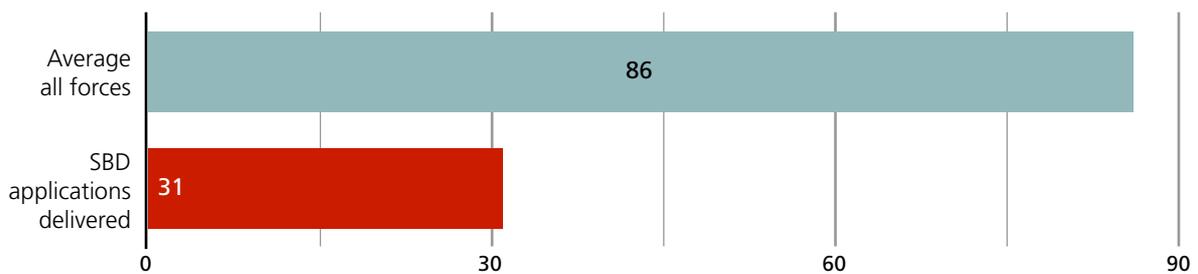
No. of ALOs (as at June 2009): 2 No. of survey responses: 2

A	2	Some ALOs 100% dedicated to ALO duties; others have CPO-related duties
B	4	No ALO meetings, but phone/email contact takes place
C		<i>Data omitted to protect confidentiality</i>
D		<i>Data omitted to protect confidentiality</i>
E	5	No form of protocol for ALO consultation is in place with any LPAs



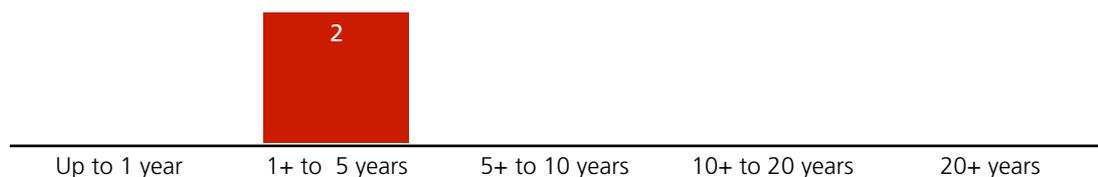
1.2 Force involvement in building control process

[■ total major applications ■ total minor applications]



1.3 Pre-planning involvement

1.4 Number of Secured By Design applications delivered



1.5 Profile of ALO/CPDA experience (length of ALO/CPDA service)

D Recommendations

i. Introduction

The following recommendations are a response to the issues identified by the NPCPS research undertaken between March and October 2009. They aim to reinvigorate the important role of the police ALO service in England and Wales, and capitalise on the valuable experience and knowledge-base in design-led crime prevention that exists within the police service. This resource is shrinking, therefore the need to consolidate, develop and professionalise the ALO service for the future is an urgent one.

The NPCPS research has identified a number of issues with the current provision of ALO advice by police forces in England and Wales. Whether or not the proposed National Police Crime Prevention Service is established, these issues will need to be resolved.

Structure of this section

The 29 research recommendations are structured into the areas shown in **Figure 1.1**, below.

