



Guidance on PCSP Planning 2016 – 2019

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1. Introduction

- 1.1 This Guidance revises the Planning Guidance issued to all Council Chief Executives and all Policing and Community Safety Partnerships in November 2015.
- 1.2 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.
- 1.3 The existing Strategic Plan covers the period April 2016 to March 2019 and, as such, the priority issues have been established for the next three years.
- 1.4 PCSPs are required to undertake an annual review 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.
- 1.5 PCSPs are required to use the OBA approach 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 from 2017/18.

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 Community Safety Strategy for Northern Ireland; 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 8. 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:

- Consult on a regular basis with local communities, the statutory and voluntary sectors, and other relevant organisations on the basis of the strategic assessment
- Review the 3 year Strategic Plan;
- Confirm priority issues of concern;
- Develop and implement an action plan using;
 - Turning The Curve methodology to aid forward planning for relevant projects and programs of work and
 - Outcomes Based Accountability 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 undertaken a review of the PCSP Strategic Priorities. The revised Strategic Priorities indicated below will operate from 1 April 2017 and may be subject to further review.

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 Strategy 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.

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/CJNI/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 systems 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 latest Omnibus Survey³ results published in November 2016 indicated that in April 2016, just under half of respondents (**49%**) **had heard of PCSPs**, a small increase on the January 2015 figure of 45%.
- Just over 34% of respondents who had heard of PCSPs knew how to contact their local Policing and Community Safety Partnership about local policing and community safety.
- Just over a third of respondents (**37%**) who had heard of PCSPs, felt that their local **PCSP has helped to improve policing** in their local area, the same proportion as in January 2015. However **39%** of respondents that had heard about PCSPs **felt their local PCSP had not helped to improve policing** in their local area.

Planned and co-ordinated communications activity to support and raise awareness of the role and work of PCSPs will be of critical importance moving forward and the PCSPs should work collaboratively to achieve this through NI wide and localised campaigns with the PSNI and other partner agencies.

(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.

³ <https://www.nipolicingboard.org.uk/sites/nipb/files/media-files/omnibus-survey-april-2016.pdf>

(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 complement the objectives of Police and Community Safety Partnerships, 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 Fresh Start – the Stormont Agreement and Implementation Plan'⁴ 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. A Three Person Panel, established to report to the Executive with a strategy to tackle these issues published its recommendations on 7 June 2016.

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/The>

⁴<https://www.northernireland.gov.uk/publications/fresh-start>

While PCSPs are mentioned within the report, the two specific recommendations below are for the Department and Policing Board to take forward. PCSPs should be mindful of these recommendations and refer to Joint Committee Communiqué 5, issued 29 June 2016, if further background information is needed.

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.

3.PCSP Strategic Plan 2016-19

3.1 There are three key stages to PCSP Strategic Planning;

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

A schematic overview of the PCSP OBA planning and delivery process is included at **Appendixes 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 political scrutiny. The outcomes based accountability 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 that societal, economic, attitudinal or behavioral.

- 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 stream that could contribute to this change in direction.

3.10 While PCSPs have provided their 3 year Strategic Plans for 2016-19, Joint Committee require these to be reviewed to ensure alignment with the recent review of Strategic Priorities at para 2.7 and to ensure also that the Plans are still relevant and **that the seven OBA related questions at para 4.6 are answered.**

3.11 For each indicator you should describe:

- Why is it a priority? Trend data were available for the last 3-5 years and story behind the baseline;
- What direction do you want the indicator curve to turn? (for ASB, you would want the curve to turn downwards);

- What are you planning to do to turn the curve, i.e. the key actions your PCSP will undertake to contribute turning-the-curve on the selected indicator; and
- The performance measures you will be using to demonstrate the impact of your key actions for each of the indicators.

Action Plans

3.12 For each of the 3 agreed Strategic Priorities, PCSPs are required to develop annual action plans. A template for submission of Action Plans 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 and themes, 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, proportional 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.

For each project (including Small Grants) the PCSP will prepare a Report Card.

A Report Card Template is included at Appendix 5.

3.14 **The Joint Committee will use the information in the report card to review the projects completed by the PCSP and report their findings to the Minister of Justice.**

Strategic Priority 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 thematic sub-groups.

3.16 Thematic 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 thematic 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 thematic 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 theme.

