



Australian Government

Department of Education, Employment and Workplace Relations

LGACPRV503A Manage and evaluate crime prevention initiatives

Release 2

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Modification History

LGACPRV503A Release 2: Layout adjusted.

LGACPRV503A Release 1: Primary release.

Unit Descriptor

This unit covers the knowledge and skills required to manage and evaluate crime prevention strategies. The value of crime prevention rests on the careful implementation, monitoring and evaluation of specific initiatives within a community or regional context.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations within which councils must operate is essential. The unique nature of councils, as a tier of government directed by elected members and reflecting the needs of local communities, must be appropriately reflected.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Implement the crime prevention action plan	1.1 Planned methods, strategies and resources are reviewed in order to confirm the current capacity of the organisation or community to implement the crime prevention initiatives. 1.2 Implementation processes for the crime prevention initiatives are finalised, including strategies for managing contingencies within stated processes. 1.3 Implementation processes are clearly communicated and promoted to relevant stakeholders in a timely manner. 1.4 Initiatives are implemented using processes that are culturally acceptable and respectful of community or organisational established values, issues and structures. 1.5 Resources required to support initiatives are obtained in accordance with organisational procedures and, in the case of external resources, in accordance with negotiated protocols. 1.6 Methods, strategies and use of resources are implemented in accordance with the negotiated and endorsed action plan.
2. Coordinate activities, agencies and participants	2.1 Networks are established and maintained to maximise resources and opportunities for effective collaboration throughout implementation. 2.2 The work of personnel (including volunteers, where appropriate) in implementing initiatives is supported and coordinated to enable the achievement of planned outcomes. 2.3 Structural arrangements are established that generate a sense of identity for, and promote ownership of initiatives among, stakeholders. 2.4 Contributions are made to public media management in accordance with organisational protocols and include responses to negative publicity. 2.5 Communication with all participants and relevant stakeholders is regularly maintained throughout implementation and is correct, factual, timely, customer-focused and in accordance with relevant guidelines, legislation and standards. 2.6 Overall management of implementation takes a holistic approach that considers all activities of the participating organisations as an integrated system.
3. Lead teams involved in implementation of initiatives	3.1 Teams that are inclusive and representative of those with an interest in and ability to contribute to a successful final outcome are established and tasks are delegated. 3.2 Liaison with external contractors is regularly undertaken to ensure tasks are completed in accordance with contractual agreements.

ELEMENT**PERFORMANCE CRITERIA****4. Evaluate crime prevention initiatives**

- 3.3 **Advice and guidance** are readily provided to teams and external contractors, where appropriate, to ensure work outcomes comply with initiatives' planned work and timeframes.
- 3.4 Solutions to issues or problems arising are negotiated with team members in a constructive and collaborative manner.
- 3.5 Effective and consistent leadership that fosters the building of teams, motivates commitment to initiatives and, where necessary, helps overcome stakeholder rivalry and conflict is demonstrated.
- 4.1 Evaluation processes are open and accountable and enable immediate and effective participation of all relevant stakeholders, including community groups with special needs.
- 4.2 **Evaluation criteria** are feasible, realistic, reliable, ethical and cost-effective and provide timely information to enable implementation **issues or problems** to be identified and addressed early.
- 4.3 Feedback on initiatives' design, processes and/or outcomes is gathered from as many different perspectives and sources as possible.
- 4.4 Information on the implementation of initiatives is gathered with due regard for participants' social and cultural values, beliefs, **needs** and privacy or confidentiality entitlements.
- 4.5 Progress is reviewed and, where necessary, adjustments to work, resources and timelines are made.
- 4.6 Information and data collected are analysed to identify the relationship between actual performance and performance indicators and the reasons for any **differences** are noted and, where appropriate, qualified.
- 4.7 **Sustainability strategies** are regularly reviewed to determine viability and long-term relevance of initiatives to community needs.
- 4.8 Reports are documented in accordance with organisational or community requirements and the nature of the evaluation.
- 4.9 Evaluation findings are reported to all **relevant parties** and used to inform future decision making and contribute to development of best practice.