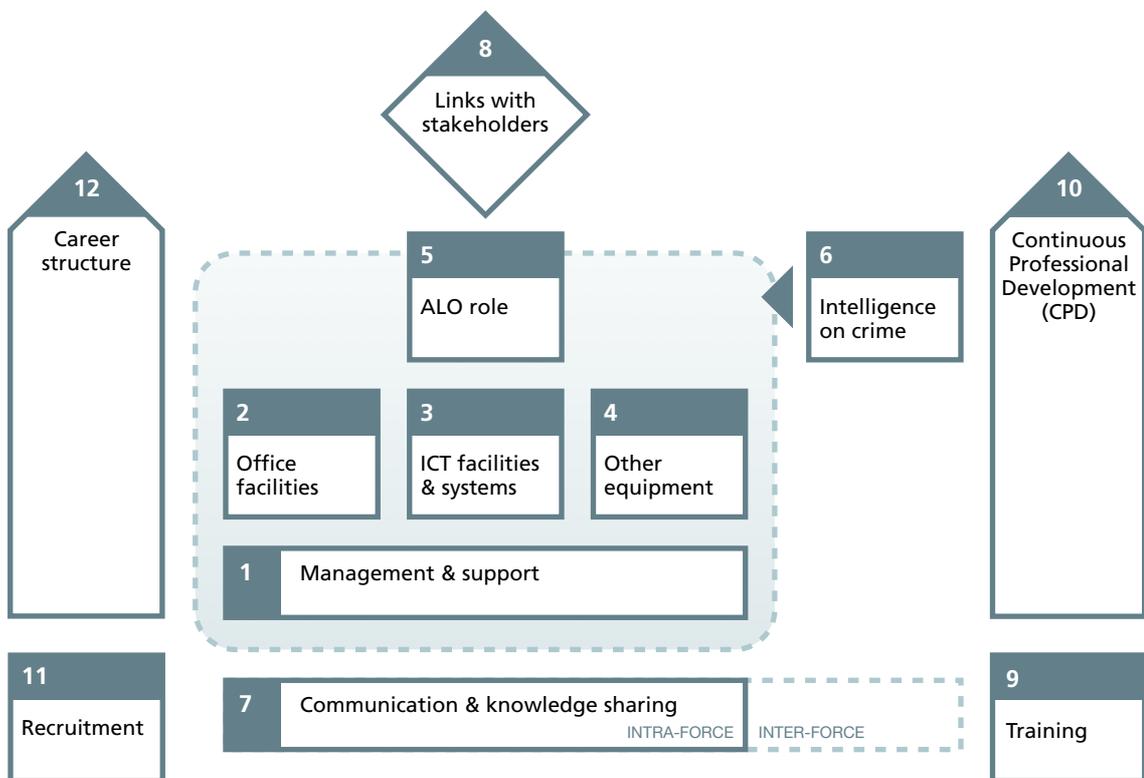


Figure 1.1 Structure of NPCPS research project recommendations

R1. Establish a National Police Crime Prevention Service (NPCPS)

This research project set out to explore the scope for a national approach to strategic design-led crime prevention—the means by which issues of crime and fear of crime are integrated within the design of the built environment through the development control process. The findings illustrate that there a number of problems with the way in which this function is currently delivered by the police in England and Wales.

These problems relate to the organisation, management and delivery of police-led crime prevention advice to stakeholders in the planning process.

The current ALO service is fragmented both between and within police forces. As a result, the impact of the ALO service on development control decisions taken by LPAs in England and Wales is extremely variable. While pockets of good practice exist, when viewed nationally they are limited.

83% of forces manage and deliver the ALO role disjointedly across their various divisions or sub-units. At an average of 10 divisions per force, we can see that the ALO role is potentially being managed and delivered in over 300 different ways.

There is a need for greater consistency of ALO service coverage and the advice across force areas, and between forces. A National Police Crime Prevention Service would provide an independent platform to achieve this—and potentially one that could be extended to include other crime prevention services in the future.

Design-led crime prevention is strategic, evidence-based, intelligence-driven and it works. By establishing a national service for delivering a professional ALO service to architects, developers and Local Planning Authorities, the police can deliver long-term benefits to users of the built environment.

Such a national service should be organised around the key service user—the Local Planning Authority. The organisational structure should scale from the local force area, through regional area to the national level.

1.0 Management and support

ALOs should be managed in a way that suits the strategic nature of the role, and supports consistency and professionalism of service delivery. Currently, the management of almost two thirds of ALOs (64%) is fragmented across separate divisions, meaning that the service delivered to architects and LPAs can vary considerably across one force. Furthermore, ALO managers in more than three-quarters of forces do not understand the ALO role.

R2. A well-defined management structure for the NPCPS should be established

A consistent and well-defined management structure should be established within each force, each region and at a national level. This should be staffed by managers who are committed to the ALO role, and reflect its strategic and longer-term focus.

R3. All ALOs in a force area should share a common line manager, where practicable

Every ALO in a force area should be line managed and supported by the same individual. This ALO Manager can then enable consistency in delivery across the force area, and support resilience by managing workloads.

Where there are more than 10 full-time equivalent (FTE) ALOs in a force, the force cohort should be divided into two or more ALO Units, with a dedicated line manager for each unit.

R4. ALOs must be managed by individuals who understand and support the ALO role

ALO Managers should fully understand the ALO role and duties. This knowledge might be gained from experience, where the manager is and ex-ALO, or it might be gained by completing an appropriate ALO training course.

R5. The ALO role should have a stable management, with succession planning considered

The way in which ALOs are currently managed is perceived as *ad hoc* and temporary. To increase the professionalism of the ALO role, its management must be made more stable. This may be achieved by the development of an improved career structure that includes management roles (see R28). Succession planning must be considered, and when an ALO manager is to leave their post, a sufficient handover period provided.

R6. ALO Managers (and force management) should support the development of strategic protocols/service level agreements with Local Planning Authorities

Too often agreements with LPAs regarding the role of ALOs in the planning process are left to individuals to negotiate. Then, when that particular ALO has retired, the link with the LPA is lost.

Relationships between the ALO service and LPAs are of significant strategic value. If well managed, they can lead to the formal inclusion of the ALO in all major planning decisions and facilitate greater pre-planning involvement. Protocols and service level agreements should be developed by the central ALO Management role. This will help ensure consistency in agreements made with different LPAs across a force area or region, and enable issues of capacity and ability to deliver to be taken into account.

2.0 Office facilities

A number of ALOs indicated that their work place was unsuitable for delivering ALO work. Problems included difficulties in concentrating in open plan offices shared with other police officers, lack of space to open architectural drawings, lack of appropriate ICT equipment, and poor quality facilities in which to hold meetings with architects.

