



Guidance on PCSP Planning 2019– 2022

Updated November 2018

Contents

1. Introduction	4
2. Background and Context	6
Joint Committee and PCSP Strategic Priorities	8
PCSP Budgets	10
Context and Considerations	10
3. PCSP Strategic Plan 2019-22	
Strategic Assessment	16
Strategic Plan	18
Action Plans	19
Strategic Priority Sub-groups	20
4. Outcomes Based Accountability and PCSP Planning	
Outcome Based Accountability (OBA)	21
The Relationship Between Population and Performance Accountability	24
The Importance of Effective Performance Management for PCSPs	25
5. Submission of the PCSP Strategic Plans	26
Activity & Reporting Schedule	27
<i>Appendix 1: OBA Glossary of Terms</i>	29
<i>Appendix 2: Schematic Overview of the OBA PCSP Planning & Delivery Process</i>	30
<i>Appendix 3: Overview of PCSP Planning & Delivery Process using OBA</i>	31
<i>Appendix 4: Action Plan Template</i>	32
<i>Appendix 5: PCSP Budget Spreadsheet Template</i>	40

Appendix 6: <i>Example Generic Performance Measures</i>	41
Appendix 7 <i>Report Card Templates Whole Population & Project</i>	42
Appendix 8 <i>Relevant Publications & Data Sources</i>	43
Appendix 9: <i>NICS strategies which mention PCSPs</i>	50
Appendix 10: <i>Example Turning The Curve At population Level</i>	52

1. Introduction

In 2016, the NI Assembly adopted an outcomes-based accountability (OBA) approach for developing the 2016-21 Programme for Government (PfG). OBA challenges us to measure our success by looking at the impact our programmes have on people's lives.

The Department of Justice leads on Outcome 7 which is **'We have a safe community where we respect the law and each other'**.

It also leads on three of the primary Indicators linked to Outcome 7: PfG Indicator 1: Reduce crime; PfG Indicator 38: Increase the effectiveness of the justice system; and PfG Indicator 39: Reduce re-offending.

The DoJ Draft Departmental Business Plan contains seven key priority areas, or strategic drivers, as follows:

Programme for Government (PfG);
Budget;
Keeping Communities Safe (including 'Fresh Start' agenda);
Modernising the Justice System;
Reducing Reoffending;
Brexit; and
Dealing with the Past.

Policing and Community Safety Partnerships contribute into the Keeping Communities Safe (including 'Fresh Start' agenda);

This Guidance revises the Planning Guidance issued to all Council Chief Executives and all Policing and Community Safety Partnerships in October 2018

1.1 The purpose of this document is to assist Policing & Community Safety Partnerships (PCSPs) to set out the priority areas for action by the PCSP. PCSPs are required to:

- Review and confirm priority policing and community safety issues based on a strategic assessment;
- Describe what the PCSP aims to achieve;
- Communicate the content of their action plans and how the PCSP will work to deliver its action plans;

- Explain how the PCSP will work in partnership to make the best use of resources;
 - Explain how Outcomes Based Accountability (OBA) will be used to measure and manage performance of PCSPs.
- 1.2 The existing Strategic Plan covering the period April 2016 to March 2019 is coming to an end. **Therefore a full Strategic Assessment is required for the 2019/22 period to inform future PCSP Action Plans.**
- 1.3 PCSPs are required to undertake a Strategic Assessment to ensure the Strategic Plan continues to reflect local policing and community safety needs. Action Plans must be updated to reflect any changes in priorities and emerging issues.
- 1.4 PCSPs are required to use the OBA approach including Turning The Curve Exercises for developing and monitoring their annual action plans, to better measure the impact their actions have in their PCSP area and help with the evaluation of projects and programmes of work. The Joint Committee will be using OBA and Turning The Curve methodology as a tool to help measure PCSP effectiveness.

2. Background and Context

- 2.1 The overall purpose of the Policing and Community Safety Partnerships is to help make communities safer, and to ensure that the voices of local people are heard on policing and community safety issues. The aim is to empower communities to develop solutions that will help to tackle crime, fear of crime and anti-social behaviour.
- 2.2 The Partnerships should aim to contribute to wider justice issues and, at a strategic level, to the achievement of targets set in:
- the 2016-21 Programme for Government ; and
 - the Northern Ireland Policing Plan.
- 2.3 PCSPs should note that other departmental strategies may also include PCSPs as contributing to the delivery of their work. Where this is the case, Departments have been advised to consult with PCSPs and Joint Committee prior to publication. Following engagement with all Departments, a copy of known strategies which mention PCSPs as contributors is attached at **Appendix 9**. PCSPs should ensure they are aware of these strategies and the organisations expectations.
- 2.4 PCSPs should also aim to help set the local agenda for community safety in their Council areas, supporting the delivery of services to tackle policing and community safety priorities identified through consultation.
- 2.5 The PCSP Policing Committees are tasked with carrying out functions in relation to:
- identifying priorities (through their consultation activities) for consideration in the development of the local Policing Plan;
 - monitoring police performance against the local Policing Plan;
 - and

- gaining the co-operation of the public with the police in preventing crime and enhancing community safety in each of their districts.

2.6 In summary, PCSPs are required to:

- Undertake a Strategic Assessment
- Consult on a regular basis with local communities, the statutory and voluntary sectors, and other relevant organisations on the basis of the strategic assessment;
- Confirm priority issues of concern;
- Produce a 3 year Strategic Plan
- Develop and implement an action plan using;
 - Turning The Curve methodology to aid forward planning for relevant projects and programs of work, and
 - OBA performance management principles to monitor and measure the impact of their work and the implementation of their action plans.

In doing so, PCSPs will deliver a positive difference to communities, contributing to a reduction in crime, enhancing community safety and improving public confidence in policing in their areas.

Joint Committee and PCSP Strategic Priorities

2.7 The Joint Committee has agreed the PCSP Strategic Priorities and these are indicated below. The Strategic Priorities may be reviewed by Joint Committee to ensure that they are fit for purpose in relation to the effectiveness of PCSPs.

Strategic Priority 1 – to successfully deliver the functions of the Policing and Community Safety Partnership for the area by:

- Engaging with local community and statutory groups to identify local concerns in relation to policing and community safety, and to invite their contribution to prioritising and addressing those concerns;
- Preparing the PCSP's plan and organising the work of the partnership to meet priority needs;
- Putting in place implementation structures and delivery mechanisms and facilitating resident focused participatory community safety structures that will contribute to a reduction in crime and the enhancement of policing and community safety in the Partnership's area, directly through the collaborative working of the membership of the Partnership, through the work of its delivery groups or through working in partnership with, or supporting the work of, others;
- Increasing PCSP awareness with the public and key stakeholders by planning communications activity to more proactively inform and promote the work of the PCSPs.

Strategic Priority 2 – to improve community safety by tackling actual and perceived crime and anti-social behaviour through:

- Working in partnership with designated partners, local statutory bodies/agencies, the voluntary sector and the community to deal with, and reduce the impact of, actual and perceived anti-social behaviour and crime in the community;
- Ensuring that local statutory bodies and agencies deal with anti-social behaviour and crime related issues that matter in their area;
- Providing comprehensive community input into decision making processes about tackling actual and perceived anti-social behaviour and giving feedback on the effectiveness of interventions on meeting outcomes;
- Identifying and implementing ways to educate communities about the realities of anti-social behaviour and crime;
- Contributing to delivery of the Community Safety action plans, and initiatives that improve community safety.

Strategic Priority 3 – to support community confidence in policing through:

- Ensuring local accountability through the Policing Committee's role in monitoring police performance;
- Ensuring that policing delivery reflects the involvement, views and priorities of local communities;
- The inclusion of initiatives/projects in PCSP plans aimed directly at meeting the objectives of the Northern Ireland Policing Plan;
- Identifying, priorities from the PCSP Plan for consideration in the development of the local Policing Plan which are consistent with the Northern Ireland Policing Plan;

- Improving policing service delivery in partnership with local communities to build and strengthen public confidence in policing;
- Supporting effective engagement with the police and the local community, with specific emphasis on engagement with children, young people, at risk communities and disadvantaged communities;
- Building community confidence in the rule of law and embedding a culture of lawfulness by supporting the locality based engagement that will emerge from local co-design in taking forward the Executive Action Plan as set out in Fresh Start and the Programme for Government.

PCSP Budgets

2.8 At this point, it is not possible for the Joint Committee to confirm PCSP allocations. The Joint Committee will advise on final PCSP budgets as soon as possible however PCSPs will be expected to ensure seamless delivery of the Action Plan from the start of the new financial year.

Context and Considerations

2.9 In addressing the three Strategic Priorities, PCSPs are required to take account of a number of developments, including:

(a) Criminal Justice Inspection NI report “PCSPs A review of governance, delivery and outcomes”

In December 2014, the Criminal Justice Inspection Northern Ireland (CJINI) published its findings¹, and made a number of recommendations. In summary the report recommended that PCSPs:

- Continue to evolve;
- Strip back bureaucracy;
- Reduce costs;
- Make community planning the focal point for delivery of long term aims; and
- Ensure delivery is closely linked to improved community safety for local communities.

