Oxfordshire County Council
Safer & Stronger Communities Scrutiny Committee
10 May 2010

Public Confidence

Dealing with concerns about anti-social behaviour and crime by the local council and police (National Indicator 21(NI21))

Purpose

The purpose of this briefing is to:

(i)   Inform the Safer & Stronger Communities Scrutiny Committee of progress to increase public confidence made by the Oxfordshire Safer Communities Partnership (OSCP) during the last year (2009/10); and

(ii)   to outline the Oxfordshire Safer Confident Communities Project that will take place during the next six months; and

(iii)   to enable the Safer & Stronger Communities Scrutiny Committee to ask questions of Bill Oddy (Oxfordshire Public Confidence Lead), Superintendent Amanda Pearson (TVP Oxfordshire Confidence Lead), and Dan Bowden (Oxfordshire Safer Confident Communities Project Manager)

Recommendations

(a)   That the Safer & Stronger Communities Scrutiny Committee notes the content of the briefing; and

(b)   The progress made by the Oxfordshire Safer Communities Partnership (OSCP) with the delivery of the Confidence Delivery Plan 2009/10, attached as Appendix A; and

(c)   That the Safer & Stronger Communities Scrutiny Committee notes the information contained in the report and attached as Appendix B regarding the Safer Confident Communities Project; and

(d)   Receives a presentation on the information contained in the report at the meeting.

Background

Local Authorities were provided with the results of the first Place Survey in April 2009. This information enabled the Oxfordshire Partnership to negotiate with the Government Office of the South East (GOSE) and agree the Oxfordshire NI 21 target. The table in Appendix C outlines the baseline data in each Local Strategic Partnership (LSP) in the Thames Valley and shows that in Oxfordshire 28.1% of people who were consulted "tend to agree" (24%) or "strongly agree" (4%) that local councils and the police are effectively dealing with local concerns about anti-social behaviour and crime. Although the baseline appears low it compares well with other areas and Oxfordshire has the second highest baseline in the Thames Valley. The

results in Oxfordshire also indicate that a large number of responders (51%) stated they either "don't know" or "neither agree nor disagree" with the statement. This may provide a large number of people that could be influenced by the effective implementation of a delivery plan and enhanced partnership working.

The table in Appendix C shows that a target of a 5% increase (33.1% by March 2011) in public confidence was agreed and adopted in Oxfordshire.

A chart in Appendix D shows the NI 21 baseline data for each district area in Oxfordshire. This indicates a higher baseline in Oxford City (32.6%) with other areas in the county achieving significantly lower (average of 26.5%) levels of public confidence.

Nationally each police force has been set a 'top down' confidence target by the Home Office which will be measured by the British Crime Survey (BCS). For Thames Valley Police the target is 59.2% by the end of March 2012 with an expectation that they will meet 54.2% by the end of March 201 1. The TVP baseline was 46.0%.

Although both indicators (Place Survey and British Crime Survey) will be measured using different surveys and each has its own target and timescale it is critical for Thames Valley Police and local authorities in Oxfordshire to work effectively together to achieve these targets.

Progress during the last year

In April 2009 an Oxfordshire Confidence Steering Group (NI 21 Steering Group) containing communications staff and community safety managers was established. The group developed a Delivery Plan which was adopted by OSCP in September 09. The plan, attached as Appendix A, contained actions that have been delivered at neighbourhood, district, and county level. There were a total of 29 actions contained in the plan under the following four objectives:

> ➢ Dealing with things that matter to communities in Oxfordshire
> ➢ Treat people fairly and with respect
> ➢ Improve public perception of levels of crime and anti social behaviour in Oxfordshire
> ➢ Provide a satisfactory response to crime and anti social behaviour in Oxfordshire

The Delivery Plan contained three phases. The first included actions to put in place 'building blocks' and included training, and ensured 'minimum neighbourhood standards' were achieved in all 78 neighbourhoods in Oxfordshire. The second phase included a pilot in each district in Oxfordshire using a range of intervention methods, broadly split into (i) tackling perception; and (ii) the effectiveness of the response, with the intention of:

> ➢ Evaluating the effectiveness of these interventions in the five pilot areas; and

> ➢ Developing a tactical menu of options for improving confidence in 2010, prior to the next Place Survey

Based on the Place Survey results and local knowledge, Local Police Area Commanders and Local Authority Community Safety Managers nominated the following areas for the pilots:

➢ Ruscote, Neithrop and Hardwick	Cherwell
➢ Blackbird Leys	Oxford City
➢ Faringdon	Vale of the White Horse
➢ Wallingford	South Oxfordshire
➢ Carterton	West Oxfordshire

Phase two of the delivery plan also included more detailed consultation. Oxfordshire Voice, the County Council and Primary Care Trust's residents' panel were used for this exercise. The Consultation and Involvement Team at Oxfordshire County Council held three focus groups in December which provided a greater understanding of resident's views. The following areas were explored:

> ➢ What participants knew about what public services are doing in response and where did they find out
> ➢ Whether participants agree/ disagree/ don't know (NI 21) and why
> ➢ Expectations of which public services should deal with these issues and how they should deal with them
> ➢ Perceived prioritisation of issues to be addressed
> ➢ Level of interest in knowing more and public service response
> ➢ Explore views on communications approaches
> ➢ Explore views on policing interventions
> ➢ What would have the biggest impact

The information from the five pilots and the consultation is now contained in detailed reports that have been used by the Confidence Steering Group to decide what is the most effective way to increase public confidence. These reports are available on request.