R7. Locate ALOs in appropriately equipped offices that suit their role

Offices should be large enough to permit the viewing of architectural plans, and quiet to enable concentration.

[We need] **decent office space, because in the past we've been stuffed into all sorts of cupboards and things... Sometimes they put you in rooms you can't even open your plans out in.**

(Force 15)

ALOs should only share open plan offices with other ALOs, and not with frontline police officers. Ideally, ALOs should not work alone, but be based in units. Where circumstances permit, such units should be co-located.

The benefits of co-location – Communities of Practice

Communities of Practice, or CoPs, enable members to share information and experiences more efficiently. While organisations tend to provide manuals to meet the training needs of their employees, CoPs can help foster the process of storytelling among colleagues which, in turn, helps them strengthen their skills on the job (Seely, Brown & Duguid, 1991).

Studies show that workers are five times more likely to turn to a co-worker for information rather than an explicit source, such as a book, manual, or database (Davenport & Prusak, 2000). By conferring with members of a CoP, time can be saved. Members of the community have tacit knowledge, which can be difficult to store and retrieve outside. For example, one person can share the best way to handle a situation based on his experiences, which may enable the other person to avoid mistakes and shorten the learning curve. In a CoP, members can openly discuss and brainstorm about a project, which can lead to new capabilities. Duguid (2005) clarifies the difference between tacit knowledge (or knowing how) and explicit knowledge (or knowing that). Performing optimally in a job requires the individual to be able to convert theory into practice. Communities of practice help the individual bridge the gap between knowing that and knowing how (Duguid, 2005).

SOURCE: Wikipedia.org (http://en.wikipedia.org/wiki/Communities_of_practice)

3.0 ICT facilities and systems

R8. Provide ALOs with appropriate ICT facilities to deliver their role effectively

A national assessment should be undertaken to identify the ICT requirements of ALOs. All local authorities are changing (if they have not already) to use electronic document systems—e-planning. It is therefore important that all ALOs have access to relevant ICT facilities to be able to continue consulting to LPAs.

ALOs need to be able to view large architectural plans on screen, and be able to print them onto paper if necessary. They also need to be able to receive emails with large file attachments, without their email accounts becoming ‘blocked’ or ‘blacklisted’—as happens currently.

Required equipment may include:

- 24” computer monitors
- A0 or A1 printers
- Larger email attachment size limits
- CAD software

Access to such equipment makes sensible the co-location of several ALOs together as a team or unit.

Having a large computer screen would be very beneficial as it is hard to look at plans on a smaller screen. We do a lot of our work online.

(Force 42)

A lot of our emails are quarantined when they come if they’re big file sizes, because obviously drawings are big file sizes... That can look quite unprofessional, if it’s not released for a day or something like that. Or we can’t send it out—sometimes it’s restricted when we send it out.

(Force 29)

4.0 Other equipment

R9. Provide ALOs with drawing boards, as appropriate

ALOs should be provided with full-size drawing boards, should they require them.

R10. Provide ALOs with appropriate ‘personal protection’ equipment

ALOs need to be provided with the personal protection equipment (PPE) they require for Health and Safety reasons when undertaking a site visit. Some ALOs reported that they had to buy this themselves as their force would not supply it.

...Because I can’t get a hard hat, boots or a reflective jacket—and I have asked for it!

(Force 19)

An assessment should be undertaken to ensure each ALO has access to the correct safety equipment. In addition, a standard inventory of equipment required by ALOs to undertake their duties professionally (e.g. digital camera for site visits; glass meter to enable the measurement of glass thickness and the compliance of designs to be checked) should be identified.

5.0 The ALO role

R11. Professionalise the ALO role and encourage consistency in its delivery

Establish a standard description of the ALO role and define the process and structure for ALO consultations. This should include minimum standards of service/advice that are flexible for local contexts. The national service should move towards advice given in different areas of the national service being consistent in delivery and level of professionalism.

We all—across England and Wales—should be delivering the same level... Basically, if you go to someone in Liverpool there's a development, and you've got someone in Cardiff with the same development—you've got to basically get the same general information and advice.

(Force 28)

The same job that is delivered across the country. Doesn't matter where your architect is based, they know that the local ALO will deliver work to the same standard, and there will be that level of professionalism across the board.

(Force 12)

R12. The ALO role should be a full time role and not one part of a split role

As part of the professionalisation of the role, the post of ALO should be clearly defined as a 100% FTE dedicated role. ALOs should not be split between two or more duties, where there is sufficient ALO work. The need for this was raised by ALOs at nearly half of all forces (48%).

A national service should mean that there are dedicated, trained ALOs devoting their time solely to that type of work. This will establish a recognised standard of service across the whole force area.

(Force 15)

Dedicated role. It is like any job. There is no point being a fireman and a plumber, you have to sort of be one or the other. And if that is what you are employed to do, that is what you should be.

(Force 19)

R13. Create a clearly defined job description for the ALO role

This should clearly describe the ALO role and remit, and outline the duties to be performed as part of the role. This job description should support consistency across England and Wales.