¹ <http://www.cjini.org/CJINI/files/aa/aacda6ac-11fa-4d0a-944a-4ba2cd4eed28.pdf>

**(b) Criminal Justice Inspection NI report “Anti-Social Behaviour
A follow-up review”**

In June 2016, the Criminal Justice Inspection Northern Ireland (CJINI) published its findings² to a follow-up review to its 2012 inspection of the criminal justice system’s approach to addressing anti-social behaviour (ASB) in Northern Ireland. The report noted the need for PCSPs to address the operational recommendations as detailed below:

² <http://cjini.org/TheInspections/Inspection-Reports/Latest-Publications.aspx?did=1728>

Operational Recommendation 2

- The Policing and Community Safety Partnerships are utilised as a mechanism by which to provide comprehensive community input into decision making processes about tackling ASB and feedback on the effectiveness of interventions.

Operational Recommendation 3

- PCSPs should, with support from the DOJ, identify and implement ways to educate their communities about the realities of ASB.

Operational Recommendation 4

- The PSNI, supported by the DOJ and the NIPB, should target areas of higher crime and disorder levels when further developing the number of Neighbourhood Watch schemes in Northern Ireland.

[Whilst the PSNI lead on this recommendation, PSCPs have also an important role to play in helping develop Neighbourhood Watch schemes.]

The report notes the positive role of PCSPs. **It also highlights the need to develop a baseline measure against which projects can be assessed.**

(c) Public Satisfaction with PCSPs

The Omnibus survey reports on public perceptions of the role and work of the Policing and Community Safety Partnerships.

The latest Omnibus Survey results published in September 2018 found that;

Less than half of respondents (44%) had heard of PCSPs.

Almost one third of respondents (31%) who had heard of PCSPs knew how to contact their local Policing and Community Safety Partnership about local policing and community safety and 32% of respondents who had heard of PCSPs, felt that their local PCSP has helped to improve policing in their local area.

Full details of the 2018 Omnibus survey can be found in the survey publications on the Board's website at the following link:

<https://www.nipolicingboard.org.uk/publications-search>

(d) Maintaining a local connection in the context of a wider geographical district

A key strength of PCSPs is their connection locally into communities, understanding the needs and issues locally and

developing tailor made programmes of intervention to deal with these. CJINI has considered this in their 2014 inspection report of PCSPs, recommending consideration of thematic as opposed to geographical sub-groups within the PCSP structure.

(e) Together: Building a United Community

The Northern Ireland Executive's Good Relations Strategy, Together: Building a United Community (T:BUC), which was launched by the First Minister and deputy First Minister in May 2013, has four key priorities:

- Our Children and Young People;
- Our Shared Community;
- Our Safe Community; and
- Our Cultural Expression.

While local good relations work delivered under all four of these priorities may compliment the objectives of PCSPs, T: BUC makes specific reference to the role of PCSPs under two priorities – Our Shared Community and Our Safe Community. In recognising this role, T: BUC states Government will '*ensure that District Council Good Relations Action Plans display close linkages with the PCSPs*'.

In January 2014, the then OFMDFM (now the Executive Office) wrote to all Council Chief Executives to advise them of the responsibility under T:BUC for District Councils Good Relations programmes (DCGRP) to work closely with their local PCSPs and to ensure that their Good Relations plans should illustrate development and implementation of this process between the two services.

(f) Fresh Start Panel Report on the Disbandment of Paramilitary Groups in Northern Ireland

A Three Person Panel, established to report to the Executive with a strategy to tackle these issues published its recommendations on 7 June 2016.

In response, 'A Fresh Start – the Stormont Agreement and Implementation Plan' was published in November 2015 setting out proposals to tackle challenging and intractable community issues, including paramilitarism and organised crime while promoting the rule of law.

As noted in the Joint Committee Communique 5, issued 29 June 2016, the report, noted the two specific recommendations below, the first of which has been addressed partially in the review of strategic objectives at paragraph 2.7. PCSPs should be mindful of these recommendations during their business planning.

Recommendation A6 - In setting the strategic objectives of PCSPs, the Department of Justice and Policing Board should ensure that the partnerships focus on building community confidence in the rule of law and embedding a culture of lawfulness.

Recommendation A7 - The designated organisations should also ensure that their representatives are sufficiently senior and committed to building effective partnerships

(g) Community Planning

The Criminal Justice Inspection NI report "PCSPs, A review of governance, delivery and outcomes" recommended that the Community Plan should be the focal point for delivery of the long-term aims of the PCSP and that the action plans of the PCSPs should feed into the Community Plan.

As part of the community planning process, each council area has provided an assurance that PCSPs will be considered as the key delivery mechanism for community safety actions within community

plans. Accordingly, actions within the PCSP action plans should align with community safety actions within the community plan.

(h) Participatory Budgeting

Participatory budgeting is a process of democratic deliberation and decision-making, in which ordinary people decide how to allocate part of a municipal or public budget.

Participatory budgeting allows the community to identify, discuss, and prioritise public spending projects, and gives them the power to make real decisions about how money is spent.

Should your PCSP decide to utilise Participatory Budgeting as a means of community engagement and delivery this should be detailed in your PCSP Strategic Plan and highlighted in the PCSP Action Plan.

The Department of Justice Analytical Service Group have at <https://www.justice-ni.gov.uk/publications/rs-bulletin-112018-published-perceptions-organised-crime-findings-from-the-october-2017-northern-ireland-omnibus-survey-titled-perceptions-of-organised-crime-in-northern-ireland>. PCSPs may wish to consider this document as part of their Strategic Planning.

3. PCSP Strategic Plan 2019-22

3.1 There are three key stages to PCSP Strategic Planning;

- a strategic assessment;
- a 3 year strategic plan; and
- annual action plans

A schematic overview of the PCSP OBA planning and delivery process is included at **Appendices 2 & 3**.

Strategic Assessment

3.2 Effective partnership working requires commitment from all partners and the resources necessary to do the job. PCSPs need to underpin their actions and outcomes with good understanding and clear evidence.

3.3 It is essential that partnership working is intelligence led i.e. reflective of community problems and issues, contingent on quality analysis of data and supported by a strong culture of continuous improvement focused on achieving positive outcomes for communities.

3.4 Robust information about local issues, properly shared and analysed, is needed to drive performance monitoring, reporting, decision making and to stand the test of scrutiny. The OBA and strategic assessment approach will enable partnerships to focus on the right actions, to improve in the right areas, to address the right challenges and ultimately to provide the best possible community safety services for local communities.

3.5 A Strategic Assessment (SA) and Plan is a strategic, long-term, forward looking document focused on outcomes and based on evidence. The SA evidences and strengthens the vital role PCSPs play in reducing crime and making communities feel safer. The SA process examines underlying causes of community safety issues e.g. deprivation, poverty, health issues, unemployment and

education inequalities as well as social and economic challenges and helps PCSPs to take a preventative and early intervention approach when tackling community safety issues.

- 3.6 The SA also evidences the role PCSPs will play in the wider Community Plan and how, through the work of the PCSP, a number of shared agendas and outcomes can be achieved. In essence, the SA process aims to tackle the most persistent of problems by understanding the reasons and causes behind the issues be they societal, economic, attitudinal or behavioural.
- 3.7 To be used effectively to plan budgets or commit resources around future delivery, the SA must contain accurate and reliable data from as many different partners as possible. The SA process should undertake a detailed review of the evidence base in order to provide a clear understanding and explanation of key issues and causes of concern within an area. The document should also present recommendations as to how those issues could be tackled.
- 3.8 This can be achieved by collating, combining and analysing data from partner agencies, key stakeholders and the community. Incorporating community engagement results is important as it ensures the analysis and subsequent recommendations are reflective i.e. highlighting issues and solutions as identified by the community.

Strategic Plan

3.9 The Strategic Plan will define the high level outcomes and indicators at a population level (i.e. for each PCSP) for community safety work as well as telling the story of the current position and direction needed to go in to improve this situation (baseline) and articulating the types of project/initiative/work streams that could contribute to this change in direction.

3.10 The seven OBA related questions at para 4.6 should be answered for the 2019 strategic plan.

Submitting the PCSP Strategic Assessment

3.11 Ensure that your Strategic Assessment contains the following;

- 1 Executive Summary
- 2 Process for the Audit and Consultation
- 3 Findings from the Community Consultation Process (Information obtained from questions 1-3 of the OBA turning the curve exercise should provide information for this section)
- 4 Findings from Statistical Audit (Information obtained from question 4 of the OBA turning the curve should provide Information for this section)
- 5 Summary of findings from the strategic assessment (desk-top statistical audit and community consultation).
- 6 PCSP Strategic Plan 2019 – 2022 (Information obtained from questions 5-7 of the OBA turning the curve exercise should provide information for this section)

Appendices

- Appendix I – Detailed Statistical Analysis
- Appendix II – Community Survey Findings

Action Plans

3.12 For each of the 3 agreed Strategic Priorities, PCSPs are required to develop annual action plans.

A Template for annual Action Plan submission is included at Appendix 4.