A total of 28 of the 29 actions contained in the Confidence Delivery Plan have now been achieved. This is a significant achievement and provides Oxfordshire with good foundations to increase public confidence over the next few years. The work of the Confidence Steering Group including the implementation of the delivery plan, the pilots and consultation, and reports to OSCP during the last year provides an audit trail and evidence to support what Oxfordshire has done to achieve the LAA target.

In addition, the work being undertaken on Public Confidence in Oxfordshire has been acknowledged by the Home Office and National Police Improvement Agency (NPIA) and information has been shared with Hampshire and Kent. Oxfordshire has also set up a Confidence Forum on the IDeA Communities of Practice Website - http://www.communities.idea.gov.uk. This has over 100 members from across the UK, sharing information about public confidence.

Safe & Confident Communities Project

The final action in the Confidence Delivery Plan, and phase three, was to implement a campaign to increase public confidence. The work that has now been completed in Oxfordshire in the last year provides the County with a very exciting opportunity. Historically organisations and partnerships have used traditional methods to communicate with the public, often using the local media, without any information about the individuals and neighbourhoods they are communicating with. As a result of the analysis work that has been completed in Oxfordshire the way that public services communicate with communities could change in the future. Analysis of Experian Mosaic data provides information at census output area level (50 - 200 premises) and will be used to determine what is important to local residents and the most effective method to communicate with them.

Dan Bowden from Thames Valley Police will be attending the meeting to give an overview of the Experian Mosaic data that has been analysed and will be used to increase public confidence. More information is available on how this data is used in the public sector is on the Experian website -
http://publicsector.experian.co.uk/Products/~/media/Brochures/MosaicPublicSector_Brochure_final.ashx

The campaign to increase public confidence in Oxfordshire will be called **Safer Confident Communities.** This project will not follow the normal public sector campaign format because the evidence from the five confidence pilots is that this approach has limited impact on public confidence. The campaign will change the way public services communicate with the public, using the neighbourhood structure as the delivery mechanism. The project will give public services in Oxfordshire information about what is important in small geographical areas and how to communicate with residents in these areas.

The Project Implementation Document (PID) is attached as Appendix B.   This outlines the strategic intentions of the project, the resource framework, risks, and key milestones.

Dan Bowden from Thames Valley Police has been seconded to be the Safer Confident Communities Project Manager, working for the Partnership between April and Sept 2010.

Public Confidence - Safer Confident Communities Group

The Oxfordshire Public Confidence Steering Group was established with a specific role to increase public confidence in Oxfordshire. This report outlines the achievement of the group during its first year of operation and what it intends to do during the next six months. The OSCP will be considering the role of the Confidence Group in the future when it meets on the 20 May.

The confident agenda will continue in the future, each police force has 'top down' targets until 2012. The Total Place, neighbourhood management framework, including neighbourhood agreements is likely to develop during the next few years. Anti social behaviour, which includes a broad range of quality of life issues will

continue to be a priority nationally, in Oxfordshire, and for each of the new (2011-14) Community Safety Strategies in the county. Anti social behaviour is also a priority in Oxfordshire 2030.

Each of these issues is delivered locally but could benefit from a county-wide coordination. The intention is not to interfere with local service delivery but to assist Community Safety Partnerships, share information, implement 'minimum standards', and benchmark services.

Financial Implications

The work of the Oxfordshire Public Confidence Group has been completed by officers from each District Council, Thames Valley Police, Thames Valley Probation Trust, Oxfordshire County Council, and Oxfordshire Primary Care Trust.

Oxfordshire Safer Communities Partnership has agreed to fund the Safer Confident Communities Project with £35,000 from the Tackling not Tolerating Government Funding.

Risks

1. Oxfordshire is well placed to deliver the NI21 LAA target. It has carried out research and created a project framework to assist in the delivery of the target.

2. It is difficult to establish if the agreed target of 5% will be challenging although compared with other areas in the Thames Valley it appears to be realistic. The Thames Valley Police Neighbourhood Survey indicates that public confidence in Oxfordshire has increased by 6.1% during the last year.

3. The next 'Place Survey' will be conducted in September 2010, the results will be published in 2011. Events nationally or locally prior to the Place Survey could have a negative impact on residents opinions.

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26 April 2010

Oxfordshire
Public Confidence Delivery Plan
2009/10

. . . . A Delivery Plan to increase public confidence in the way local councils and the police in Oxfordshire are dealing with local concerns about anti-social behaviour and crime
(National Indicator 21)