R14. Succession planning for ALOs and their managers

The age profile of the national ALO cohort shows an aging demographic. In order to be able to cope with future demand, succession planning is increasingly important. In addition, current relationships with LPAs are still currently at the individual level. This means that as ALOs retire, key links with LPAs and other stakeholders will potentially be lost.

At the minute there aren't many of us left—and we are getting older. And there is no-one coming through below, because there is no training. So where are they [planners] going to go when we all retire?"

(Force 19)

6.0 Intelligence on crime

R15. Formalise links between ALOs and local police intelligence base

A key strength of a national police-based ALO service (as opposed to one provided by an independent design consultancy) is its access to police resources. This includes not only up to date crime data, but also local police knowledge.

ALOs should therefore liaise regularly with relevant local Neighbourhood Policing Teams, Safer Neighbourhood Teams and CRO/CPOs. This will enable ALOs access to intelligence on crime trends and provide a more holistic understanding of local crime and disorder issues.

A possible way to strengthen this link would be to have ALOs shadow their local Neighbourhood Policing Teams for a week every year as a form of CPD.

R16. Standardise how (and when) crime data is used in ALO consultations

This will support consistency of the service provided by ALOs, and prevent the inclusion of crime data being merely arbitrary.

R17. Provide ALOs in every force area with access to a dedicated crime analyst

ALOs in nearly half of all forces (48%) indicated they experienced problems in receiving crime data from crime analysts within the 21 day consultation period. This is unacceptable.

ALOs in every force should have access to a dedicated crime analyst to provide relevant crime data to help support ALOs' consultations and advice. This would also ensure that such data was suited to the needs of ALOs, architects and planners (e.g. that information on geographic location of crime problems and MO of offenders was accurate).

7.0 Communication and knowledge sharing

R18. Hold regular meetings between ALOs in a force

These should be chaired by the ALO Manager (see R3) and held at a minimum once a month—and if the workload is heavier, up to once a week.

Workloads and upcoming projects should be discussed, as well as any problems that need to be addressed. These meetings can act as a mechanism for ensuring consistency across the force area. In addition, issues of resilience can be highlighted and managed to ensure that deadlines are not missed or LPAs ignored.

R19. Establish and coordinate 'centres of excellence' – expertise in key areas of ALO practice

This recommendation borrows an approach that has been shown to work in other sectors (e.g. the car manufacturing industry). Individual ALOs with expertise in key areas of ALO practice should be identified, trained and designated as 'centres of excellence' (e.g. lighting, schools, traveller sites).

These ALOs should be encouraged to keep up to date with practice, policy and research relating to their centre of excellence. ALOs should volunteer or recommend others based on their existing areas of interest. Centres of excellence should be used as a point of contact for advice and guidance, but should not be expected to deliver all ALO work relating to their specialism. The aim of the centre of excellence is to provide a conduit for knowledge and good practice to flow throughout the national service—not for them to 'corner the market' in their specialist area.

This was a recognised need:

Specialists in certain areas. Specialists in, say, educational crime prevention or something like that. If we could have more specialised ALOs. It doesn't have to be in force—it can be anywhere. But you can just get on the phone and say, "I've got this problem. Can I call on you for that?" ... Nationally, just one person who could sort of head that up...

(Force 29)

R20. Establish an NPCPS / ALO website to enable sharing of knowledge and best practice

A web-based knowledge management system should be established. This will enable the sharing of expertise that exists throughout the country (see R19), the dissemination of best practice case studies, standard processes and report formats (see R11), and support consistency of approach and (where appropriate) advice.

I think it's important to see best practice round the country. So if they've got something that they consider best practice... I think we could all learn from that. There'd be bits you could sort of pick up from it and say, "That's a good idea—that's something that we'd like to recommend in our area."

(Force 12)

All sorts of similar problems crop up around the country. And they have solved these problems, or come up with ideas of this works in this situation—but we don't know about it. If we had access to that information then we could use it.

(Force 10)

8.0 Links with stakeholders

R21. Centralise strategic links with local planning authorities

Links between LPAs and the ALO service are too often at the level of the individual planner to the individual ALO. Such relationships should be transitioned to being at the level of the force. This will help ensure that important relationships with LPAs are not wiped out when either the ALO or planner leaves or retires.

R22. Move towards strategic protocols/service level agreements between forces and LPAs

This will support the professionalisation of the ALO role, but will require the development of a standard definition of the ALO role, consultation process and of the service offered (see R10).

Such mutually agreed protocols have been used by a number of forces to enable greater and more consistent involvement of the ALOs in an LPAs planning process, and access to architects in the pre-planning stages of a development.

R23. Official police advice to architects and LPAs should come only from trained ALOs

Senior officers and other force members must not provide advice on planning issues to architects or LPAs. Such advice must only be provided by trained ALOs, or there may be problems with conflicting advice or incorrect advice. This can result in loss of police credibility and potential long-term problems should incorrect advice be implemented.