3.18 Each thematic sub-group should provide regular updates to the PCSP, using performance report card template at **Appendix 5** if appropriate. 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

Introducing Outcomes Based Accountability

- 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 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's about agencies across a number of sectors collaborating to improve outcomes. Outcomes are the conditions of wellbeing that are desired for a defined population. 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:
- 4.3.1 Crime rate;
 - 4.3.2 ASB rate;
 - 4.3.3 % of public with confidence in policing; and
 - 4.3.4 % 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:

- What are the quality of life conditions that we want for the children, adults and families that live in our community?
- What would these conditions look like if we could see them?
- How can we measure these conditions?
- How are we doing on the most important of these measures?
- Who are the partners that have a role to play in doing better?
- What works to do better including no-cost and low-cost ideas?
- 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, of 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. what information you would require to tell whether the project being delivered is of high quality)
- Is anyone better off? (the impact on project beneficiaries)

Performance report cards are required to be written and updated for **every project, programme of work and Small Grant undertaken by the PCSP** and provided to the Joint Committee on a quarterly basis in the quarter directly following the project start date as stated in the Action Plan. **Examples of generic performance measures are provided in Appendix 6**

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 project and the impact that they have on beneficiaries.

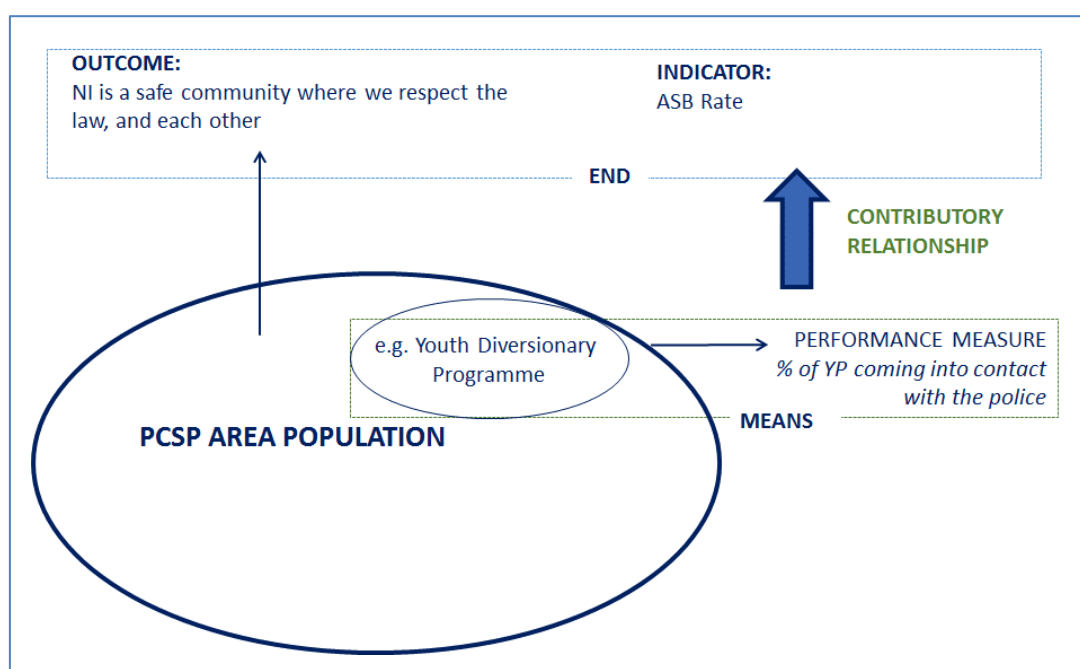
Turning-the-curve involves asking the following seven questions:

- Who are our beneficiaries?
- How can we measure if our beneficiaries are better off?
- How can we measure if we are delivering services well?
- How are we doing on the most important of these measures so far?
- Who are our partners that have a role to play in doing better?
- What works to do better, including no-cost and low-cost ideas?
- 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 one approach of many and other methodologies or frameworks could also be useful. However, 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 7.

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 Policing & Community Safety Partnerships:

- 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 nationally. Developing comparable performance information will enable PCSPs to identify opportunities for improvement and to share good practice across Northern Ireland.

5 Submitting the PCSP Strategic Action Plan

- 5.1 The Joint Committee is aware of the challenges involved in the planning process. **Plans must be received by the Joint Committee by 21 February**, 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 Revised 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 Criminal Justice Inspection Northern Ireland report” PCSPs ,A review of governance ,delivery and outcomes”
 - Criminal Justice Inspection NI 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 - April 2016 Omnibus Survey Results
 - Local Councils Good Relation Plan
 - Local Councils Community Plan
 - Action Plan (template at **Appendix 4**)
 - PCSP Budget Profile (template at **Appendix 9**)