Background

Confidence in how the police and local authorities tackle crime and anti social is a national priority and The Oxfordshire Partnership has adopted National Indicator 21 (NI 21) as one of its targets in the Local Area Agreement (LAA2)[1]. The indicators chosen for the Local Area Agreement (LAA) are directly related to the priorities identified in the Sustainable Community Strategy which has been developed by the Oxfordshire Partnership following extensive community engagement.
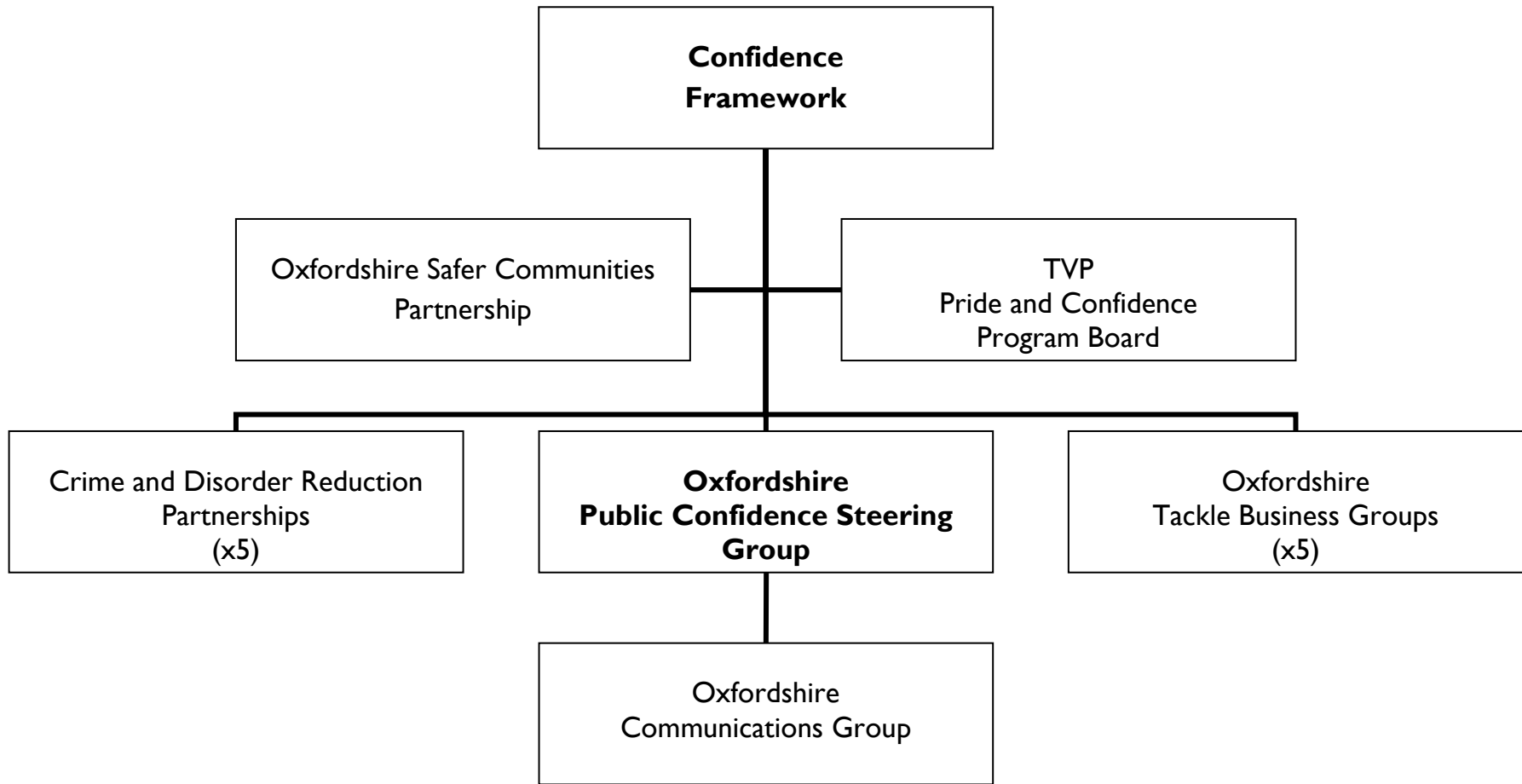
The Home Office has set intentionally stretching targets for each police in England and Wales which when achieved would mean that, nationally, 60% of people will be confident that the police and partners are addressing the antisocial behaviour and crime issues that matter locally - a 15% point increase from the current position. For Thames Valley Police the final target is 59.2% by the end of March 2012 with an expectation that the force will meet 54.2% by the end of March 2011. The current baseline is 46.0%.

In Oxfordshire the target is measured using a different survey called the 'Place Survey'. The baseline in Oxfordshire for NI 21 is 28.1%. The target agreed with GOSE is 5% (33.1% by March 2011).

The key to delivering these targets will be for a coordinated approach and this delivery plan is intended to support Thames Valley Police deliver its Pride and Confidence Program and the Policing Pledge as well as improving confidence in Oxfordshire.

The structure chart on page 3 shows the famework that exists to support the confidence work in Oxfordshire

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[1] http://portal.oxfordshire.gov.uk/content/public/oxfordshirepartnership/NewLAA/OxfordshirerefreshedLAA180509.pdf

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Confidence Framework

Oxfordshire Safer Communities Partnership	TVP Pride and Confidence Program Board

Crime and Disorder Reduction Partnerships (x5)	Oxfordshire **Public Confidence Steering Group**	Oxfordshire Tackle Business Groups (x5)

Oxfordshire Communications Group

Overview of Delivery Plan – April 2010

Total Number of Actions		29
Number of Project Completed	🙂	28
Number of Project On Track	😐	1
Number of Projects At Risk	🙁	0

Objective 1 – *Dealing with things that matter to communities in Oxfordshire*

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
1.1	SMART, geographically specific, NH priorities - Ensure that all neighbourhood priorities are specific rather than generic so that they can demonstrate tangible progress against local priorities.	Neighbourhood	**TVP / LA** NH Inspectors / Community Safety Managers	Movement in BCS and Place Surveys Feedback from NAGs Solutions to include (where appropriate) visible action, such as environmental improvements.	Jan 2010	All Oxfordshire NH's now have specific NH Priorities. Those that don't have an explanation on the website as to why not [ie very recent engagement and NAG have not started the problem solving process]	🙂
1.2	Every Neighbourhood to have an effective engagement plan, (Pledge 7): Meetings and other engagement opportunities to be advertised on NH internet pages and elsewhere as appropriate. (For Future development - All NAGs to incorporate public participation into the meetings.)	Neighbourhood	**TVP / LA** NH Inspectors / Community Safety Managers	Monitoring/Review of engagement plans Monitoring of NH Internet pages and website Audit	July 2009	Every NH has an Engagement Plan and are now advertising public meetings on the TVP website under the branding of 'Have your say'	🙂
1.3	Local patrol plans will be in place for every neighbourhood police team based on priorities. These will incorporate partner agencies where appropriate. Plans to be submitted to BCU SPOC to enable identification of good practice and the collation of a 'menu of options' for effective patrol plans.	Neighbourhood	**TVP** NH Inspectors	Monitoring / Review of patrol plans Activity Analysis for NHP teams via Blackberry	July 2009	All Oxfordshire NH teams have been trained in new Oxon Patrol Plan. Part of TVP Performance Group framework and BCU/LPA Inspection process	🙂