I was at a meeting and the local councillor says, "Yeah, we've all agreed what's going to happen with the planning—it's all been consulted." I said, "I haven't seen anything." They said, "Oh, the Police have been consulted—but it was at a different level." When I've looked at the documents I said [to the senior officer], "How could you agree to this rubbish?" That's the unfortunate thing...

Force 4

R24. Foster links with relevant professional institutions

The national service should foster links with relevant development industry and planning-related professional institutions. These should include:

- Royal Institute of British Architects (RIBA)
- Royal Town Planning Institute (RTPI)
- Royal Institution of Chartered Surveyors (RICS)
- Chartered Institute of Building (CIOB)
- Chartered Institute of Housing (CIOH)
- Home Builders Federation (HBF)
- British Property Federation (BPF)
- Institute of Structural Engineers
- Local Authority Building Control (LABC)

9.0 Training

R25. Establish a national, university-accredited training programme that leads to a professional qualification

Such a training should have a strong practical element, and be based around a professional standard for the ALO role (see R11). The course should be university accredited to support recognition of the ALO role by other development professionals. Such training might be residential, but also include a distance-learning element. The course should combine criminology and 'crime science' modules with urban design and planning modules, and include practical training in negotiation, design and team working.

The need for improved ALO training and CPD (see R26) was identified by over 95% of forces.

We do not have a nationally recognised accreditation...We're dealing with people who have been to University for seven years and have architecture qualifications. A part of this national thing should have professional qualifications.

(Force 18)

If we're going forward we have to be a professional organisation, which encompasses everything the word 'professional' means: well trained; well organised. I come from an outside industry where you were a professional because you had to get qualifications to... do the job. And when I come here, the qualifications and the means of getting those qualifications are absolutely crap. It's a four week course!

(Force 26)

10.0 Continuous professional development (CPD)

R26. A nationally coordinated programme of CPD events should be established and delivered

It is critical that the national ALO resource remain up-to-date with crime prevention techniques, products and standards, as well as planning issues and related legislation that may impact on their work. The CPD programme should be centrally managed by the national service, so as to ensure consistency in its delivery.

If nothing else came out of this national service, I would like to see the training and compulsory CPD. There are people who haven't picked up recent documents, recent research papers, tried to expand their knowledge, since the day they left the training course. It is one of the two areas at the moment that we are completely falling flat.

(Force 19)

11.0 Recruitment

R27. Recruit additional ALOs address staffing problems

ALO staffing levels should be a function of available ALO workload (planning consultations; Secured By Design accreditations) and not management buy-in. The research indicated that at least 21% of forces are understaffed, having two or fewer ALOs in post for their entire force areas.

12.0 Career structure

R28. An attractive ALO career structure within the national service should be developed

A well-defined ALO career structure within the national service should be developed. Opportunities for advancement should be provided, so as to attract good quality recruits for ALO posts.

This research team recognises that the role of ALO, if developed properly, has the potential to become a profession within the development industry.

Currently, there appears to be little opportunity for ALOs to progress within the role.

From my point of view what can I aspire to? The reality is that I can't go any higher unless I leave this post.

(Force 23)

At this moment in time , we'll stay where we are. There isn't any natural progression. There could possibly be, if the service was run right.

(Force 8)

There is a great deal of commitment to the ALO role voiced by the current cohort. Many ALOs recognise that the role is more than just a 'job'.

I've always thought ALO is not so much a job it's a career; it's a bit like calling an architect a 'drawer'. It all ties back in with professionalism and everything else... It's not a job, it's a career.

(Force 3)

R29. Seek to gain statutory consultee status

The national service should seek to define a national protocol for the involvement of ALOs in the planning process. This might be achieved by the police ALO becoming a statutory consultee, as defined by planning legislation.

There are clearly issues with the national service's ability to deliver on statutory consultee status in the short term. However, there is a strong belief amongst ALOs that more legislative leverage is required for the ALO to be involved earlier in the planning process.

Appendix 1

The Value of Architectural Liaison Officers

Written by Caroline L. Davey, (literature provided by Rachel Armitage)

1.0 Why is the ALO role / service valuable?

The ALO role is valuable because it:

- A Focuses on reducing opportunity—a major cause of crime and disorder
- B Involves working in partnership with stakeholders who control opportunities for crime

