

**PUTTING THEORY
TO WORK:
Implementing Situational
Prevention and
Problem-oriented Policing**

Johannes Knutsson

and

Ronald V. Clarke

editors

Crime Prevention Studies
Volume 20

Criminal Justice Press
Monsey, NY, USA

Willan Publishing
Cullompton, Devon, UK

2006

© Copyright 2006 by
Criminal Justice Press.
All rights reserved.

Printed in the United States of America. No part of this book may be reproduced in any manner whatsoever without written permission, except for brief quotations embodied in critical articles and reviews. For information, contact Criminal Justice Press, division of Willow Tree Press Inc., P.O. Box 249, Monsey, NY 10952 U.S.A.

ISSN (series): 1065-7029.

ISBN (cloth): 1-881798-68-2

ISBN (paper): 1-881798-69-0.

Printed on acid-free and recycled paper.

Contents

Foreword	<i>ix</i>
Ingelin Killengreen	
1. Introduction	1
Johannes Knutsson and Ronald V. Clarke	
2. Implementing Crime Prevention: Lessons Learned from Problem-oriented Policing Projects	9
Michael S. Scott	
3. The Role of Project Management in Implementing Community Safety Initiatives	37
Rick Brown	
4. Implementing Crime Reduction Measures: Conflicts and Tensions	65
Gloria Laycock	
5. What is there to Gain? A Case Study in Implementing without Self-interest	89
Johannes Knutsson	
6. Joining up the Pieces: What Central Agencies Need to Do to Support Effective Local Crime Prevention	111
Peter Homel	

(continued)

Contents

- | | | |
|-----|--|-----|
| 7. | Not Seeing the Wood for the Trees: Mistaking Tactics for Strategy in Crime Reduction Initiatives
Mike Hough | 139 |
| 8. | Implementation Failure and Success: Some Lessons from England
Kate J. Bowers and Shane D. Johnson | 163 |
| 9. | Mindsets, Set Minds and Implementation
Ken Pease | 199 |
| 10. | Knowing and Doing: Guidance and Good Practice in Crime Prevention
Nick Tilley | 217 |

Acknowledgments

The papers in this book were presented at a small conference on implementation of crime prevention that took place in May 2005 at Stavern, the Norwegian Justice Sector's Center for Training and Practice. The personnel at the Center made our stay very pleasant and we would like to express our gratitude to the Norwegian National Police Directorate, as well as to the Norwegian Police University College, for funding the conference. Finally, we would like to thank the conference participants for sharing their important insights.

Johannes Knutsson
Norwegian Police
University College

Ronald V. Clarke
Rutgers,
The State University
of New Jersey

Foreword

Crime in the Western world has increased over the past 50 years, and it has become more complicated and more complex. The traditional legal strategy, with the emphasis on punishment as a general and individual deterrent, has proved inadequate as a main strategy alone. More attention has therefore been given to crime prevention measures.

Research on policing methods and strategies brought social science in as a supplement to the legal strategy. Concepts such as community policing and problem-oriented policing rely on social scientific methods as a basis for strategies and measures to prevent and reduce crime. Research also reinforced the recognition that crime cannot be prevented and combated by the police alone. The causes of crime must be dealt with if there is to be any hope of a significant reduction.

Police forces all over the Western world, Norway's included, have been trying to implement new methods and strategies. There has traditionally been a high level of public confidence in the police in the Scandinavian countries, and there is a tradition of close cooperation between the authorities. This makes it easier to invite local authorities, central authorities and other "problem owners" to cooperate in the prevention of crime.

In this book, the authors consider the quality of the work of implementing new strategies and they draw attention to the complexity in regard to competence and responsibility in problem-solving processes that involve several problem owners. They focus on the need for strategic thinking in order to avoid the most common problems that arise in the implementation of new programmes, and they look at experience with practical crime prevention programmes that work - and at what should be done to ensure success in crime prevention.

Foreword

This is therefore an important book for everyone who shares the responsibility for reducing crime and preserving safety in the community. A group of prominent researchers, all of whom have long experience in this field, give us an insight into possibilities and challenges linked to the implementation of new working methods in crime prevention.

Ingelin Killengreen
National Police
Commissioner, Norway