3.13 Performance accountability within projects should be underpinned by the following principles:

- Using an OBA approach, for which PCSP managers and their teams have received training by Joint Committee, including consideration of the 7 questions at 4.8.
- A common understanding of key priorities reflected by chosen indicators, focusing on prevention and early intervention across partners.
- Collaboration wherever it makes sense and value to do so, reducing duplication and overlap, joining up services where possible.
- Interventions should be evidence-based, using robust analysis, proportionate in response, joining up and targeting resources to the most vulnerable areas and individuals, ensuring sustainability.
- Ensure engagement with the community, and their priorities, encouraging and enabling them to take responsibility for issues that the public sector cannot/ should not respond.

A Whole Population Report Card will be produced for each chosen indicator and for each individual project (including every Small Grant awarded by the PCSP) the PCSP will prepare and retain a Project Report Card.

Whole Population and Project Report Card Templates are included at Appendix 7.

3.14 The Joint Committee will use the information in the Whole Population Report Cards on a quarterly basis to review progress made by the PCSP in the delivery of the Action Plan.

Whole Population Report Cards containing accumulative information must be submitted at the same time as the quarterly budget claim in order for the claim to be processed.

Strategic Indicator Sub-groups

3.15 To co-ordinate and deliver activity in the various areas of the strategy, it is recommended that PCSP establish a number of Indicator (or Turning the Curve) sub-groups.

3.16 Indicator (or Turning the Curve) sub-groups will address the following:

- Implement actions to deliver the strategic plan;
- Use an intelligence-led approach to develop an appropriate action plan to meet the aims of the PCSP Strategic Plan; it may be the case that action plans can be lifted directly from the local action plan which uses the template at **Appendix 4**;
- Decide if it needs to establish project teams to undertake specific pieces of work; and;
- Be accountable to the PCSP and the Joint Committee on progress.

3.17 Each indicator sub-group may consist of elected, independent and designated members of the PCSP and also include other key stakeholders who can contribute to, or have an expertise in, the specific indicator.

3.18 Each indicator sub-group should provide regular updates to the PCSP, using the Whole Population report card template at **Appendix 7**. The sub-group should also have sight of individual Project Report Cards (as per the template at appendix 7) to monitor the effectiveness of

individual actions or projects. These updates will be necessary to contribute to and inform the PCSP Quarterly Progress Reports made to the Joint Committee on performance against the annual action plan.

4 Outcomes Based Accountability and PCSP Planning

Outcomes Based Accountability (OBA)

- 4.1 OBA is a way of structuring planning to improve outcomes for whole populations and for improving services. The structure provided by OBA provides individuals, teams and groups of stakeholders with a common language (**Glossary of Terms at Appendix 1**) and a framework for thinking about, and planning action, to improve outcomes at a population level or for beneficiaries/participants of programmes or projects.
- 4.2 The OBA approach focuses on outcomes that are desired and monitored, and evidence progress towards those desired outcomes. Key features of OBA include:
 - 4.3 Population Accountability – this is about the well-being of whole populations (e.g. all people living in a PCSP area or all people living in Northern Ireland). This accountability is not the responsibility of any one agency or programme. It is about agencies across a number of sectors collaborating to improve outcomes. Outcomes are the conditions of wellbeing that are desired for a defined population.
 - 4.4 For PCSPs the outcome is as follows: “*We have a safe community where we respect the law and each other*”. How well as a society we are achieving this outcome will be monitored by the Joint Committee at a NI population level using the following indicators:
 - 4.4.1 Crime rate;
 - 4.4.2 ASB rate;
 - 4.4.3 % of public with confidence in policing; and

- 4.4.4 % of people in Northern Ireland who worry about being a victim of crime (Fear of Crime).
- 4.5 It is expected that a number of the indicators above will be used by many, if not all, of the PCSPs. However, at each PCSP level, different (and potentially additional) indicators may be used depending on the particular issues within that PCSP area.
- 4.6 At a population level, turning-the-curve is the main planning process within OBA which is structured under the following seven population accountability questions:
1. What are the quality of life conditions that we want for the children, adults and families that live in our community?
 2. What would these conditions look like if we could see them?
 3. How can we measure these conditions?
 4. How are we doing on the most important of these measures?
 5. Who are the partners that have a role to play in doing better?
 6. What works to do better including no-cost and low-cost ideas?
 7. What do we propose to do?

A worked example of TURNING THE CURVE AT A POPULATION LEVEL is included at Appendix 10

- 4.7 Performance Accountability – this is about the well-being of client populations who receive a service from an agency or service provider. Accountability for the success, or otherwise, of a programme, service or project rests with those who provide it. This looks at the actions we want to implement in order to effect change. In terms of the PCSPs these will be the projects and initiatives that have been agreed in the annual plan. Following the OBA methodology, **prior to the commencement of each project and initiative**, performance measures will be established to

enable progress to be tracked and reported under the following categories:

- **How much did we do?** (the quantity of effort, i.e. the number of beneficiaries of a project and the number of core activities carried out);
- **How well did we do it?** (the quality of effort, i.e. Timeliness of activities: Attendance levels: satisfaction of beneficiaries: cost per unit: Adherence to standards)
- **Is anyone better off?** (the impact on project beneficiaries. i.e. Behaviours change: Attitudes shift: Circumstances change: Knowledge increases & Skills improve).

Examples of approved generic Performance Measures are provided in Appendix 6

Whole Population report cards as at **Appendix 7** and Finance Workbooks must be provided to the Joint Committee on a quarterly basis

Project report cards as at **Appendix 7** are required to be written, updated and retained by the PCSP for **every project, programme of work and Small Grant undertaken.**

4.8 The turning-the-curve thinking also applies in performance accountability however, in this case, it is a planning process used to improve the performance of services, programmes or projects and the impact that they have on beneficiaries. Turning-the-curve involves asking the following seven questions:

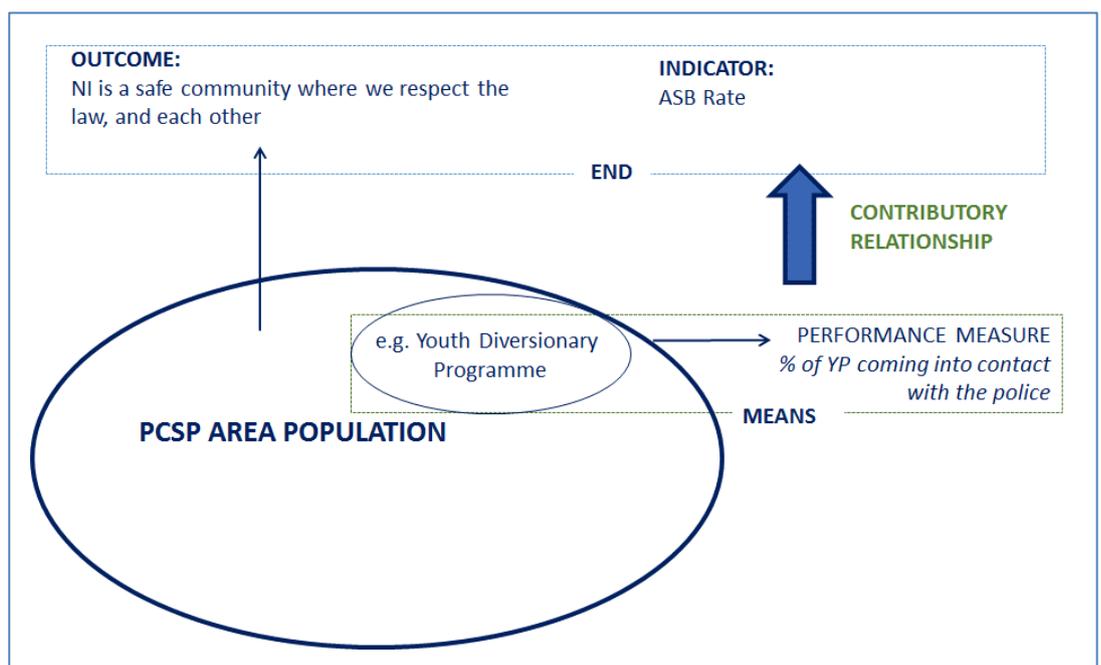
1. Who are our beneficiaries?
2. How can we measure if our beneficiaries are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of these measures so far?

5. Who are our partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

The relationship between population and performance accountability

4.9 OBA is not a statistical method and a direct cause and effect link between Population and Performance Accountability should therefore not be made; however the idea is that if PCSPs are doing the right things and are making an impact for beneficiaries at a local level evidenced through effective performance management, this will contribute to a more positive direction of travel in the indicator trends at both a local and Northern Ireland wide level. The extent of this change is dependent, amongst other things, on the size and scale of the actions being taken, i.e. how large the service/programme/action is and the extent of its coverage across a PCSP area. This relationship is illustrated in the following graph.

Relationship between population and performance accountability



4.10 OBA is a helpful, common-sense approach and a methodical way of focusing on outcomes rather than simply looking at processes. Further sources of information on Outcome Based Accountability along with currently available data sources for policing and community safety indicators are included in **Appendix 8**.

The importance of effective performance management for PCSPs

4.11 Effective performance management is about proactively monitoring the services the PCSP delivers and taking action in response to what is actually happening on the ground.

4.12 There are two fundamental reasons why performance management is important for PCSPs:

- to improve their effectiveness – by tracking the progress of action plans and initiatives and the impact their work is having on the community; and
- to account for their actions and expenditure – by informing stakeholders about performance and progress.