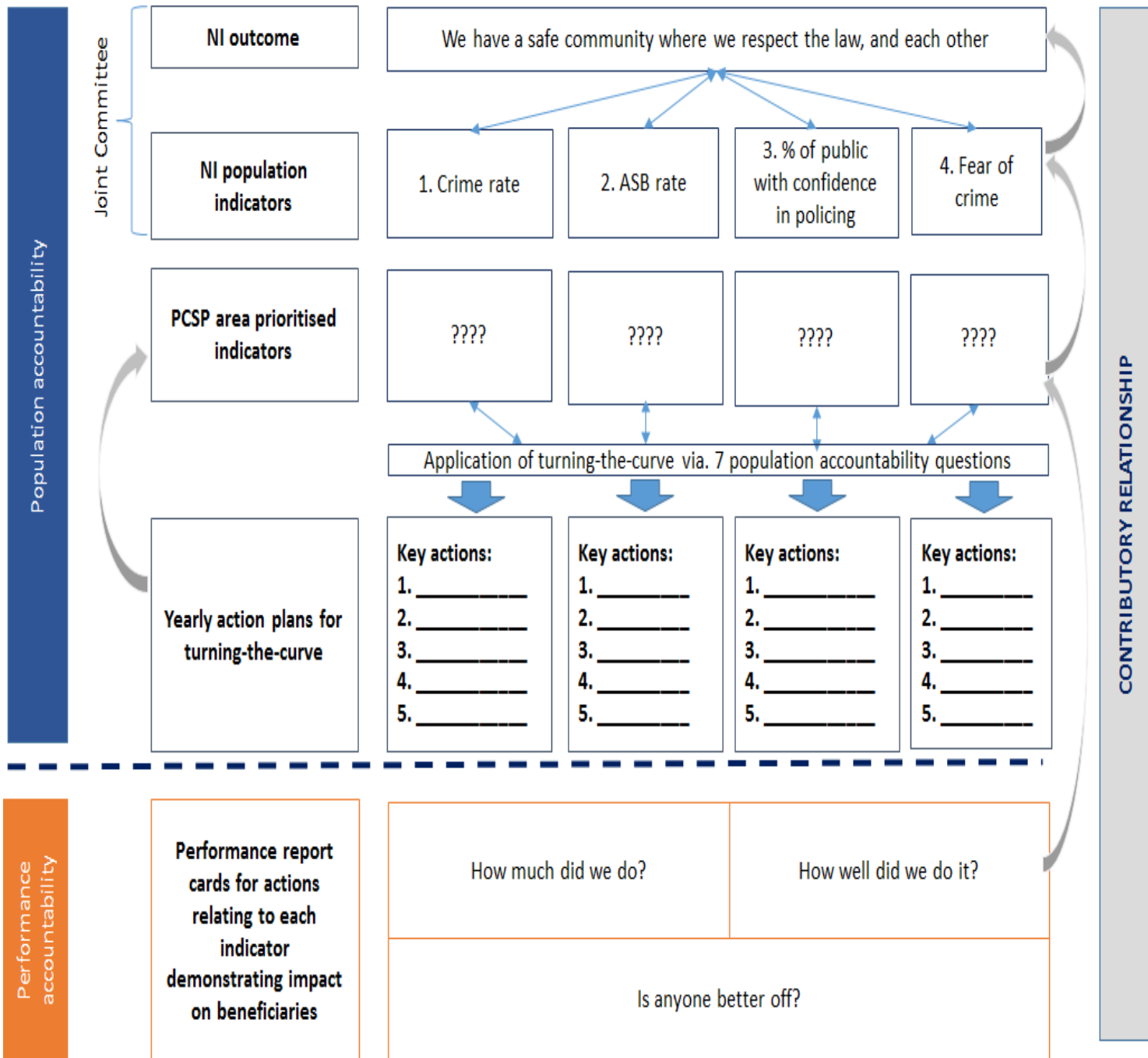
Activity Timeline

Timeline	Activity
Nov-Jan	PCSPs review 2016-19 Strategic Plan, update to reflect changes in local priorities and emerging issues and produce Action Plans
February	Submission of draft action plan to Joint Committee.
February - March	Joint Committee reviews plans and liaises with PCSPs re queries/clarification.
March	Final draft PCSP Action Plans submitted to Joint Committee for approval.
March	Joint Committee issues letters of offer.
March - April	Confirmation of acceptance of the letter of offer.
April	Implementation & delivery of Action Plan
June (July for Belfast)	PCSPs publish their Annual Reports to the Council and Joint Committee, containing an assessment of their performance.
July	Submit Quarter 1 Claim
October	Submit Quarter 2 Claim
January	Submit Quarter 3 Claim
April	Submit Quarter 4 Claim