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
1.4	Maximise the visibility and activity of NHP teams, by: Identifying specific opportunities for maximising visibility (ie. Village fetes, community events, patrol plans to include high foot-fall times/locations.) These will incorporate partner agencies where appropriate.	County	**TVP** Insp Talbot NH Inspectors Andy Prescott	Training to all NHP Teams. Produce an vents calendar for Oxfordshire	October 2009	Maximising visibility is part of the Policing Pledge training that has now been delivered to all Oxon NH Teams. BCU Operations now produce an events calendar for Oxfordshire	🙂
1.5	Develop problem solving skills and opportunities: Maximising opportunities for sharing good practice between NH teams and improving organisational memory. Strengthening local arrangements for joint agency problem solving Seeking to involve members of the public in local problem solving activities	District	**CDRP** Insp Talbot LPA Commanders / Community Safety Managers	Monitoring / Collation of NH action plans Oxfordshire Learning Exchange event taken place	January 2010	There is a brief input on problem solving training on policing pledge training. In addition NH Teams on all LPA's have had input from Sandy Nicholson Oxfordshire Learning Exchange event taken place – Sept 09	🙂
1.6	Communications training to be provided for all NH teams, NH administrators and NAG chairs / NAG Comms Leads	County	**TVP / LA** Jamie Carlin / Claire Gourlay	Training package developed and delivered	March 2010	3 out of 5 NH Administrators have received Comms trn and Comms Dept also provide an input during Policing Pledge Trn.	🙂

Objective 2 – Treat People Fairly and with Respect

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
2.1	Review physical access to front counters Identifying opportunities to improve Police front counter opening times to meet customer needs (ie. By remaining open at peak times such as lunchtimes Complete and Audit of ASB services in Oxfordshire Adapting services to meet specific local needs (ie. Ensuring information is accessible for people who are deaf, partially sighted, or for whom English is not their first language)	District	**TVP / LA** LPA Commanders / Community Safety Managers	Audit of ASB services in Oxfordshire complete and presented to Oxfordshire Safer Communities Partnership	March 2010	All front counters in TVP assessed for DDA compliance. Force wide public consultation exercise on opening times to commence shortly. New standard referral process in place for reports of ASB at front counters. Police communication boards and language line available in all front counters Audit of ASB Services completed in each CDRP in Oxfordshire Ongoing	🙂
2.2	Deliver Serving with Pride and Confidence training to all members of TVP staff.	County	**TVP** Jamie Carlin	Numbers of staff trained Impact on public confidence measures, Public surveys, complaints, staff surveys	March 2010	Ongoing	🙂
2.3	Review quality of service data (quantitative and qualitative) BCU level to identify indicators of disproportionality or poor service	County	**TVP** Supt Pearson	Impact on public confidence measures, Public surveys, complaints, staff surveys	Ongoing	Review of Data completed by TVP BCU Diversity Board in Dec 09	🙂

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
2.4	Identify any areas of disproportionality arising from local surveys.	County	**TVP / LA** LPA Commanders / Community Safety Managers	Impact on public confidence measures, Public surveys, complaints, staff surveys	Ongoing	TVP Neighbourhood Survey now completed every month. Citizen Panel Surveys completed in SODC, WODC, Oxford City. Place Survey completed across Oxfordshire. Ongoing	
2.5	Ensure that complaints are effectively dealt with by: Establishing, in each LPA, a process for reviewing and managing reports and complaints of incivility/rudeness. Establishing a BCU SPOC to collate and review reports of incivility/rudeness and ensure action is taken (eg organisational learning, training and discipline)	District	**TVP** LPA Commanders / BCU SPOC (Rob Angel)	Impact on public confidence measures, Public surveys, complaints, staff surveys	October 2009	Part of Performance Group review process. Ongoing	
2.6	Implement 'Professional Judgement' across the BCU to encourage the risk-based use of discretion when responding to calls for service	County	**TVP** Supt Pearson Jamie Carlin	Numbers of staff trained Impact on public confidence measures, Public surveys, complaints, staff surveys	February 2010	Ongoing	
2.7	CADO Champion to be appointed to review Public Confidence Delivery activity to ensure diverse needs of individuals and communities are adequately accommodated.	County	**TVP** CADO	Assessment (EIA) Completed	December 2010	EIA Completed	

Objective 3 – *Improve Public perception of levels of crime and anti social behaviour in Oxfordshire*