4.13 Each PCSP will have an agreed set of planned actions in the form of the projects and initiatives they have selected to contribute to turning the curve on the indicators prioritised for their areas. The development of meaningful performance measures and information will demonstrate whether these actions are making the required difference for beneficiaries in their community.

4.14 Partnerships can also use performance information to increase community awareness of their work and promote their achievements, both locally and regionally. Developing comparable performance information will enable PCSPs to identify opportunities for improvement and to share good practice across Northern Ireland.

5 Submission of the PCSP Strategic Plans

5.1 The Joint Committee is aware of the challenges involved in the planning process. **Action Plans together with the Strategic Assessment and Strategic Plan must be received by the Joint Committee by 8 February 2019** so that approval can be given, and funding offers made, by April. Both DOJ and Policing Board officials will continue to provide support and advice as appropriate.

5.2 Action Plans must contain -

- a Summary Report with details of the Strategic Assessment and Action Plan Revision Exercise, decisions outcomes and priorities;
- Confirmation that the PCSP has considered the following:
 - Criminal Justice Inspection Northern Ireland report "PCSPs, A review of governance ,delivery and outcomes";
 - Criminal Justice Inspection Northern Ireland report "Anti-Social Behaviour, A follow-up review" ;
 - Together: Building a United Community – Good Relations Strategy;
 - Fresh Start –the Stormont Agreement and Implementation Plan;
 - Public Perceptions of the Police, PCSPs and the Northern Ireland Policing Board - September 2018 Omnibus Survey Results;
 - Local Council's Good Relation Plan;
 - Local Community Plan.
- Action Plan (as per template at **Appendix 4**)
- PCSP Budget (as per template at **Appendix 5**)

Activity & Reporting Schedule

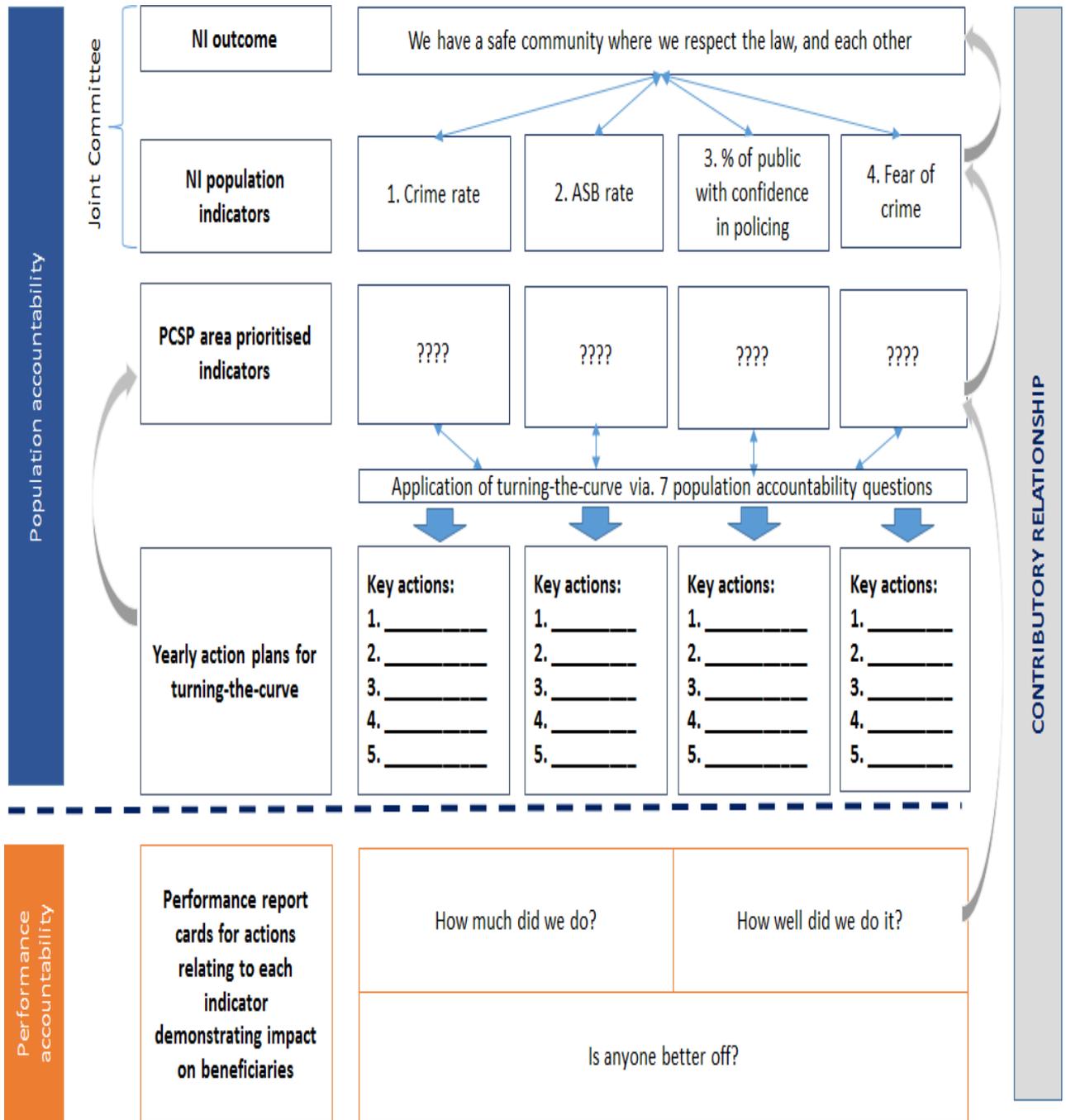
Timeline	Activity	Submit to
Nov-Jan	Undertake a Strategic Review. Produce a 3 Year Strategic Plan and Produce a One year Action Plan with associated budget profile.	
February	Submission of Strategic Assessment and Plan with a draft PCSP Action Plan to Joint Committee. Budget profile submitted to NIPB Finance unit	csupdb@justice-ni.x.gsi.gov.uk & PCSP@nipolicingboard.x.gsi.gov.uk Valerie.blair@nipolicingboard.org.uk Emma.mackey@nipolicingboard.org.uk
February - March	Joint Committee reviews submissions and liaises with PCSPs re queries/clarification.	
March	Final draft PCSP Action Plans submitted to Joint Committee for approval.	csupdb@justice-ni.x.gsi.gov.uk & PCSP@nipolicingboard.x.gsi.gov.uk
March - April	Joint Committee issues letters of offer.	
April	Confirmation of acceptance of the letter of offer.	PCSP@nipolicingboard.x.gsi.gov.uk & csupdb@justice-ni.x.gsi.gov.uk
April - March	Implementation & delivery of Action Plan	

April - March	Quarterly expenditure forecast review NIPB will issue with Quarterly Financial Workbook	Valerie.blair@nipolicingboard.org.uk Emma.mackey@nipolicingboard.org.uk Cc: PCSP@nipolicingboard.x.gsi.gov.uk & csupdb@justice-ni.x.gsi.gov.uk
April - March July October January April	Quarterly Financial & Whole Population Report Cards 15 working days after the end Q1 (Apr – Jun) Q2 (Jul – Sept) Q3 (Oct – Dec) Q4 (Jan – Mar)	csupdb@justice-ni.x.gsi.gov.uk Valerie.blair@nipolicingboard.org.uk Emma.mackey@nipolicingboard.org.uk Cc: PCSP@nipolicingboard.x.gsi.gov.uk
April - March	Policing Committee 5 Target Reports	Performancemonitoring@nipolicingboard.org.uk Cc: PCSP@nipolicingboard.x.gsi.gov.uk
June (July for Belfast)	PCSPs publish their Annual Reports to the Council and Joint Committee, containing an assessment of their performance for the previous year.	PCSP@nipolicingboard.x.gsi.gov.uk & csupdb@justice-ni.x.gsi.gov.uk
October & February	Joint Committee Governance meetings with PCSP Chairs & Vice Chairs	PCSP@nipolicingboard.x.gsi.gov.uk & csupdb@justice-ni.x.gsi.gov.uk