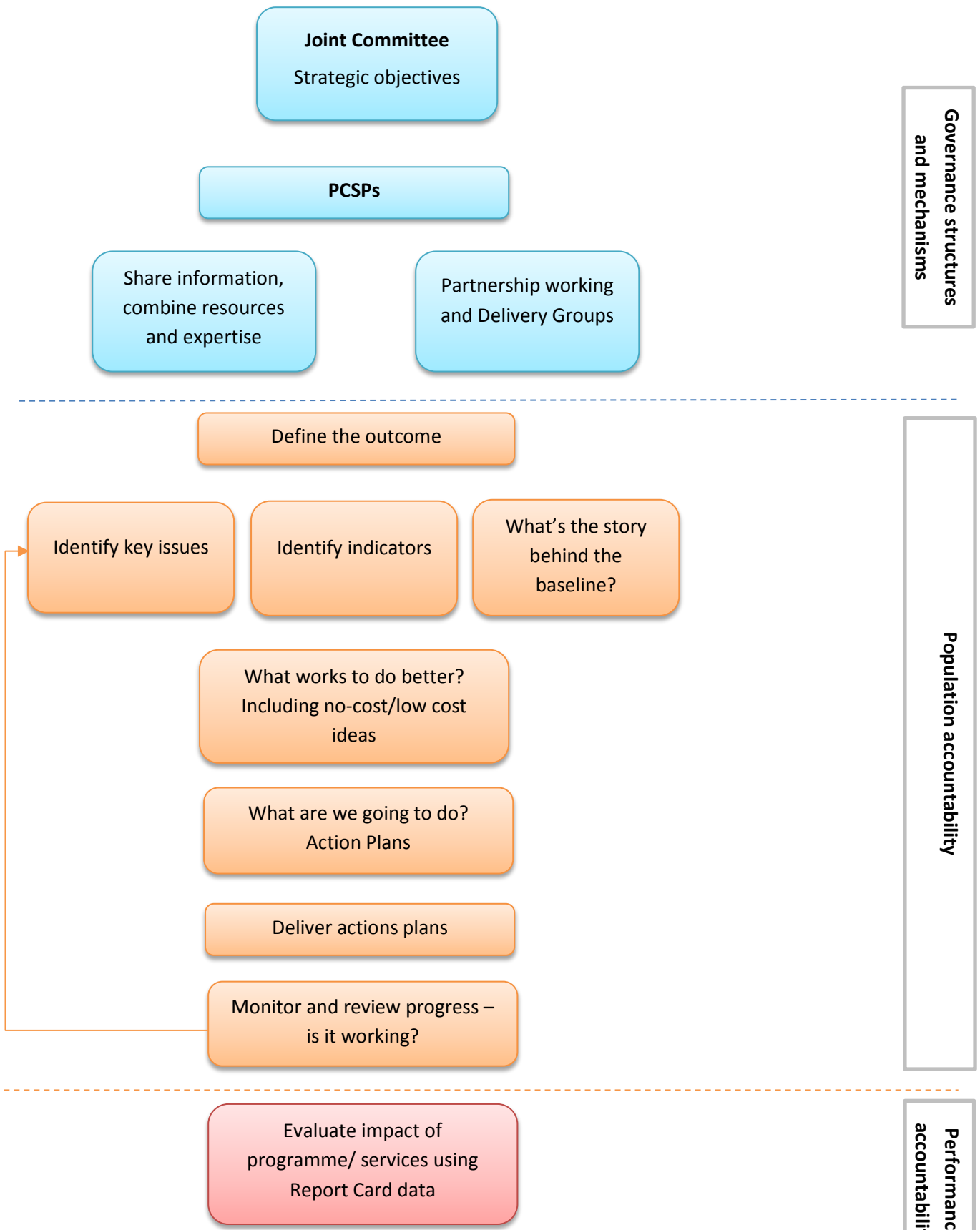
Appendix 1: OBA Glossary of Terms

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

STRATEGIC PRIORITY – 1

INDICATOR –

Theme (ASB ,DV,etc.) & Project Title	Aims and short description	Key Activities	Start Date	Finish Date	Resource/ cost required	Performanc e measures	Reporting Quarter
1.							
2.							
3.							
4.							
5.							
6.							

STRATEGIC PRIORITY – 2

INDICATOR –

Theme (ASB ,DV,etc.) & Project Title	Aims and short description	Key Activities	Start Date	Finish Date	Resource/ cost required	Performance measures	Reporting Quarter
1.							
2.							
3.							
4.							
5.							
6.							

STRATEGIC PRIORITY – 3

INDICATOR –

Theme (ASB ,DV,etc.) & Project Title	Aims and short description	Key Activities	Start Date	Finish Date	Resource/ cost required	Performance measures	Reporting Quarter
1.							
2.							
3.							
4.							
5.							
6.							

Appendix 5: Report Card Template

PERFORMANCE ACCOUNTABILITY – Project Level

Project Title:

Description:



Service Provider:

• **Start & End date**

Data Development Agenda

How are we doing?

Rationale for the Project to include Baseline Information

- Why is this important?
- Story behind the figures?
- What changes have we seen?
- What changes are we looking for?

Partners who can help us:

What are we doing to improve performance?

Performance Measures – Per Project

How much did we do?

- # Customers served
- # Activities by type

How well did we do it?