Required Skills and Knowledge

This describes the essential skills and knowledge and their level, required for this unit

Required Skills

- engendering commitment and handling resistance
- promoting and marketing initiatives
- liaising and networking with diverse partners
- handling the media and other communication agencies
- setting performance indicators and measuring attainment
- analysing, interpreting and writing up data
- using presentation skills
- conducting risk assessments, both OHS and general

Required Knowledge

- organisational policies and procedures
- Australian legal and criminal justice systems
- contemporary crime prevention theory and best practice, the practices associated with each approach and their accompanying characteristics
- services provided by other organisations, including:
 - ATSIC regional councils
 - Aboriginal justice councils
 - Aboriginal legal services
- principles of effective consultation, particularly with Indigenous and culturally and linguistically diverse communities
- organisational and social change principles and practices
- people management models and strategies
- project management models and practices
- evaluation theories, models and strategies
- OHS legislation, codes of practice and enterprise procedures

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the Elements to the required performance level detailed in the Performance Criteria. The knowledge and skill requirements described in the Range Statement must also be demonstrated. For example, knowledge of the legislative framework and safe work practices that underpin the performance of the unit are also required to be demonstrated.

Critical aspects of evidence to be considered

Demonstrated ability to implement and manage a crime prevention initiative, monitor its progress and evaluate the outcomes. Specifically, evidence must be obtained on the ability to:

- acquire resources to support the implementation process
- implement the initiative in accordance with its action plan
- address OHS hazards and risks associated with the initiative
- ensure all relevant stakeholders are aware of the crime prevention initiative through effective promotional activities
- ensure information is gathered and stored and documentation is produced in accordance with organisational requirements
- undertake all related implementation activities in accordance with organisational or community policy, procedures and guidelines.
- Evidence of competency will also require demonstration of knowledge related to currently accepted best practice in crime prevention within one or more of the following contemporary approaches to preventing crime: community-based, situational, developmental, criminal justice, social and environmental.

Context of assessment

Competency is demonstrated by performance of all stated criteria applicable to the workplace environment, within the scope of the Range Statement.

Assessment must take account of the endorsed Assessment Guidelines in the relevant Training Package.

Evidence is best gathered through a holistic assessment activity that integrates the elements of competency.

Assessment should reinforce the integration of the key competencies as indicated at the end of this unit.

Formative assessments may be conducted off the job and/or in simulated work environments. However, summative assessment of this unit of competency must be undertaken in

an actual setting and preferably in conjunction with normal crime prevention activities.

Evidence may be gathered by direct questioning, observation of consultation and liaison in context or by supervisor reports, and by examination of a portfolio. The portfolio should contain evidence of processes in implementing, coordinating, leading and evaluating, documentation of the results of the evaluation of the initiative, and any client and management reports.

Method of assessment

The following assessment methods are suggested:

- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate his/her handling of a range of contingencies.
- written and/or oral questioning to assess knowledge and understanding
- completing workplace documentation
- third-party reports from experienced practitioners
- completion of self-paced learning materials including personal reflection and feedback from trainer, coach or supervisor.

Evidence required for demonstration of consistent performance

Evidence of competency should be gathered over time in a range of actual or simulated workplace situations and involving a combination of direct and indirect forms of supplementary evidence.

Substantiation of prior performance may be sought from supervisors and peers within the workplace or from others who are able to provide reliable and substantiated evidence regarding the candidate's prior performance.

Resource implications

Where assessment is conducted within the workplace, the usual range of workplace resources should be supplied.

Where initial assessments are conducted in simulated situations, access to the necessary information resources, particularly to organisational or community policies and guidelines, should be provided.

Final assessment will require access to a particular geographic area and/or community group.

Range Statement

The Range Statement relates to the Unit of Competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the Performance Criteria is detailed below.

Factors impacting on the <i>capacity of the organisation or community to deliver responses</i> may include:	• areas of responsibility and the organisation's policies, priorities and strategies • organisation's resourcing base in terms of: • the potential to access additional necessary resources • the skills level of available personnel • availability of internal funds to support each possible action • the need to address social justice issues related to: • availability of resources, including appropriate physical resources such as equipment and office space • disadvantaged and under-represented communities such as culturally and linguistically diverse groups • Aboriginal and Torres Strait Islander peoples • people with disabilities • women and children • aged persons • persons vilified and traumatised on grounds of race or sexual preference
<i>Initiatives</i> include:	• projects • strategies • activities
<i>Stakeholders</i> include those persons likely to be directly involved in, or impacted upon by, the initiative. They may be internal or external to an organisation, within a geographic area or with an identified group within a community and may include:	• personnel from other sections of one's own organisation or agency • community groups such as: • migrant resource services users of public space and public transport • property owners • authorities responsible for the provision of community and justice administration services, for example local councils and state and commonwealth agencies • crime prevention practitioners, law enforcement and private security agencies. • representatives from other organisations such as: • counsellors • issue-specific experts and consultants • victims of crime and their families, friends and supporters