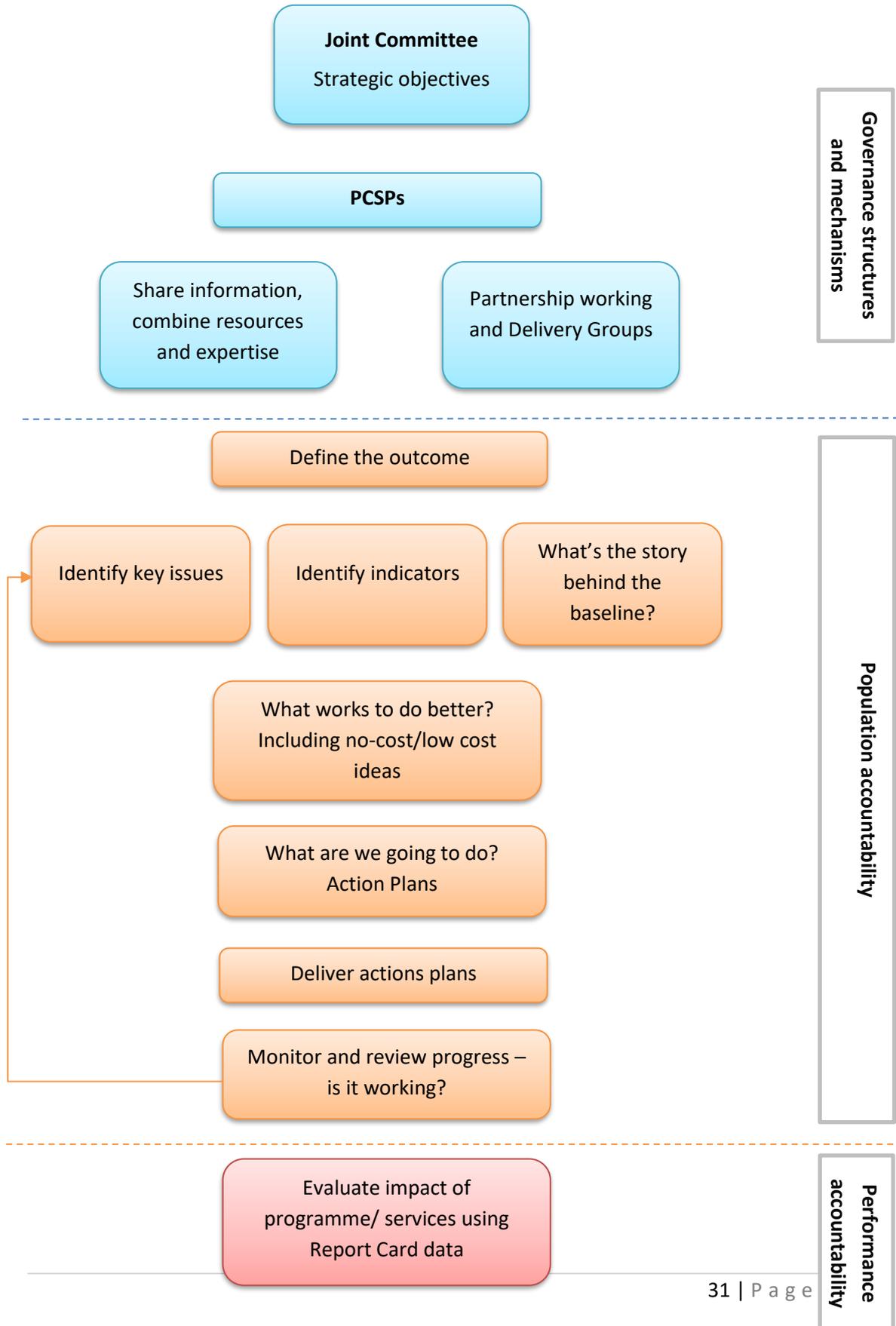
Appendix 1: OBA Glossary of Terms

Term	Explanation
Baselines	This is a multi-year display of graphical data (e.g. for particular indicators) with two parts – an historical part which shows what has happened in the past and a forecast part that shows the future likely direction if things stay as they are.
Indicators	These are used to help quantify the achievement of an outcome and provide an insight into how well we are doing. So, for example, if the outcome is a safe community, a potential indicator could be ‘recorded number of criminal offences per of the 10,000 population.’
Outcomes Based Accountability (OBA)	Outcome Based Accountability (OBA) is also known as Results Based Accountability (RBA) and is an approach to thinking and taking action to improve peoples’ lives. It can be used both for strategic planning and for improving service or programme performance.
Outcomes Framework	An outcomes framework is quite simply an agreed set of outcomes and indicators that can demonstrate whether, and to what extent, an initiative has positively contributed to improving people’s lives.
Performance accountability	This is about the well-being of client populations who receive a service from an agency or service provider. Accountability for the success, of otherwise, of a programme, service or project rests with those who provide it.
Performance measures	These are used to evaluate how well a service, project or programme is performing. Performance measures are categorised under the headings: “how much did we do?”, “How well did we do it?”, and; “Is anyone better off?”
Population accountability	This is about the well-being of whole populations (e.g. all children in Northern Ireland). This accountability is not the responsibility of any one agency or programme. It’s about agencies across a number of sectors collaborating to improve outcomes.
Turning-the-curve	This is the planning process used within OBA to turn talk into action. It is a seven-step method that explores baseline measurement information and invites stakeholders to explore the story behind the baseline; the partners needed going forward, and; the knowledge of what works to do better that in turn can inform action.

Appendix 2: Schematic overview of the OBA PCSP Planning and Delivery Process



Appendix 3: Overview of PCSP Planning & Delivery using the OBA approach



Appendix 4: Action Plan Template

(To be completed in full by each PCSP)

Introduction

In **(Date XXXX)** PCSP undertook a Strategic Assessment of Policing and Community Safety in the XXX X Council Area.

This exercise was undertaken to ensure that the priorities identified continue to reflect priority policing and community safety issues in the area and was informed by analysis of information provided by statutory partners, as well as the results of ongoing borough wide engagement and consultation on policing and community safety across the council area.

Cognisance was also taken of:

- The Programme for Government
- CJINI Inspection Report
- The Northern Ireland Policing Plan
- Local Policing Plan
- Together Building a United Community
- Council's GR Plan
- Omnibus Survey Results 2018
- Fresh Start Implementation Plan
- Community Planning

As a result of the Planning Exercise the following Indicators have been identified as local priority

(List the Indicators within the Action Plan e.g.)

- Fear of Crime (e.g. NI Crime Survey)
- Anti-Social Behaviour Incidences
- Domestic Violence and Abuse Incidences
- Alcohol & Drugs Misuse rates etc.

A Turning the Curve Exercise was undertaken in relation to the current PCSP Action Plan Indicators to formulate the partnership's best thinking on projects and initiatives to contribute towards the overall outcome.

Review and Planning Summary

In this section provide evidence of the Turning the Curve review exercise. List every Indicator and every project contributing to that indicator (as per the template below)

Indicator	Project Name & Short description	Short Impact Synopsis (example below)	
Fear of Crime	Stay Safe A comprehensive information and advice, guidance and signposting on community safety	Well received. Distribution now at saturation point. Do not reprint The Turning the Curve exercise showed clear purpose that has now been fulfilled. Discontinue.	STOP
Alcohol & Drugs Misuse rates	Road Safety Demonstrations events for young people	1,200 young people took part in the RSP and 2fast2soon and reports are that it is effective in making young people think about RTCs. The Turning the Curve exercise showed clear purpose. Continue	Continue
ASB Incidences	Cyber Safe Information to local post primary schools in relation to cyber bullying	A useful project and topic remains relevant. e.g. Parents need advice and reassurance about how to prepare and protect their school aged children. The Turning the Curve exercise showed clear purpose with a need to refocus. Amend to focus on Primary and Post-Primary to develop early empathy and support parents.	Amend & Continue

ACTION PLAN

Strategic Priority 1: To successfully deliver the functions of the Policing & Community Safety Partnership for the area							
Indicators			% of public awareness of PCSP (Omnibus Survey)				
			% public confidence that PCSPs are doing a good job				
Project	Aims & description	Key Activities	Start Date	End Date	Resource or cost	Performance measures	Reporting Quarter
PCSP Delivery	Organising the work of the PCSP through the PCSP Members and appropriate structures and mechanisms	List key Activities (ensure activities reflect the aims & description) 1 2 3	4/17	3/18	£??,000	e.g. How much did we do? # meetings of PCSP How well did we do it? % attendance at meetings (general, planning and monitoring, any support events) Is anyone better off? # and % members who feel supported in their role (A list of agreed OBA Performance measures is can be found at Appendix 6)	1,2,3,4 Ensure all align with start and end dates.

Strategic Priority 2 : To improve Community Safety by tackling actual and perceived crime and anti-social behaviour

Indicators - examples contained in Appendix 8	<p>Fear of Crime</p> <p>% who perceived local crime to have increased : % perceived local crime to have decreased (NI)</p> <p>% very worried about crime overall by age group 16-29 : 30-59 : 60+ (NI)</p>
---	--

Project	Aims & description	Key Activities	Start Date	End Date	Resource or cost	Performance measures	Reporting Quarter
Neighbourhood Watch	<p>e.g.</p> <p>Engaging with and helping communities organise to protect themselves and their property to help reduce fear of crime, foster community spirit and improve local environments.</p>	<p>e.g.</p> <p>Support current schemes and encourage & establish new schemes.</p> <p>(ensure activities reflect the indicator & aims &description)</p>	4/17	3/18	£?,000	<p>How much did we do?</p> <p>How well did we do it?</p> <p>Is anyone better off?</p> <p>(A list of agreed OBA Performance measures is can be found at Appendix 6)</p>	<p>1, 2, 3, 4</p> <p>Ensure all align with start and end dates.</p>

Strategic Priority 3: To Support Community Confidence in Policing

Indicators	% increase in community confidence in policing (Omnibus Survey) Level of reporting to the police (Omnibus Survey; NI Crime Survey) % increase in the level of police and community engagement (Omnibus Survey) Community confidence in ability of PCSP to monitor local police performance (Omnibus Survey)						
Project	Aims & description	Key Activities	Start Date	End Date	Resource or cost	Performance measures	Reporting Quarter
Community and police engagement							
Consult	e.g. Deliver a programme of events to ensure the community is consulted about policing and community safety	e.g. (ensure activities reflect the indicator & aims & description)	4/17	3/18	£?,000	How much did we do? How well did we do it? Is anyone better off? (A list of agreed OBA Performance measures is can be found at Appendix 6)	1,2,3,4 Ensure all align with start and end dates.