- % Common Measures (workload ratio, staff turnover rate, staff morale, percent of staff fully trained, worker safety, unit cost, customer satisfaction)
- % Activity-specified measures (percent of actions timely and correct, percent of customers completing activity, percent of actions meeting standards)

Is anyone better off?

- # and % Skills / Knowledge
- # and % Attitude / Opinion
- # and % Behaviour
- # and % Circumstances

Point in time versus two point comparison

Appendix 6: Example Performance Measures

Action Plan Performance Measures

How many:

Hm1	<i>Number of participants</i>
Hm2	<i>Number of events/meetings</i>
Hm3	<i>Number of products (DVDs, posters, reports etc.)</i>

How well:

Hw1	<i>% participants who complete the project/programme</i>
Hw2	<i>% participants who report their participation as positive/beneficial</i>
Hw3	<i>% partners report the project/programme as beneficial to meeting their objectives</i>

Is anyone better off?

SP2: Improve Community Safety <i>Types of projects/programmes</i>	Performance indicators – select the most appropriate (not all) <i>Tailor community safety topic to the project/programme aim e.g. hate crime, domestic violence, feel safer etc.</i>	
Awareness raising information	1	% participants improved their level of awareness of information, resources or support available in relation to the topic
Education programmes	2	% participants improved their knowledge about the community safety topic
Training and capacity building	3	% participants are confident and able to engage people in addressing the community safety topic
Engaged in or at risk	4	% participants assessed as engaging in/at risk of engaging in community safety issue
	5	% participants get into no/less than expected community safety issue during the project/programme
	6	% change in levels of risk of participants engaging in/at risk of engaging in the community safety issue
	7	% increase in levels of engagement in other longer term development programmes (training, employability, scholarship, travel etc.)
Responsible person support (e.g. parent, guardian)	8	% participants are more confident in accessing the support services available to them

SP1: Effective Partnership	Performance indicators – select the most appropriate	
Partnership Members	9	% partners report participation as beneficial to meeting their objectives
Meetings/events	10	% attendees/participants report an increased understanding of how the topic is being addressed by the (D)PCSP members
	11	% attendees/participants report confidence that relevant agencies are working together to address the community safety topic
From (D)PCSP	12	% compliance with statutory requirements*
SP3: Build community confidence	Performance indicators – select the most appropriate	
Meeting/events or Added to a range of projects (not just funded from SP3)	13	% attendees/participants report an increased understanding of the criminal justice system, particularly the PSNI's role
	14	% attendees/participants report and increased likelihood of reporting incidents to PSNI
	15	% attendees/participants report and appetite to work with PSNI on future projects
From (D)PCSP	16	% of stakeholder forums (e.g. PACTs, CSFs) report that they proactively contribute to addressing policing and community safety issues
	17	% of stakeholder groups report that they proactively contributed to setting priorities in the (district) policing plans

N.B.

% compliance with statutory requirements*

- Production of annual report
- Production of action plan
- Production of equality scheme
- Production of disability action plan
- Production of quarterly performance report
- Production of six monthly performance report to NIPB (SP3)

Appendix 7: Relevant Publications & Data Sources

Outcome Based Accountability (Results Based Accountability):

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

Results Based Accountability: <http://raguide.org>

National Children's Bureau: <http://www.ncb.org.uk/northern-ireland/outcomes-based-accountability>

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

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

Torfaen: OBA guidance

<http://www.torfaen.gov.uk/en/AboutTheCouncil/OfficesAndDepartments/Local-Service-Board/Outcome-Based-Accountability/Guides-and-Tools.aspx>

Examples of Attitude Surveys:

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

http://www.nipolicingboard.org.uk/january_2013_omnibus_survey_publication.pdf

Northern Ireland Omnibus survey questions on attitudes towards alcohol and drugs
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

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

PSNI Statistics

http://www.psni.police.uk/index/updates/updates_statistics.htm

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

Current Community Safety Strategy Indicators for Northern Ireland *Indicators which also form PFG targets are shown in **BOLD**)