1.1 Reducing opportunities for crime

- **Opportunity is a major cause of crime.** Crime trends are better explained by changes in the supply of crime opportunities than the distribution of criminal propensity across the population (Mayhew *et al*, 1976; Felson, 1998; Felson and Clarke, 1998). According to Cohen and Felson (1979, p.605), the increase in crime in the United States in the 1960s was a “*by-product of the freedom and prosperity within the routine activities of our everyday lives*”—rather than an indicator of social breakdown. Activities that increase opportunities for crime include:
 - An increase in easily accessible consumer products—Clarke (1999) uses the acronym CRAVED (Concealable, Removable, Available, Valuable, Enjoyable and Disposable) to identify ‘hot products’
 - More travelling / activities away from home.
- Evidence from international victimisation surveys that interventions to reduce opportunity result in a reduction in crime—not just locally, but internationally. According to the International Crime Victimization Survey (2007), “*the level of victimisation has peaked halfway the 1990s and has since shown a slow but steady decline*” (p.16). The near universal drop in volume crime is considered “*arguably the most striking result of the fifth round of the ICVS*” (p.16), and improved security is considered to have been one of the main forces behind the drop. Security devices have significantly reduced instances of property related crimes such as burglary and vehicle crime (including thefts from cars, joyriding and bicycle theft). The authors—criminologists—recognise the impact of efforts to improve security on levels of offending, as quotes from the latest ICVS show:

Reductions in levels of burglary might well be the result of improved security among households previously most at risk. Improved security among sufficiently large proportions of vulnerable households may have dissuaded potential burglars from committing burglaries by increasing efforts and risks

(ICVS, 2007, p. 68).

Cars are stolen for two main reasons. Professionals steal cars and strip them to sell spare parts or to give a car a complete new identity. This kind of theft is generally well organised. Another motive for stealing cars is temporary transportation or joyriding. In recent years overall rates of car theft have gone down almost everywhere. Trend data on 13 countries show that this downward trend is fully caused by a drop in the less professional forms such as theft for joyriding. Anti-theft devices limiting easy opportunities for amateur thieves seem to be the most likely explanation for this universal drop.

(ICVS, 2007, p 13).

- **Secured By Design** – Scientific evidence shows that the Secured By Design (SBD) approach reduces crime, anti-social behaviour and fear of crime (Armitage, 2000, 2004; Pascoe & Topping, 1997). Properties built to the SBD standard experience lower levels of crime (and their residents lower levels of fear of crime) than non-SBD (Armitage, 2000, 2004). Two estates in West Yorkshire which had been refurbished to SBD saw a 55% reduction in the total crime level (Armitage, 2004, p215). In relation to new build, the incidence rates (number of crime events divided by the number of properties) of total crime and burglary alone were both lower within the SBD sample. The total crime rate was 34% higher within the non-SBD sample and the burglary rate was 71% higher within the non-SBD sample. Although the differences between the rates within the two samples were not statistically significant, they did verge on statistical significance (probabilities of 0.1 for total crime and 0.16 for burglary) (Armitage, 2004, 216).

- **Evidence shows that individual components of the Secured By Design approach reduce crime and disorder.**

Studies showing that crime is reduced by CPTED principles include:

- **Increasing surveillance** – Offenders are deterred from burglary by the presence of residents and neighbours. Over 90% of participants (n=30 active burglars) stated that they would never enter a residence that they knew to be occupied (Cromwell et al, 1991). Over a fifth of a sample of 97 convicted burglars said that the possibility of neighbours watching them deterred them from selecting a property. Indeed, the most common reason given for avoiding a property was 'too many people around'—over a third of the sample gave this as a reason (Repetto, 1974). A study of 309 burgled houses by Brown and Altman (1983) confirmed that houses targeted by burglars had less visual access to immediately neighbouring properties than non-burgled properties.
- **Target hardening / improved physical security** – Brown & Altman (1983) found that non-burgled houses are more likely to have symbolic and actual barriers (e.g. fences and locked gates) than burgled houses. Cromwell et al (1991) found that burglars are deterred by burglar alarms—tending to select those without an alarm. The 1996 ICVS showed that a burglar alarm significantly reduced the chances of successful entry by a burglar—1.1% of the population with an alarm had a burglar enter the house, as opposed to 1.8% of those without alarms (ICVS, 2007).
- **Restricting movement / access** – Burglars are largely opportunistic, tending to select a particular target as they pass by properties and notice their suitability. This is the reason why crimes are generally committed within neighbourhoods / on routes frequented by potential offenders (Brantingham & Brantingham, 1984; Wiles & Costello, 2000). Permeable residential environments may bring people—including potential offenders—into contact with dwellings considered suitable targets. Offenders also prefer targets located within areas of high pedestrian movement due to the anonymity which this movement provides (Taylor & Gottfredson; 1987; Poyner & Webb, 1991). Armitage (2006) found that 8 of the 13 environmental factors associated with a statistically significant risk of burglary are indicators of increased permeability and access—including being located on a leaky cul-de-sac, through road or close proximity to a footpath and high volumes of pedestrian traffic passing in front of the property.
- **Encouraging resident ownership / increasing territoriality** – Several research papers support the premise that neighbourhoods in which residents display signs of territorial behaviour actually experience (or are judged by offenders to be likely to experience) less crime (Brown & Altman, 1983; Brown & Bentley, 1993). However, the evidence is weaker in relation to this aspect of CPTED, and social conditions (e.g. fear of retribution, lack of cohesion) may result in residents failing to notice a crime and/or take action to prevent it (Latane & Darley, 1970; Merry, 1981).
- **Improving management & maintenance** – Anti-social behaviour such as vandalism, rubbish or criminal damage leads directly to more anti-social behaviour (Zimbardo, 1970; Finnie, 1973). Existing deterioration conveys the impression that: a) nobody cares so apprehension is less likely; and b) the area is already untidy so one more act will go unnoticed. This reduces offenders' perception of risk (Taylor & Gottfredson, 1987).