Appendix 5: PCSP Budget Template

Having considered the current strategic assessment, action plan, public consultation and feedback from existing members of XXX PCSP, XXX indicators, budget allocations and phased budgets have been identified for inclusion in the 201X– 20XX draft Action Plan. These are outlined as follows:



PCSP 19 20 Q1
Workbook template.XL

Appendix 6: Approved Generic Performance Measures

How much did we do?	How well did we do it?
<p>Beneficiaries:</p> <ul style="list-style-type: none"> • # participants • # partners <p>Activities:</p> <ul style="list-style-type: none"> • # resources developed/disseminated • # programmes/services commissioned/delivered • # specific activities delivered (chosen from list of common activities) • # funding opportunities identified • # grant applications received/identified 	<ul style="list-style-type: none"> • % activities completed on time • Financial performance e.g. unit cost, value for money, coming in under budget • % participants/partners effectively engaged in activity • % participants/partners receiving necessary training to support delivery of their role • % attendance of relevant partners at activities • % participants/partners reporting satisfaction with activities • % increase in retweets, interactions, new followers (measures of social media presence) • % grant applications received which meet required quality/standard • % funding secured
<p>Is anyone better off?</p> <ul style="list-style-type: none"> • #% participants/partners with improved awareness/knowledge/understanding (...of particular topic) • #% participants with changed attitudes/beliefs/opinions (on/towards particular indicator) as a result of the particular activity • #% participants with changed behaviour &/or circumstances as a result of the activity • #% partners feeling supported, confident and equipped to deliver their objectives • #% partners reporting improved partnership working with other key stakeholders (as a result of their involvement with PCSP) • #% partners reporting increased ability to engage with wider community members 	

Appendix 7: Whole Population Report Card Template



Appendix 7 Whole
Population Report Card

Appendix 7: Project Report Card Template



Appendix 7 Project
Report Card Template

Appendix 8: Relevant Publications & Data Sources

Outcome Based Accountability (Results Based Accountability):

Results Based Accountability: <http://resultsaccountability.com/>

[National Children's Bureau: http://www.ncb.org.uk/northern-ireland/outcomes-based-accountability](http://www.ncb.org.uk/northern-ireland/outcomes-based-accountability)

David Burnby: <http://davidburnby.co.uk>

Cardiff: <http://www.cardiffpartnership.co.uk/>

Examples of Attitude Surveys:

Northern Ireland Omnibus survey questions on Police, PCSPs and Policing Board

Northern Ireland Omnibus survey questions on attitudes towards alcohol and drugs

<https://www.nipolicingboard.org.uk/publication/omnibus-survey-april-2017>

<https://www.nipolicingboard.org.uk/publication/omnibus-survey-april-2017>

AND Organised Crime

<http://www.dojni.gov.uk/index/statistics-research/stats-research-publications/omnibus-surveys>

Northern Ireland Crime survey

<http://www.dojni.gov.uk/index/statistics-research/stats-research-publications/northern-ireland-crime-survey-s-r.htm>

Northern Ireland Life and Times Survey

<http://www.ark.ac.uk/nilt/results/>

Quantitative Data:

Department of Justice Statistical and Research Publications

<https://www.justice-ni.gov.uk/topics/statistics-and-research/statistics-and-research-publication>

PSNI Statistics

<https://www.psni.police.uk/inside-psni/Statistics/>

NINIS – Northern Ireland Neighbourhood Statistics at <http://www.ninis2.nisra.gov.uk/>

Current Community Safety Indicators for Northern Ireland

Indicator Name	CSU Business Area	Source	Available (Latest Date)
Levels of recorded crime and Recorded crime statistics	Alcohol/Drugs Domestic/Sexual Violence Business and Rural Crime Fear of Crime/Older Persons	PSNI	Yes (2018)
Anti-social behaviour incidents	Anti-Social Behaviour	PSNI	Yes (2018)
Community confidence	Anti-Social Behaviour Alcohol/Drugs	DOJ NI Crime Survey	Yes (2012/13)
Perceptions of anti-social behaviour	Anti-Social Behaviour	DOJ NI Crime Survey	Yes (2016/17)
Experiences of anti-social behaviour	Anti-Social Behaviour	DOJ NI Crime Survey	Yes (2016/17)
Perceptions of the night-time economy	Alcohol/Drugs	DOJ NI Crime Survey	Yes (2012/13)
Domestic violence incidents	Domestic/Sexual Violence	PSNI	Yes (2018)
Number of interface structures*	Interfaces	DOJ	Yes (2017)
Number of interface structures subject to incremental change	Interfaces	DOJ	Yes (2017)
Number of reported hate crimes	Hate Crime	PSNI	Yes (2016/17)
Good relations indicators		OFMDFM	Yes (2017)
Fear of crime	Fear of Crime/Older Persons	DOJ NI Crime Survey	Yes (2016/17)
Reported crime levels (NI Crime Survey)	Fear of Crime/Older Persons	DOJ NI Crime Survey	Yes (2016/17)

Examples of Northern Ireland level data collected that could contribute to an evidence base

The table below shows established measurements collected across different areas of government in Northern Ireland that have a relevance to Community Safety, roughly grouped into the relevant sections of safer, shared and confident communities. This list is for illustration only and is not comprehensive.

Indicator Name	CSU Business Area/ Strategic Outcome	Source	Available
% feeling unsafe walking alone in area after dark	Business and Rural Crime: Ensure that town and city centres are safe and welcoming spaces for all	DOJ NI Crime Survey	Yes (2016/17)
% feeling unsafe home alone at night	Fear of Crime	DOJ NI Crime Survey	Yes (2016/17)
% worried about crime overall	Business and Rural Crime: Ensure that town and city centres are safe and welcoming spaces for all	DOJ NI Crime Survey	Yes (2016/17)
Perceptions of safety in the night-time economy	Business and Rural Crime: Ensure that town and city centres are safe and welcoming spaces for all	DOJ NI Crime Survey	Yes (2012/13)
Perception of alcohol-related anti-social behaviour in the night-time economy	Drugs and Alcohol Anti-Social Behaviour	DOJ NI Crime Survey	Yes (2012/13)
Lifetime prevalence of partner abuse among adults aged 16-64 (%)	Domestic and Sexual Violence	DOJ NI Crime Survey	Yes (2015/16)
Indicator Name	CSU Business Area/ Strategic Outcome	Source	Available
% who feel that towns and city centres in NI are safe and welcoming places for people of all walks of life	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people Business and Rural Crime: Ensure that town and city centres are safe and welcoming spaces for all	NI Life and Times Survey	Yes (2013)
% of young people who feel	Fear of Crime: Reduce	Young	Yes

safe in the area in which they live	the fear of crime amongst older and vulnerable people Early Interventions Hate Crime Anti-Social Behaviour	Peoples' Behaviour and Attitudes Survey	(2016)
Indicator Name	CSU Business Area/ Strategic Outcome	Source	Available
Adult drinking patters – Frequency of alcohol consumption	Alcohol and Drugs	DHSSPS	Yes (2013)
Number of individuals in treatment for drug and/or alcohol misuse	Alcohol and Drugs	DOH PSNI: Census of Drug and Alcohol Treatment Services	Yes (2017)
Drug use in young people	Alcohol and Drugs: Support young people and families in dealing with alcohol and drug misuse	Young Peoples' Behaviour and Attitudes Survey	Yes (2016)
Alcohol use in young people	Alcohol and Drugs: Support young people and families in dealing with alcohol and drug misuse	Young Peoples' Behaviour and Attitudes Survey	Yes (2016)
Solvent use in young people	Alcohol and Drugs: Support young people and families in dealing with alcohol and drug misuse	Young Peoples' Behaviour and Attitudes Survey	Yes (2016)
Children aged 4-16 years suspended from school	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	Department of Education	Yes (2016/17)
Attendance rates for post-primary pupils	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	Department of Education	Yes (2016/17)
Children aged 4-16 years expelled from school	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	Department of Education	Yes (2016/17)
Number of children on the Child Protection Register	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	Health and Social Care Board	Yes (2016/17)
Number of looked after children	Fear of Crime: Reduce	Health and	Yes

	the fear of crime amongst older and vulnerable people	Social Care Board	(2016/17)
Number of families presenting to NIHE as homeless	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	NI Housing Executive	Yes (2016/17)
Indicator Name	CSU Business Area/ Strategic Outcome	Source	Available
% who agree that people from minority ethnic communities are less respected in NI than they once were	Hate Crime	NI Life and Times Survey	Yes (2015)
% who agree that the culture of Irish Travellers is more respected by people in NI than it once was	Hate Crime	NI Life and Times Survey	Yes (2017)
If you had a choice, would you prefer to live in a neighbourhood with people of only your own religion, or in a mixed-religion neighbourhood?	Hate Crime	NI Life and Times Survey	Yes (2017)
And if you were deciding where to send your children to school, would you prefer a school with children of only your own religion, or a mixed-religion school?	Hate Crime	NI Life and Times Survey	Yes (2017)
Has there been any time in the last year when you personally have felt intimidated by republican murals, kerb paintings, or flags?	Hate Crime	NI Life and Times Survey	Yes (2017)
Has there been any time in the last year when you personally have felt intimidated by loyalist murals, kerb paintings, or flags?	Hate Crime	NI Life and Times Survey	Yes (2017)
The culture and traditions of the Catholic/Protestant/Ethnic Minority Groups community add to the richness and diversity of NI society	Hate Crime	NI Life and Times Survey	Yes (2017)
The government is actively encouraging shared communities where people of all backgrounds can live, work, learn and play together	Hate Crime: Increase community confidence in the ability of the justice agencies to tackle hate crime	NI Life and Times Survey	Yes (2013)
Northern Ireland is becoming a	Hate Crime: Increase	NI Life and	Yes