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
3.1	Improve local community confidence by: a. Using local surveys (Ref 2.4) and demographic data to identify communities where confidence is low and targeting reassurance campaigns towards those communities b. Incorporating community confidence into TVP / CDRP / OSCP performance management process	District / County	**CDRP** Community Safety Managers / LPA Commanders	Movement in BCS and Place Surveys	March 2010	Pilots completed 5 locations in Oxfordshire and evaluation presented to Confidence Steering Group in March	🙂
3.2	Increase and improve consultation and engagement activity, by: a. Adapting engagement activity to meet local needs, and b. Adapting activity to engage with hard-to-reach members of the community (ie. young people and the business community.	Neighbourhood	**TVP** NH Inspectors / Community Safety Managers	Review of NH Engagement plans Feedback from consultation events. Number of consultation events	March 2010	Pilots completed 5 locations in Oxfordshire and evaluation presented to Confidence Steering Group in March	🙂
3.3	Develop and implement an 'improving confidence' communications plan for each CDRP and the County, including: a. The establishment of monthly CDRP communication meetings to evaluate press coverage and plan future communication messages b. Increase the amount of information provided to the public about positive policing and LA activity, using the full range of communication methods and local media support.	District / County	**TVP / CDRP** **Victoria Brandon** Community Safety Managers / LPA Commanders	Survey and satisfaction data Number of joint initiatives. Positive media coverage: use of community messaging; number of community publications Positive media coverage, including features and input from local TV, radio and newspapers; use of community messaging; number of community publications.	March 2010	ASB funding of 35k agreed. Budget agreed and confidence project PID drafted for approval by Confidence Steering Group in April for implementation between April-Sept.	🙂

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
3.4	Introduce 'We asked – You said – We did' initiative.	District / Neighbourhood	**CDRP** Community Safety Managers / LPA Commanders	Survey and satisfaction data Number of joint initiatives. Positive media coverage: use of community messaging; number of community publications Positive media coverage, including features and input from local TV, radio and newspapers; use of community messaging; number of community publications.	March 2010	ASB funding of 35k agreed. Budget agreed and confidence project PID drafted for approval by Confidence Steering Group in April for implementation between April-Sept.	😐
3.5	Improve the quality of NH monthly neighbourhood police updates	Neighbourhood	**TVP** NH Inspectors / Claire Gourlay	Number of NP monthly updates which are compliant	June 2009	Training is provided to NH Administrators and Comms provide an input to NH Teams during Policing Pledge Trn. Part of TVP Performance Group framework and BCU/LPA Inspection process	🙂
3.6	Ensure all appropriate correspondence to members of the public includes an insert referring to the Policing Pledge and NP.	District	**TVP** BCU / LPA Commanders	Survey and satisfaction data	March 2010	Guidance sent to all LPA Commanders Ongoing	🙂
3.7	Reinvigorate the Force-wide campaigns with partners focused on burglary and robbery (Safer Homes/Safer Streets)	District	**TVP** Claire Gourlay / Crime Reduction Officers	Objectives of the campaign achieved. Serious acquisitive crime reduced.	Ongoing	Operation Confidence launched in Oct 2010 Operation Breaker in October 2010 Ongoing	🙂

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
3.8	Develop and implement An Oxfordshire wide campaign on anti-social behaviour	County / District	**NI 21 Steering Group / Oxfordshire Comms Group / CDRP** **Victoria Bartlett**	Objectives of the campaign achieved. Anti-social behaviour reduced	March 2010	ASB funding of 35k agreed. Budget agreed and confidence project PID drafted for approval by Confidence Steering Group in April for implementation between April-Sept.	🙂
3.9	Reinvigorate the Operation Falcon branding for all drugs related activity	County	**TVP** Claire Gourlay / Leigh Thompson	Objectives of the campaign achieved. Anti-social behaviour reduced	Jan 2010	Operation Falcon is now considered as part of any drugs related inititives in Oxfordshire	🙂
3.11	Increase numbers of TVP / Partnership staff willing and able to talk to media through targeted media training.	County	**TVP** Jamie Carlin	Staff attending media training.	March 2010	CDRPs have attended Home Office Confidence Training - Nov 09 TVP Probationers receive media input. Planned ICE Training in 2010 TVP staff attend Media training Ongoing	🙂

Objective 4 - *Provide a satisfactory response to crime and anti social behaviour in Oxfordshire*

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
4.1	Establish monitoring around the Policing Pledge to include compliance visits conducted jointly with TVPA	District	**TVP** LPA Commanders	Compliance measures contained within the plan	January 2010	Part of TVP Performance Group framework and BCU/LPA Inspection process Ongoing	🙂
4.2	Dip sampling of crime reports by first line supervisors and senior managers to evaluate quality of police investigations and contact with the public to ensure Policing Pledge compliance. Pledge 8	District	**TVP** LPA Commanders	Customer survey feedback	Ongoing	Part of TVP Performance Group framework and BCU/LPA Inspection process Ongoing	🙂
4.3	Ensure compliance with the Victims Code and Witness charter in a way that meets individual expectations and is Policing Pledge compliant Pledge 9	District	**TVP** LPA Commanders	Complaints and satisfaction data	March 2010	Part of TVP Performance Group framework and BCU/LPA Inspection process Ongoing	🙂

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
4.4	Review the routing/ownership/response process for calls/messages, including: a. A process for providing an initial response in the event that the NH team is not on duty. b. Agreements with callers to manage expectations and explain how their query will be dealt with. c. A review of ASB customer services and Response (Ref 21.1)	County	**TVP / LA** LPA Commanders / Community Safety Managers	Satisfaction data Audit of ASB services in Oxfordshire complete and presented to Oxfordshire Safer Communities Partnership	December 2009	Part of TVP Performance Group framework and BCU/LPA Inspection process Audit of ASB Services completed in each CDRP in Oxfordshire Information sent to the Home Office by Supt Blake. Ongoing	☺
4.5	Analysis ASB offences (police and council data) and survey results and then implement appropriate responses in accordance with Pledge 8, including: a. Work to establish what information communities want. b. Timely updates/results, showing what has happened to local offenders or offences of interest	District	**TVP / LA** Emma Hatlan / Dan Bowden / Claire Gourlay LPA Commanders / Community Safety Managers	Satisfaction data Neighbourhood surveys	March 2010 Ongoing	Ongoing	☺