Indicator Name	CSU Business Area	Source
Levels of recorded crime	Alcohol/Drugs Domestic/Sexual Violence Business and Rural Crime Fear of Crime/Older Persons	PSNI
Anti-social behaviour incidents	Anti-social Behaviour	PSNI
Anti-Social behaviour Orders, Acceptable Behaviour Contracts and Warning Letters	Anti-social Behaviour	Northern Ireland Court Service
Community confidence	Anti-social Behaviour Alcohol/Drugs	DOJ: Northern Ireland Crime Survey NISRA Omnibus Survey
Perceptions of Anti-social behaviour*	Anti-social Behaviour	DOJ: Northern Ireland Crime Survey
Experiences of Anti-social behaviour	Anti-social Behaviour	DOJ: Northern Ireland Crime Survey
Number of children and young people in contact with criminal justice system	Early Interventions	YJA?
Perceptions of the Night-Time Economy	Alcohol/Drugs	DOJ: Northern Ireland Crime Survey
Alcohol-related crime (New Strategic Direction for Alcohol and Drugs)	Alcohol/Drugs	PSNI
Domestic violence incidents	Domestic/Sexual Violence	PSNI
Number of interface structures*	Interfaces	DOJ
Number of interface structures subject to incremental change	Interfaces	DOJ
Number of reported hate crimes	Hate Crime	PSNI
Good relations indicators		OFMDFM (See below)
Community confidence in engagement*	Anti-social Behaviour	DOJ: Northern Ireland Crime Survey
Fear of crime	Fear of Crime/Older Persons	DOJ: Northern Ireland Crime Survey
Reported crime levels (NI Crime Survey)	Fear of Crime/Older Persons	DOJ: Northern Ireland Crime Survey

Indicator Name		Source
Recorded crime statistics	Alcohol/Drugs Domestic/Sexual Violence Business and Rural Crime Fear of Crime/Older Persons	PSNI
Number of Crime stoppers reports		Crime stoppers
Local surveys on reporting		Policing and Community Safety Partnerships.

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 Strategy, 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
% 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: Northern Ireland Crime Survey
% feeling unsafe home alone at night	Fear of Crime	DOJ: Northern Ireland Crime Survey
% worried about crime overall	Business and Rural Crime: Ensure that town and city centres are safe and welcoming spaces for all	DOJ: Northern Ireland Crime Survey
Perceptions of safety in the night-time economy ¹	Business and Rural Crime: Ensure that town and city centres are safe and welcoming spaces for all	DOJ: Northern Ireland Crime Survey
Perception of alcohol-related anti-social behaviour in the night-time economy ¹	Drugs and Alcohol Anti-Social Behaviour	DOJ: Northern Ireland Crime Survey
Lifetime prevalence of partner abuse among adults aged 16-64 (%)	Domestic and Sexual Violence	DOJ: Northern Ireland Crime Survey
% who say Quality of Life: Very Good	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	Northern Ireland Life and Times Survey

Indicator Name	CSU Business Area / Strategic Outcome	Source
% who feel that Towns and city centres in Northern Ireland 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	Northern Ireland Life and Times Survey
% of young people who feel safe in the area in which they live?	Fear of crime: Reduce the fear of crime amongst older/vulnerable people Early Interventions Hate Crime Anti-Social Behaviour	Young Peoples' Behaviour and Attitude Survey
% of young people who are worried about: Being bullied Being sexually abused Being physically abused Being threatened by paramilitaries (e.g. IRA/UVF) Being called names/harassed because of your religion Being called names/harassed because of your race or skin colour Being assaulted because of your religion Being assaulted because of your race or skin colour Being harassed/bullied/abused via the internet Being bullied/ harassed via texts/videos/images or calls to your mobile	Fear of crime: Reduce the fear of crime amongst older/vulnerable people Early Interventions Hate Crime Anti-Social Behaviour	Young Peoples' Behaviour and Attitude Survey
% of young people who report being a victim of: Being bullied Being sexually abused Being physically abused Being threatened by paramilitaries (e.g. IRA/UVF) Being called names/harassed because of your religion Being called names/harassed because of your race or skin colour Being assaulted because of your religion Being assaulted because of your race or skin colour Being harassed/bullied/abused via the internet Being bullied/ harassed via texts/videos/images or calls to your mobile	Fear of crime: Reduce the fear of crime amongst older/vulnerable people Early Interventions Hate Crime Anti-Social Behaviour	Young Peoples' Behaviour and Attitude Survey

Indicator Name	CSU Business Area / Strategic Outcome	Source
Adult Drinking Patterns - Frequency of Alcohol Consumption	Alcohol and Drugs	DHSSPS
Number of individuals in treatment for drug and/or alcohol misuse	Alcohol and Drugs	DHSSPSNI: Census of Drug and Alcohol Treatment Services
Drug use in young people	Alcohol and Drugs : Support young people and families in dealing with alcohol and drug misuse	Young Peoples' Behaviour and Attitude Survey
Alcohol use in young people	Alcohol and Drugs : Support young people and families in dealing with alcohol and drug misuse	Young Peoples' Behaviour and Attitude Survey
Solvent use in young people	Alcohol and Drugs : Support young people and families in dealing with alcohol and drug misuse	Young Peoples' Behaviour and Attitude Survey
Children Aged 4-16 years <i>Suspended</i> from School	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	Department of Education
Attendance Rates for Post-Primary Pupils	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	Department of Education
Children Aged 4-16 years <i>Expelled</i> from School	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	Department of Education
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
Number of looked After Children	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	Health and Social Care Board
Children who are Victims of Domestic Violence	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	PSNI
Children who are Victims of Violent Crime	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	PSNI
Number of families presenting to NIHE as homeless	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	Northern Ireland Housing Executive