society where people of different minority ethnic groups are accepted	community confidence in the ability of the justice agencies to tackle hate crime	Times Survey	(2014)
Attitudes towards/contact with Irish Travellers/Eastern Europeans/Other ethnic minority groups/Muslims/migrant workers	Hate Crime: Increase community confidence in the ability of the justice agencies to tackle hate crime	NI Life and Times Survey	Yes (2015)
Attitudes towards LGBT community	Hate Crime: Increase community confidence in the ability of the justice agencies to tackle hate crime	NI Life and Times Survey	Yes (2013)
Proportion of crimes reported to the police by crime type (%)	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	DOJ NI Crime Survey	Yes (2015/16)
Indicator Name	CSU Business Area/ Strategic Outcome	Source	Available
Confidence in the police and police accountability arrangements (%) in NI	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	DOJ NI Crime Survey	Yes (2012/13)
Perceptions of how good a job the local police are doing (%) in NI and England and Wales	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	DOJ NI Crime Survey	Yes (2012/13)
Confidence in the local police (%) in NI and England and Wales	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	DOJ NI Crime Survey	Yes (2012/13)
Confidence in the fairness of the criminal justice system (%) in NI and England and Wales	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	DOJ NI Crime Survey	Yes (2012/13)
Proportion of any lifetime partner abuse reported to the police (%)	Fear of Crime: Reduce the fear of crime amongst older and vulnerable people	DOJ NI Crime Survey	Yes (2015/16)
Reporting of the single worst incident of partner abuse to the police (%)	Domestic and Sexual Violence	DOJ NI Crime Survey	Yes (2015/16)
Perceptions of whether the government and other agencies are doing enough about domestic violence (%)	Domestic and Sexual Violence	DOJ NI Crime Survey	Yes (2015/16)
In general, were you satisfied		DOJ NI	Yes

or dissatisfied with the way you were treated by staff in the criminal justice system		Victim and Witness Survey	(2016/17)
Allegations/complaints received by the Police Ombudsman's Office		Police Ombudsman NI	Yes (2017/18)
Thinking about this immediate neighbourhood, the kind of place it is and the kind of people who live around here, would you say that you feel a sense of belonging to this neighbourhood?		NI Life and Times Survey	Yes (2017)
And thinking about NI as a whole, the kind of place it is and the kind of people who live here, would you say that you feel a sense of belonging to NI?		NI Life and Times Survey	Yes (2017)
NI is a normal civic society in which all individuals are equal, where differences are resolved through dialogue and where all people are treated impartially. NI is a place free from displays of sectarian aggression		NI Life and Times Survey	Yes (2013)

Appendix 9: NICS strategies which mention PCSPs / Community Safety

DEPARTMENT	STRATEGY TITLE AND LIFESPAN
The Executive Office	Good Relations Strategic Document - Together: Building A United Community (TBUC);
NI Executive – led by DoJ	Executive Action Plan on Tackling Paramilitary Activity, Criminality, and Organised Crime
Dept. for Communities	The Executive’s Strategy to tackle Poverty, Social Exclusion and Patterns of Deprivation
Dept. for Communities	The Executive’s Child Poverty Strategy (2014-17)
Dept. for Communities	Statutory Guidance for the Operation of Community Planning (issued under section 111 of the Local Government Act (NI) 2014). Published Oct 2015 – current.
Dept. for Communities	Urban Regeneration and Community Development Policy (URCD) Framework (2013);
Dept. for Communities	Sustainable Rural Communities – Rural strategy and Action Plan 2016-2020
Dept. for Communities	Northern Ireland Executive Child Poverty Strategy 2017-2018
Dept. for Communities	Neighbourhood Renewal Facing the Future – Housing Strategy for Northern Ireland 2012-2017
Dept. for Communities	NIHE: Building Safer Communities (2016-2019);
Dept. of Agriculture & Rural Affairs	Tackling Rural Poverty & Social Isolation – A new Framework 2016
Dept. of Education	Children and Young People Strategy 2017-2027–
Dept. of Education	Priorities for Youth (2015);
Dept. of Education	Miss School = Miss Out: A Strategy for Improving Pupil Attendance
Dept. of Education	Shared Education Campus Programme T: BUC headline action to commence 10 projects by 2018.
Dept. of Health	Making Life Better - A Whole System Strategic Framework for Public Health 2013 - 2023 Mental Health Promotion Strategic Action Plan (Timing TBC)
Dept. of Health	Public Health Agency Corporate Plan (2017-2021); New Strategic Direction for Alcohol and Drugs Phase 2 Draft Joint Healthcare & Criminal Justice Strategy Adult Safeguarding: Prevention and Protection in Partnership Co-operating to Safeguard Children and Young People in NI
Dept. of Health	Northern Ireland Fire and Rescue Service: NIFRS: Corporate Plan (2015-2020)
Dept. of Justice	Website. - https://www.justice-ni.gov.uk
Dept. of Justice	Strategic Framework for Reducing Offending (ROP)
Dept. of Justice	Three Person Panel Report

Dept. of Justice	Adult Restorative Justice Strategy
DEPARTMENT	STRATEGY TITLE AND LIFESPAN
Dept. of Justice	Prison Service Desistance Strategy
Dept. of Justice	Marshall Report 2014
Dept. of Justice	PBNI: Corporate Plan (2014-2017)
Dept. of Justice	YJA :Corporate Plan (2013-2016);

Appendix 10: Turning the Curve Exercise

Population Accountability

As a guide a Turning the Curve exercise can last anything between 1 to 2 hours. It is important that necessary partners are engaged at the earliest possible stage to attend.

PRELIMINARIES

- Pick a note taker (to take notes throughout and write up your conclusions in the format shown overleaf)
- The POPULATION is: everyone in the PCSP area.
- Your outcome is... (PfG) & INDICATOR from those prioritized from strategic assessment.
- Review the partners you have attending the workshop & note those missing that have a role to play in turning the curve on this indicator. (Keep encouraging these partners to engage in the exercise and keep them informed of the work as it progresses.)

FIRST – Baseline

- The next stage is to produce the baseline consisting of the historic data, the forecast and the curve to turn (see “Drawing the Baseline” overleaf for guidance on how to do this)

SECOND – Story behind the baseline

- Determine what the story behind the baseline is – what’s going on here?
- What factors are causing the problems?
- What are the forces/drivers at work?
- What is currently being done in your area to address the problem? Do you know what difference it is making?
- What data/information do you need that’s missing (this is your data development agenda)

THIRD – What Works? What would it take to turn the curve?

- What do you think would work to turn this curve?
- What is working locally and elsewhere? (What doesn’t?) Is it right for your PCSP area?
- Make sure each partner indicates what they can contribute.
- Come up with three ideas/proposals – **one should be a “no cost/low cost” idea**

- Use the “SHARP EDGES” criteria (see overleaf) as a way of evaluating and prioritising your ideas

FOURTH – Write Up

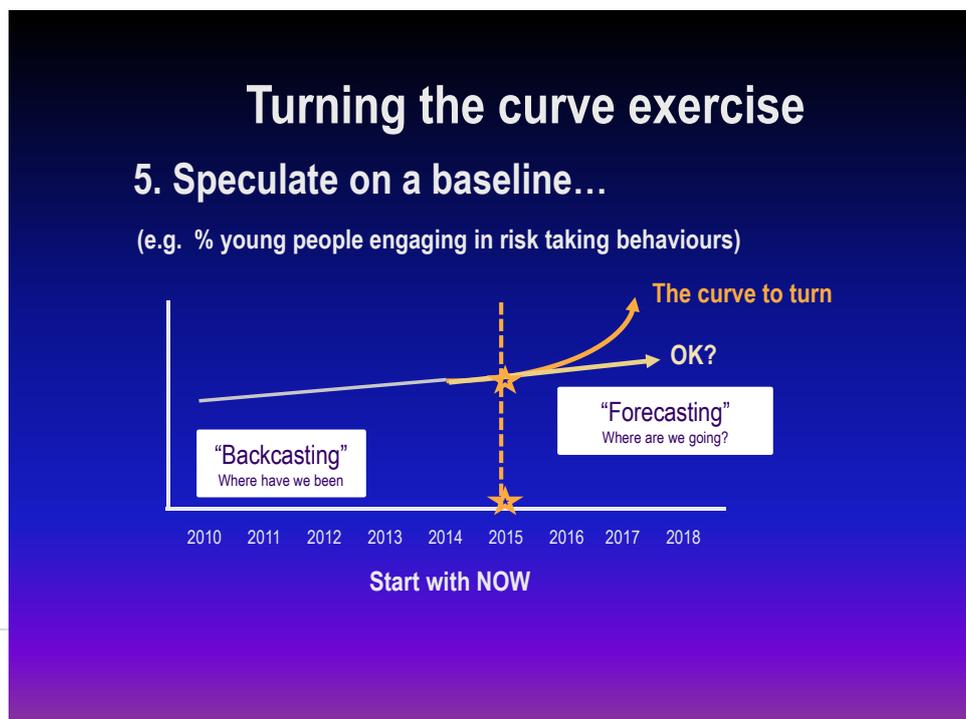
- Complete the flip chart in the format shown overleaf to display for your colleagues to see

NB Your Turning the Curve Report should not exceed one side of flip chart paper!