Action Ref	Action	Neighbourhood / District / County / National	Owner	Measure	Timescale	Update	RAG Status
4.6	Ensure that arrangements are in place to identify and support those subject to repeat ASB reports in accordance with Pledge 9	District	**TVP / LA** LPA Commanders / Community Safety Manager	Satisfaction data Neighbourhood surveys	December 2009	Part of TVP Performance Group framework and BCU/LPA Inspection process Audit of ASB Services completed in each CDRP in Oxfordshire Monthly analysis of repeat ASB distributed to all LPAs and CDRPs in Oxfordshire	🙂

RAG Status Key	
Completed	🙂
On Track	😐
At Risk	🙁

Project Initiation Document (PID)
For
The Oxfordshire *Safe & Confident Communities* Project

Key Objective: To successfully implement a campaign in Oxfordshire to increase public confidence that the police and local authorities are effectively tackling crime and anti social behaviour.

Strategic Intentions:

i. To ensure a public confidence campaign is coordinated and key milestones are achieved.

ii. To increase public confidence, assisting the Local Strategic Partnership to achieve its local area agreement target (NI21) to increase public confidence by 5% (33.1% by March 2011).

iii. To effectively use human and financial resources to support the project.

Control Sheet

Project Sponsor:	Bill Oddy (WODC) and Amanda Pearson (TVP)
Project Manager:	Daniel Bowden (TVP)
Project Staff:	• Vicky Brandon (Communications) • Danielle Hilton (Communications) • Chris Kearny (Communications) • Claire Gourlay (Communications) • Andy Heath (Communications) • Project Assistant (TBD)
Planned Start Date:	April 2010
Planned Completion Date:	August 2010
Approval Sign-Off:	By Project Sponsors
Distribution:	Only to the following: • Project Sponsor • Project Manager • Project Staff (X6) • Oxfordshire Public Confidence Steering Group • Nigel Strick (OCC) • Brendan Odowda (TVP)

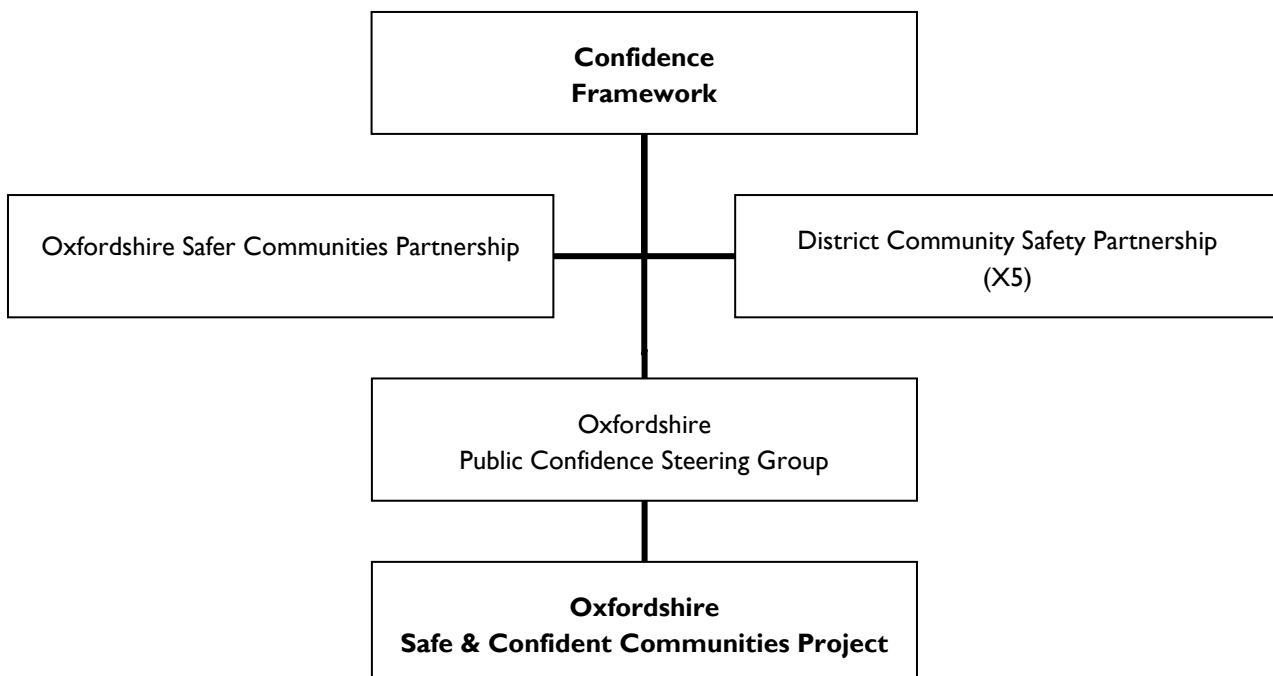| Version No.	Date	Author(s)	Notes on Revisions
01	23 March 2010	Bill Oddy / Daniel Bowden	First draft for approval
02	29 March 2010	Bill Oddy / Daniel Bowden	Change of area for Communication Team
03	6 April 2010	Bill Oddy / Daniel Bowden	Update of Project Team diagram
04	21 April 2010	Bill Oddy / Daniel Bowden	Change of project name

1. Background

Confidence in how the police and local authorities tackle crime and anti social is a national priority and The Oxfordshire Partnership has adopted National Indicator 21 (NI 21) as one of its targets in the Local Area Agreement (LAA2)[2]. The indicators chosen for the Local Area Agreement (LAA) are directly related to the priorities identified in the Sustainable Community Strategy which has been developed by the Oxfordshire Partnership following extensive community engagement.