- support groups such as:
 - churches
 - Victims of Crime
 - groups that address drug and alcohol dependency
 - community houses
 - women's networks and refuges
 - professional associations
 - aged care support
 - disability services
 - youth centres
- Indigenous communities
- culturally and linguistically diverse communities
- older persons
- women and children
- retailers and businesses
- volunteer groups
- service clubs, other clubs and associations
- Neighbourhood Watch and Safety House committees
- Aboriginal Land Councils *
- Island Coordinating Councils and other Indigenous community organisations
- local government
- police
- transport
- security services
- family services
- health services
- educational institutions
- justice administration
- Chambers of Commerce

Resources may be:	• human, financial and/or physical • internal and/or external to the organisation • provided through the implementing organisation or provided through external groups or agencies.
Networks:	• May be with: • internal personnel indirectly involved in the implementation process or likely to be impacted upon by the outcomes of the program or strategy • community groups involved or potentially interested in the outcomes • funding bodies • other crime prevention practitioners Could be established through: • other relevant organisations or agencies focused on health, justice administration and youth affairs. • consultative and public meetings • inter-agency forums • personal communication
Teams may refer to the individuals and groups involved in developing and implementing the initiative and may include:	• reference groups and committees • community groups that are partners in the initiative • internal and external personnel undertaking the work, including contractors and consultants
Advice and guidance could include:	• providing expert advice • helping work teams and external consultants resolve problems and access information • moderating and resolving interpersonal conflicts and difficulties • motivating individuals and teams • promoting the activities of the work teams to others
Evaluation criteria :	• may be qualitative and/or quantitative • should include the initiative's strategic intentions and outcomes • should include the performance criteria, processes and procedures to be used to assess the success or failure of the initiative
Issues or problems may include:	• loss of a member of the work team • withdrawal of an allocated resource due to redirection of priorities by organisation or agency • slow progression of work due to difficulties accessing appropriate information or data • unrealistic initial timeframes • fundamental change in the nature of the issue or problem

- that the initiative is addressing
change of direction due to altered risks and needs of
government, community or organisations

Needs of various audiences:	• May include those of: • Indigenous people • people from culturally and linguistically diverse backgrounds • those with specific ethno-cultural requirements • people with reading or hearing disabilities • people with literacy difficulties • May require: • communication to be provided in a variety of styles and formats to address cultural, social, gender, age and linguistic differences
Differences in performance may be:	• Positive, such as: • greater reduction in incidence of targeted criminal and anti-social behaviour than planned • achievement of initiative's outcomes using less resources than planned or in a shorter timeframe • decreased fear of crime in the community • increased awareness of, and responsibility for, own personal and property security • improved general community relationships and partnerships across previously disparate groups • reduction of a different non-targeted crime issue • Negative, such as: • failure of the initiative to achieve expected outcomes or satisfy required timeframes • over-expenditure or over-use of allocated resources • unintended consequences that create new difficulties or problems • increased levels of crime or fear of crime • stigmatisation of target groups • Indeterminate, such as: • better than expected or increased community involvement in crime prevention action • unknown effectiveness due to failure to establish appropriate baseline measurements • inability to distinguish how much of the result is attributable to this initiative or due to other factors
Sustainability strategies may include:	• identifying and negotiating independent funding sources or alternative resourcing arrangements • identifying opportunities to include crime prevention principles into the mainstream of organisational policy, practice and procedures

Factors impacting positively or negatively on the initiative's development and implementation may include:

- promoting community ownership
- fostering continuity of management and coordination and resource-sharing structure
- insufficient or inappropriate resourcing
- lack of certain skills within the team
- unrealistic timeframes
- inappropriate or inefficient decision making
- inaccurate identification of original needs
- insufficient advice and guidance to teams
- lack of relevant community consultation
- improved performance due to resource allocation
- a major event affecting the people or issues being addressed

Relevant parties may include:

- the funding body
- organisation or agency
- supervisor
- delivery agent
- community stakeholder
- other interested persons or bodies

Compliance with occupational health and safety (OHS) legislation, codes of practice, public safety considerations and enterprise procedures may include:

- office safety and security
- isolating work that represents a safety risk from fellow workers and others
- addressing workplace violence
- safety of volunteers, networks and community groups
- safety of individuals in the community
- providing guidance, information or training on OHS issues
- hazard and risk assessment, and related control measures and procedures (both OHS and general) for proposed and ongoing activities, programs and projects

Unit Sector(s)

Regulatory Services