Drawing the Baseline

Drawing the Baseline

- Consider the indicator data
- Prepare a working baseline as per the diagram below
 - Draw the x-y axes (horizontal and vertical line)
 - The x or vertical axis is the unit of the indicator (number or %)
 - The y or horizontal axis is time (years)
- Write “NOW” in the middle of the horizontal axis line
- Reproduce the historic data line from the graph for your chosen indicator as the ‘backcast’ line, ending in the middle of the chart at the ‘now’ point
- Speculate where the indicator level will go if you do nothing. This is the baseline forecast. Plot the line forwards beyond the “now” position.
- Is this trend OK? If not, indicate the curve to turn.



Sharp Edges

(An aid to prioritising “What Works” Ideas)

Sharp Edges in this context means powerful ideas to cut through all the obstacles and get something done

Specific: Is the idea specific enough to be implemented? Can it actually be done? "Everyone should have housing" is vague and rhetorical. "Building ten new units of low income housing" is a specific action that can be implemented. This is a threshold question, because it is hard to judge an action on the other criteria if it is not specific enough to be accomplished.

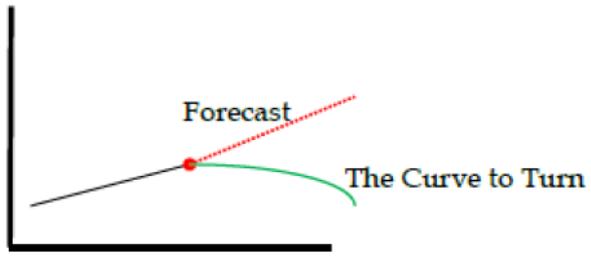
Leverage: How much difference will the proposed action make on results, indicators, and turning the curve? This is the most important of the criteria. It doesn't matter how well an idea scores on the other criteria if it won't make any difference. Investing in quality child care is a high leverage action to get children ready for school. Handing out parenting literature at the village fair is not necessarily a bad idea, but it's a low leverage action.

Values: Is it consistent with our personal and community values? There are many actions that are specific and high leverage but not consistent with our values. If you want to improve school attendance rates then kick out all the troublemakers. If you want to turn the curve on rates of entry into foster care, then slow down or stop doing investigations of child abuse. These are specific high leverage actions that will make a difference but should not be done because they're wrong.

Reach: Is it feasible and affordable? Can it actually be done and when? No-cost and low-cost actions will rate higher here. Actions that require significant new resources will rate lower. Actions where there is a clear lead person or organization will rate higher. Actions where everyone says it's a good idea but no one wants to do it will rate lower.

Each proposed action item can be rated "high," "medium" or "low" on each criteria. The best pattern is obviously HHHH. This pattern is rare. More often you find actions that are strong on some criteria and weak on others. Consider the action items that rate highest on specificity, leverage and values, and space them out over a multi-year period. Actions that rate highest on the first three criteria can be done this year and next year. Lower rated actions can be done in the next 3 to 5 years.

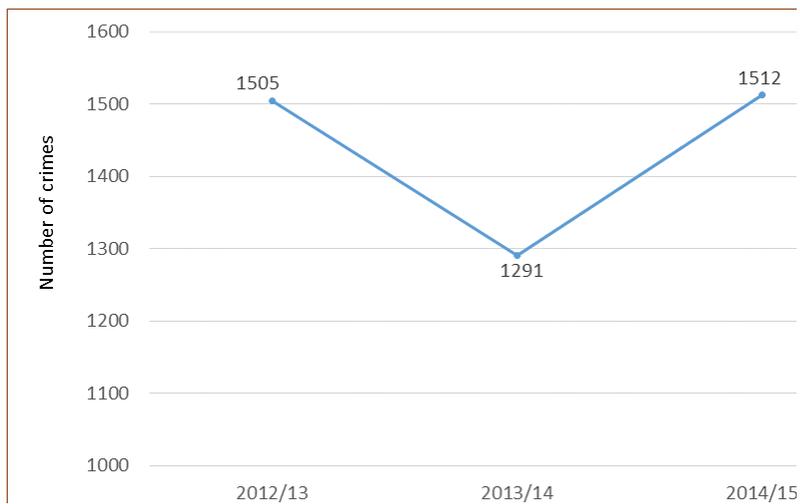
Flipchart Template

Turning the Curve Report		
Population		
Outcome		
Indicator		
Indicator Baseline		
Story behind the baseline...	<p><i>What factors are driving the baseline?</i></p> <p><i>What are the causes/forces at work?</i></p>	(List as many as needed)
Data Development Agenda (1)	<i>Are there any further data needs?</i>	
Key Partners	<p><i>Who's involved?</i></p> <p><i>Who's missing?</i></p>	
Best Ideas - What Works	<i>We could...</i>	
Think SHARP EDGES! <ul style="list-style-type: none"> • Specific • Leverage • Values • Reach 	Idea 1	
	Idea 2	
	No Cost/Low Cost Idea	
	Off the Wall Idea	

POPULATION: ALL PEOPLE IN THE LOWER FALLS AND DIVIS AREA

OUTCOME: LOWER FALLS AND DIVIS AREA IS A SAFE WELCOMING NEIGHBOURHOOD FOR ALL RESIDENTS, VISITORS AND THOSE WHO WORK IN IT.

INDICATOR: LEVEL OF CRIME AND ANTI-SOCIAL BEHAVIOUR



STORY BEHIND THE BASELINE

Habitual criminals being allowed out
Generational issues linked possibly to unemployment/deprivation
Dip due to PSNI operation in area
Cultural acceptance
Drugs and alcohol abuse
Lack of alignment of services and communication among services/sectors – poor data sharing

Data Development Agenda 1: (DDA1)

- Definition of ASB
- Domestic violence data
- Number of vulnerable children in area at risk of harm.
- Map of services in area and impact of those services

What works ideas?

Four best ideas:

- Promoting the positive activities that are happening in the area in local papers etc. (**No cost/Low cost**)
- Audit of service provision, gaps, needs and impact information to share across partners (reaching the right people) and residents (via a portal)
- Identifying those most at risk, long term and here and now (e.g. by promoting greater sharing of data between organisations)
- Data sharing amnesty (**Off the wall**)

Partners required:

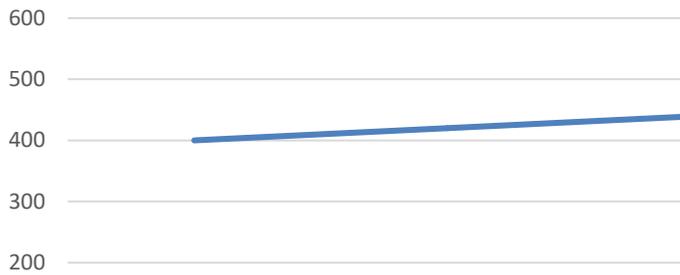
- Education Authority/ School Representatives
- Public Prosecution Service
- Youth service
- PBNI
- Woman's Aid
- Judiciary/DOJ
- Victim Support
- Ethnic minority groups
- Vulnerable Groups – people with a disability/older people
- DEL

POPULATION:

OUTCOME: LOWER FALLS AND DIVIS AREA IS A SAFE WELCOMING NEIGHBOURHOOD FOR ALL RESIDENTS, VISITORS AND THOSE WHO WORK

INDICATOR: LEVEL OF DRUG USE

Drug use [Note: This is not real data but depicts stakeholder views on the likely trend in drug use]



Story Behind the Baseline

- Lack of support for people's welfare
- Poor levels of education
- Lack of self-esteem/feelings of self-worth
- High levels of drug availability and reduced price
- Peer pressure
- Poverty
- Boredom
- Cultural acceptable

Data Development Agenda 1 (DDA1): Statistics on the extent of drug use in the area (PHA to advise on availability of statistics)

- Effectiveness of existing services in the area at reducing drug use
- Explore initiative in Holland – Mobile drug testing

What works?

Top 4 ideas

- Awareness raising of available services for drug users and those at risk of taking drugs in order to make them more accessible (**No Cost/Low Cost**)
- Harm reduction model
- Intense police presence
- Family support programmes to improve education and self-esteem
- Initiative in Holland – Mobile drug testing (**Off-the-wall**)

Stakeholders (additional to those who attended the workshop): GPs

- Prison
- Education
- Healthy Living Centre
- Extern/Niacro
- Judiciary
- Residents