The Home Office has set 'top down' targets for each police in England and Wales which when achieved would mean that, nationally, 60% of people will be confident that the police and partners are addressing the anti social behaviour and crime issues that matter locally - a 15% point increase from the current position. For Thames Valley Police the final target is 59.2% by the end of March 2012 with an expectation that the force will meet 54.2% by the end of March 2011 (The baseline is 46.0%).

In Oxfordshire the target is measured using a different survey called the 'Place Survey'. The baseline in Oxfordshire for NI 21 is 28.1%. The target agreed with GOSE is 5% (33.1% by March 2011).

The key to delivering these targets will be for a coordinated approach and the Oxfordshire Public Confidence Steering Group was established by the Oxfordshire Safer Communities Partnership to develop and monitor a delivery plan in 2009/10. The delivery plan contained 29 actions and 27 of these have been achieved. The final two actions relate to a public confidence campaign across Oxfordshire prior to the Place Survey that will be conducted in September 2010 with the results being published in Spring 2011.

This Project Implementation Document outlines the project objectives, the strategic intentions, project structure, planned activity (see Project Plan), risks, financial implications (See project Budget). It also outlines the resources that are required to deliver the Oxfordshire Safe & Confident Communities Project.

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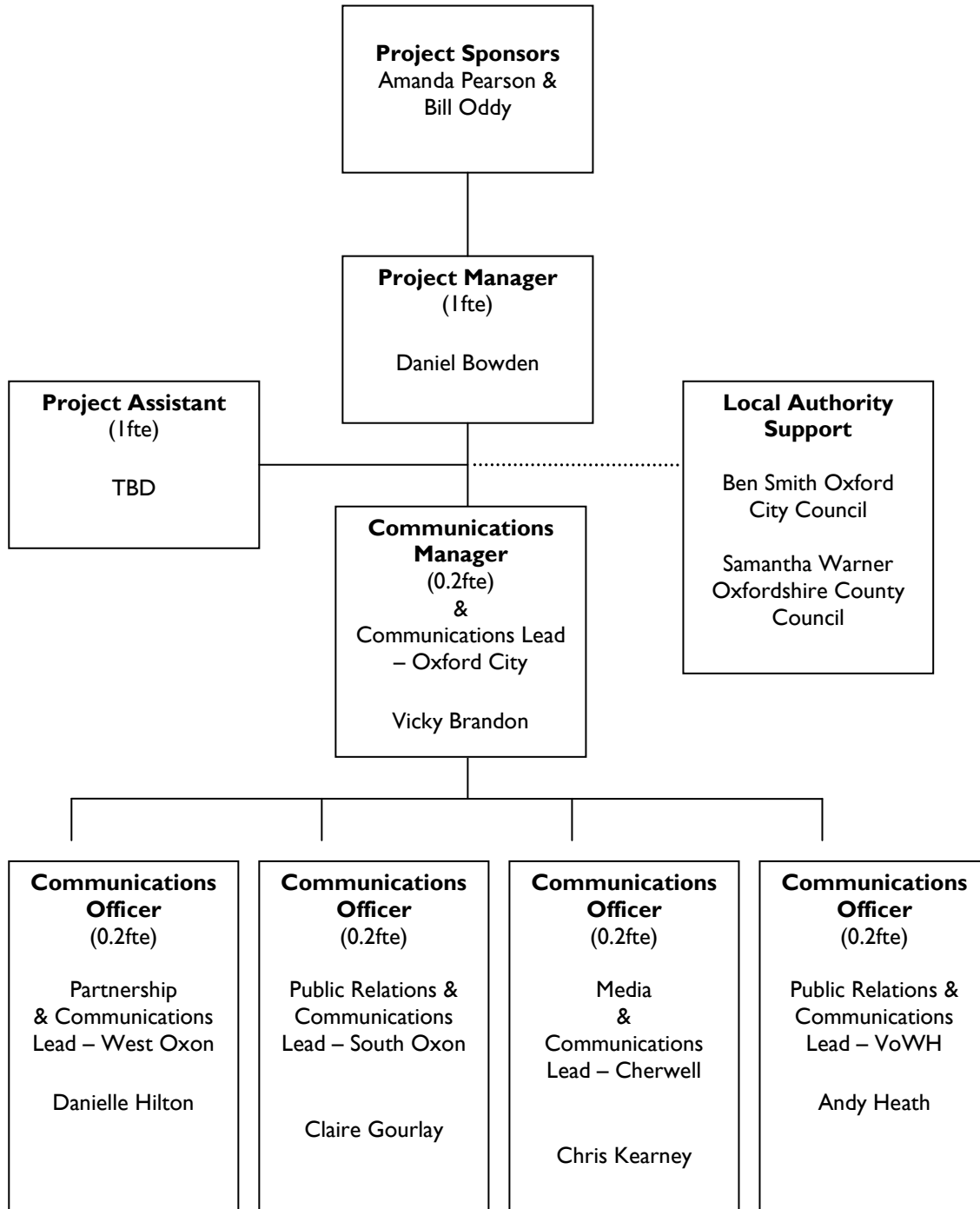
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[2] http://portal.oxfordshire.gov.uk/content/public/oxfordshirepartnership/NewLAA/OxfordshirerefreshedLAA180509.pdf