1.2 The ALO service addresses high-volume crimes

- We know that the crimes targeted by ALOs / Secured By Design are significant problems in the UK compared to 30 other industrialised countries. Namely:
 - Theft of vehicles – Highest in England & Wales and New Zealand (ICVS, 2007, p. 12).
 - Burglary – Most common in England & Wales, New Zealand, Mexico and Denmark—above 2.5% (ICVS, 2007,p. 13).
 - Violence against the person – Levels of assault and threat are high in Northern Ireland, Iceland, Ireland, England & Wales, New Zealand and the Netherlands—above 4% (ICVS, 2007, p14).

1.3 ALOs adopt a partnership approach

- **We have learnt that the criminal justice system alone cannot reduce crime and anti-social behaviour.** Crime reduction has historically comprised: (i) detection (for which responsibility predominantly lies with the police); and (ii) the apprehension and incapacitation of offenders following detection and the prevention of recidivism—which involves agencies such as the police, the prison and probation services and the judiciary. However, we know from studies of attrition rates that relying upon the criminal justice system leaves a large amount of crime untouched. Barclay and Tavares (1999) estimate that of all offences that are committed, 45.2% are actually reported to the police by victims of these crimes; 24.3% are recorded by the police (i.e. these crimes become a statistic); 5.5% are cleared up by the police; 3% result in a caution or conviction and 0.3% result in a custodial sentence (see **Table 1.1**).

Percentage of offences	
That are committed	100%
Reported to the police by victims of these crimes	45.2%
Recorded by the police—i.e. these crimes become a statistic	24.3%
Are cleared up by the police	5.5%
Result in a custodial sentence.	0.3%

Table 1.1 Attrition rates for the criminal justice system (Barclay and Tavares, 1999)

- **We know that crime opportunities are influenced by a range of stakeholders and that a partnership approach to crime prevention is required**—the ALO service / Secured By Design offers a partnership approach. The importance of stakeholders working together to tackle crime was formally expressed Morgan Report (Home Office, 1991). Crime & Disorder Reduction Partnerships were established to address crime and related issues. The ALO service / Secured By Design is a partnership approach that brings together a range of key stakeholders including police officers, planners, developers, businesses, public sector clients, architects and construction companies.
- **The value of a partnership approach to crime prevention is grounded in legislation.** The Crime & Disorder Act (in particular, sections 5, 6 and 17) recognised that those who supply criminal opportunities can and should be responsible for their control. Section 17 of the Crime & Disorder Act (1998) places a responsibility upon the 'relevant authorities' to consider the crime and disorder implications of every decision that they make and states that

...it shall be the duty of each authority... to exercise its various functions with due regard to the likely effect of those functions on... crime and disorder in its area.

(Great Britain, 1998a)

This section of the Crime and Disorder Act requires a variety of agencies (for whom crime and its prevention may never have crossed their minds) to consider crime and disorder in every decision that they make. The legislation influences a broad range of decisions, including: granting planning permission to a new housing estate and the extent to which those homes are built to the SBD standard; and local authority policies relating to the repair of council homes which have been burgled (Moss & Pease, 1999)

- The police are key to the development of successful partnerships and to the successful application of schemes such as Secured By Design. The police are committed to crime prevention and have access to information and intelligence about crime and related social issues.

1.4 ALOs provide information about the crime context

- Any CPTED-related design guidance must be adapted to the context. There are significant differences between cities, towns and suburbs (Jacobs, 1961) and between specific contexts—especially in terms of crime risk. ALOs have an important role to play in providing architects with information about the local environment and the potential risks of particular types of design. Police ALOs are able to provide information from a range of sources—including recorded crime figures and ‘local intelligence’ from police officers.

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Appendix 2

Focus Group research – Question route

Welcome and Introduction

Good morning/afternoon. Thank you for taking the time to attend this focus group to discuss the current service here and the proposed national service.

I am X and this is X. We will be moderating this focus group today. We are not ALOs – we are independent researchers. Presume we are a blank slate and know nothing about what you do. We are not the ones who will be making decisions about a national service. We are simply collecting your views and feeding this back.

The purpose of this meeting is to understand how the ALO service works in your area—and how it might be improved. We will be hosting focus groups with all ALOs/CPDAs in England and Wales to get everyone's view. We are currently in the early stages with the research and no decisions have been made yet. This is a feasibility study. Your views at this focus group will count toward in making decisions about the proposed national service. Thank you for taking part.