Indicator Name	CSU Business Area / Strategic Outcome	Source
% who agree that people from minority ethnic communities are less respected in Northern Ireland than they once were	Hate Crime	Northern Ireland Life and Times Survey
% who agree that the culture of Irish Travellers is more respected by people in Northern Ireland than it once was	Hate Crime	Northern Ireland Life and Times Survey
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	Northern Ireland Life and Times Survey
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	Northern Ireland Life and Times Survey
Has there been any time in the last year when you personally have felt intimidated by republican murals, kerb paintings, or flags?	Hate Crime	Northern Ireland Life and Times Survey
And has there been any time in the last year when you personally have felt intimidated by loyalist murals, kerb paintings, or flags?	Hate Crime	Northern Ireland Life and Times Survey
The culture and traditions of the Catholic/Protestant/Ethnic Minority Groups community add to the richness and diversity of Northern Ireland society	Hate Crime	Northern Ireland Life and Times Survey
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	Northern Ireland Life and Times Survey
Northern Ireland is becoming a society where people of different minority ethnic groups are accepted	Hate Crime: Increase community confidence in the ability of the justice agencies to tackle hate crime	Northern Ireland Life and Times Survey
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	Northern Ireland Life and Times Survey
Attitudes towards LGBT community	Hate Crime: Increase community confidence in the ability of the justice agencies to tackle hate crime	Northern Ireland Life and Times Survey
Proportion of crimes reported to the police by crime type (%)	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	DOJ: Northern Ireland Crime Survey

Indicator Name	CSU Business Area / Strategic Outcome	Source
Confidence in the police and police accountability arrangements (%) in Northern Ireland	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	DOJ: Northern Ireland Crime Survey
Perceptions of how good a job the local police are doing (%) in Northern Ireland and England and Wales	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	DOJ: Northern Ireland Crime Survey
Confidence in the local police (%) in Northern Ireland and England and Wales	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	DOJ: Northern Ireland Crime Survey
Confidence in the fairness of the criminal justice system (%) in Northern Ireland and England and Wales	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	DOJ: Northern Ireland Crime Survey
Proportion of any lifetime partner abuse reported to the police (%) ¹	Fear of crime: Reduce the fear of crime amongst older and vulnerable people	DOJ: Northern Ireland Crime Survey
Reporting of the single worst incident of partner abuse to the police (%) ^{1,2,3}	Domestic and Sexual violence	DOJ: Northern Ireland Crime Survey
Perceptions of whether the government and other agencies are doing enough about domestic violence (%) ¹	Domestic and Sexual violence	DOJ: Northern Ireland Crime Survey
In general, were you satisfied or dissatisfied with the way you were treated by staff in the criminal justice system?		DOJ: Northern Ireland Victim and Witness Survey
Allegations/ Complaints received by the Police Ombudsman's Office		Police Ombudsman Northern Ireland
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?		Northern Ireland Life and Times Survey
And thinking about Northern Ireland 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 Northern Ireland?		Northern Ireland Life and Times Survey
Northern Ireland is a normal civic society in which all individuals are equal, where differences are resolved through dialogue and where all people are treated impartially Northern Ireland is a place free from displays of sectarian aggression		Northern Ireland Life and Times Survey

Appendix 8: NICS strategies which mention PCSPs

DEPARTMENT	STRATEGY TITLE AND LIFESPAN
The Executive Office	Good Relations Strategic Document - Together: Building A United Community (TBUC);
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) – <i>this strategy is expected to be considered by the Executive in March 2016</i>
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	Neighbourhood Renewal Facing the Future – Housing Strategy for Northern Ireland 2012-2017
Dept. for Communities	NIHE: Building Safer Communities (2014-2017);
Dept. of Agriculture & Rural Affairs	Tackling Rural Poverty and Social Isolation Framework 2011-2015 Tackling Rural Poverty & Social Isolation – A new Framework (post 2016)
Dept. of Education	Our Children and Young People – Our Pledge A ten year strategy for children and Young People in Northern Ireland 2006 – 2016
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 (2011-2015); 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)

DEPARTMENT	STRATEGY TITLE AND LIFESPAN
Dept. of Justice	Community Safety Strategy
Dept. of Justice	Strategic Framework for Reducing Offending (ROP)
Dept. of Justice	Three Person Panel Report
Dept. of Justice	Adult Restorative Justice Strategy
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 9: PCSP Budget Profile