2. Project Definition & Scope

1. To put in place a project structure and governance arrangements to manage risks
2. To coordinate project activity
3. To manage financial and human resources

The project structure is contained in the chart below.

```
                        ┌──────────────────────┐
                        │   Project Sponsors   │
                        │   Amanda Pearson &   │
                        │      Bill Oddy       │
                        └──────────────────────┘
                                   │
                        ┌──────────────────────┐
                        │   Project Manager    │
                        │       (1fte)         │
                        │                      │
                        │    Daniel Bowden     │
 ┌────────────────────┐ └──────────────────────┘ ┌──────────────────────┐
 │ Project Assistant  │            │              │  Local Authority     │
 │      (1fte)        │            │              │     Support          │
 │                    │............│..............│                      │
 │       TBD          │            │              │  Ben Smith Oxford    │
 └────────────────────┘ ┌──────────────────────┐ │   City Council       │
                        │   Communications     │ │                      │
                        │     Manager          │ │  Samantha Warner     │
                        │      (0.2fte)        │ │  Oxfordshire County  │
                        │        &             │ │     Council          │
                        │ Communications Lead  │ └──────────────────────┘
                        │   – Oxford City      │
                        │                      │
                        │   Vicky Brandon      │
                        └──────────────────────┘
```

Communications Officer (0.2fte)	Communications Officer (0.2fte)	Communications Officer (0.2fte)	Communications Officer (0.2fte)
Partnership & Communications Lead – West Oxon	Public Relations & Communications Lead – South Oxon	Media & Communications Lead – Cherwell	Public Relations & Communications Lead – VoWH
Danielle Hilton	Claire Gourlay	Chris Kearney	Andy Heath

2.1 Relationships / interdependencies with other projects

The Project will be managed by a dedicated Project Manager who will report to the two Project Sponsors (one from the police and one from local government). The project will have a project assistant post and there will be a dedicated communications officer for each local police area/community safety partnership.

The Project Manager will regularly update the Confidence Steering Group of Project Progress.

The project will also involve liaising with a number of organisations that will be able to assist; these include:

- Local Authorities (Community Safety Managers)
- Local Authorities (Communications Officers)
- TVP HQ (Local Policing)
- TVP (Corporate Communications)
- TVP Oxfordshire BCU (Resources)
- TVP Local Police Areas (Area Commanders)
- The local media

A project Directory contains contact details of the officers involved in the project will be published.

2.2 Costs / Resources

The project has a budget of £35,000. Any proposed expenditure up to £2,000 must be approved in advance by the Project Manager and one of the project sponsors. Any proposed expenditure above £2,000 must be approved in advance by the Project Manager and both the project sponsors. The budget will be reviewed every month by the Project Manager who will report to the Project Sponsors.

The Project Manager will be seconded to the project from the 12/4 – 1/9 and the costs associated with a member of staff 'back filling' this post will be met from the project budget. The exact time the Project Manager is allocated to the project will be agreed at the start of the project and reviewed every monthly.

The Project Assistant will be seconded to the project from the 19/4 – 1/9 and the costs associated will be met from the project budget. The exact time the Project Assistant is allocated to the project will be agreed at the start of the project and reviewed every month.

There are five communications specialists who will been allocated to the project as outlined on Page 4. The exact time the communications specialists will be allocated to the project will be agreed at the start of the project and reviewed every month. Each communications specialists will have responsibility for a geographical area (City, West, South, Vale, Cherwell)

2.3 Key Deliverables / Milestones including Quality Outcomes

Set these at the outset, so they can be measured on an ongoing basis and reviewed at the end.

Key Deliverables / Milestones	When	Lead Officer	Quality Outcomes
Agreement of PID	1/4/10	BO	Project structure achieved
create Project budget	1/4/10	BO	Audit and accountability systems in place
Identify and record key tasks	1/4/10	DB	SMART project tasks
Create project plan with key tasks (Deliverables / Milestones)	1/4/10	DB	Project timeline established
Campaign launch	18/5/10	VB	Campaign brand launched

2.4 Key Risks

A full risk assessment of the project will be completed by the Project Manager. The document will be a 'living assessment' that will be reviewed by the Project Management every month.

The project documentation (PID, Project Plan, Project risk assessment, budget) have been approved by the Project Sponsors.

3. Project Controls & Reporting

1.   The PID will be approved by the project sponsors.

2.   The Project Management Group (Project Manager and Project Sponsors) will review the project plan, risk assessment, and budget monthly.

4.   Quality Checklist

Ref	Quality Activity	Responsibility
01	Documentation check. E.g. All documents needed to manage the project are in place, approved and have correct version status.	Daniel Bowden
02	Project plan reviewed every week and progress updated	Daniel Bowden
03	The Project Management Group (Project Manager and Project Sponsors) will review the project plan, risk assessment, and budget monthly	Amanda Pearson / Bill Oddy / Daniel Bowden

Area	Place Survey Baseline	Agreed total % Increase	March 2011 Target
Bracknell Forest	26.2%	6.0%	32.2%
Buckinghamshire	23.1%	6.0%	29.1%
Milton Keynes	22.8%	8.2%	31.0%
Oxfordshire	**28.1%**	**5.0%**	**33.1%**
Reading	25.4%	8.2%	33.6%
West Berkshire	22.6%	6.4%	29.0%
Windsor and Maidenhead	25.1%	6.3%	31.4%
Wokingham	28.7%	6.2%	34.9%

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NI21 - Dealing with local concerns about anti-social behaviour and crime by the local council and police