You have all been invited because you have some things in common – you are all ALOs or CPDAs – and because you are likely to have a variety of important views and experience to share on this topic.

The idea of the group discussion is to allow you to share your views in a relaxed and informal environment. There are no right or wrong answers, only different points of view. All points of view—both positive and negative comments—are important. Of course, what you say, how you say it and how much you say is entirely up to you. Don't worry about what you are expected to say, whether you are on the right track, or whether you should all reach a consensus. However, I do ask that you allow others the opportunity to speak, that you do not speak all at the same time, and that you do not interrupt others.

Because everything you say is important, I would like to record our discussion. This is to ensure that we have captured all your comments for the research. Your permission is required to do this. The audiotapes will be transcribed and only listened to by the research team. Your contribution to the discussions will be anonymous and confidential—meaning you will not be made personally identifiable for anything you say in a transcript or report. Names will be changed so you won't be identified.

I would appreciate it if you could sign a copy of this Informed Consent Form before we start.

On the Consent Form is a question about 'all my questions have been answered'. You are welcome to ask us questions about the research *after* today's discussion.

Our discussion today will last about one and a half hours. The focus group will be structured in 2 parts. The first part is about your ALO role and about how you delivery the ALO service. The second part is about what is necessary for a successful national ALO service. We don't want to start discussing NPCPS until we have gathered the info about you and what you do. You will have your chance to speak about NPCPS and to give your views in the final section of the discussion.

PART 1 – You and your ALO/CPDA role (40 minute duration)

Opening (go round table and answer one-by-one)

1. I would like to start by asking you to introduce yourselves to everyone. Tell us your name, [the force you work in], and what one thing you most enjoy about doing ALO / CPDA work.

Physical location & travel

2. Can you tell me where you're all based?
[PROMPT]: Do you work in local authority? Police premises?
Are you all based in the same location?
What are the **good things**, and what are the **bad things** about carrying out your ALO/CPDA duties from where you're based?
3. Do you travel as part of your job?
Why you do travel?
[PROMPT]: To sites? To get crime data? Other?
Where?
[PROMPT]: Within division? Borough council boundary? Whole county?

Links with other ALOs/CPDAs in force

5. How do you keep up to date with what other ALOs in your force are doing?
[PROMPT]: To you have regular meetings?
Do you seek advice from other ALOs (in your force)?
How do you do this? And how often?

Non-ALO duties

6. How do you feel about [not] being a full-time ALO?
[PROMPT]: Benefits and drawbacks?

Management

7. How do you feel *your force* and *your line manager* could better support your ALO role?
[PROMPT]: Is CPTED valued? Do they know what you do?
8. Does your line manager work from the same location as you?

Crime data

9. Do you use crime data in your ALO work?
[IF YES]: How easily are you able to access crime data?
[IF NO]: Do you think it would be useful to use crime data in your ALO work?

MOVE ON TO NEXT SECTION

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PART 2 – Delivering the ALO service (30 minute duration)

Strategic planning agreements & LPA protocols

10. How do you work with planners in each local planning authority?
Do you have a protocol for working with LPA(s)?
[PROMPT]: Validation checklist? LDF? Design and Access Statement?
What is the protocol / criteria? [PROMPT]: major developments? ATMs?
Why do you work with some LPAs and not others?
[PROMPT]: Good working relationship with certain planners? Is it because of protocol?
What could be done to stop planning applications slipping through the net?

50

Building control process

11. We are interested in when you get involved with planning applications.
What influences the stage at which you are brought in on planning applications or development proposals?

40

Communication style

12. We're interested in how you engage with architects and designers on ALO issues...
Is this mainly via email or telephone conversations, or is it more face-to-face?
Do architects ever come to visit you at your office?
13. What are the main reasons that architects contact you?
14. When asked to comment on a proposed development, do you get to see architectural plans?
Equipment?

35

MOVE ON TO NEXT SECTION

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PART 3 – NPCPS Post-It exercise (25 minute duration)

Now we're going to look more closely at what a national service would need to do to help you better deliver your ALO role and to improve the ALO service. Your views will be fed back to the people who are looking at how a national ALO service might be structured and run.

The Your Questions Answered Handout discusses the NPCPS research. Where we are with the research is that no decision has been made. We are here to collect their views and suggestions on how to develop a successful national service.

15. What do you think a successful national ALO service should look like? Think of all the different factors that might make up a successful organisation—from paperclips to management.
What are the good things that are done here that could be implemented for the national service?
Write each point on a separate Post-it™ note—one point per Post-it™
16. We're now going to split you into two groups (split down the table). Look at your Post-it™ notes and then, try to sort them into related groups or categories as you think appropriate. Stick your groupings on the flipchart paper and label them with the pen. You've got 10 minutes and we'll feed back to each other at the end.
17. Groups feed back.
18. We seem to have X number of groups (themes) here.
Of everything here, which of the post-its and which of the groups do you think are the most important?

Thank you for your time. That's the end of the session.
Well done—you made it! Goodbye.

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