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

	Budget Category	Total Budget £	Funding Requested from Joint Committee £
	Staff Costs <ul style="list-style-type: none"> • PCSP Manager • PCSP Officer • Administration Support • 		
	Running Costs <ul style="list-style-type: none"> • Staff Mileage • Members Mileage • Insurance • Telephones/Faxes • Photocopier/Printing • Postage • Stationery • Service Level Agreement • Audit Fees Running Costs Total		
TOTAL ADMINISTRATION			
OPERATIONAL	<u>Strategic Priority 1:</u> <i>Sample themes</i> <ul style="list-style-type: none"> • Engagement • Advertising/PR • PCSP Projects Officer • Strategic Priority 1 Total		
	<u>Strategic Priority 2:</u> <i>Sample themes</i> Theme 1: Anti-Community Behaviour <ul style="list-style-type: none"> • 		
	Theme 2: Drug and Alcohol Related Crime and Addiction Issues <ul style="list-style-type: none"> • 		
	Theme 3: Domestic and Sexual Violence		

	•		
	Theme 4: Hate Crime		
	•		
	Theme 5: Fear of Crime		
	•		
	Theme 6: Business and Retail Crime		
	•		
	Theme 7: Rural Crime		
	•		
	Theme 8: Youth Engagement		
	•		
	Theme 9: Internet Safety		
	•		
	Theme 10: Night Time Economy		
	Theme 11:		
	Theme 12:		
	Strategic Priority 2 Total		
	<u>Strategic Priority 3</u>		
	<i>Sample themes</i> Joint Initiatives & Ensuring Local Accountability		
	Strategic Priority 3 Total		
	TOTAL OPERATIONAL		
	TOTAL EXPENDITURE (ADMINISTRATION AND OPERATIONAL)		

Appendix 10: Turning The Curve

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 (e.g....
- 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

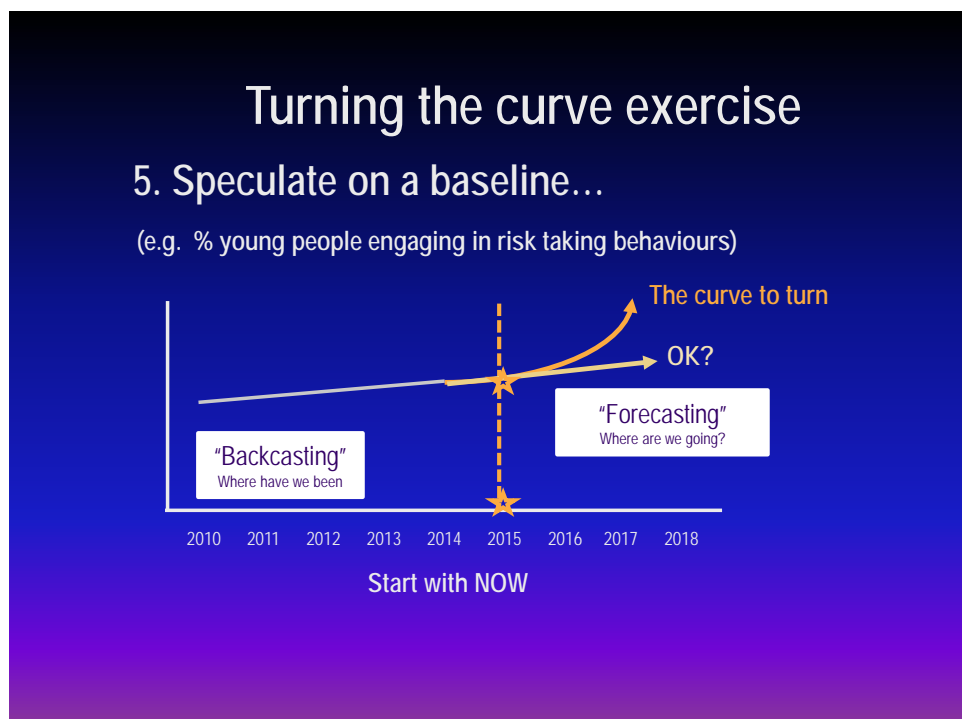
- Complete the flip chart in the format shown overleaf to display for your colleagues to see

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.

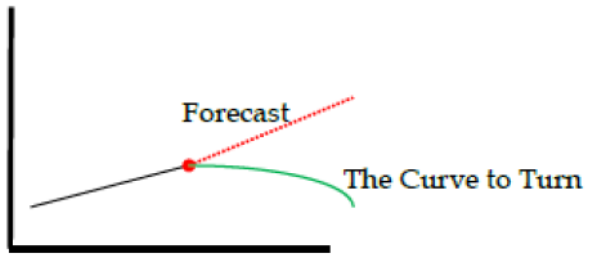
Leverage: How much difference will the proposed action make on results, indicators, and turning the curve? This is the most important of the criteria. It doesn't matter how well an idea scores on the other criteria if it won't make any difference. Investing in quality child care is a high leverage action 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.

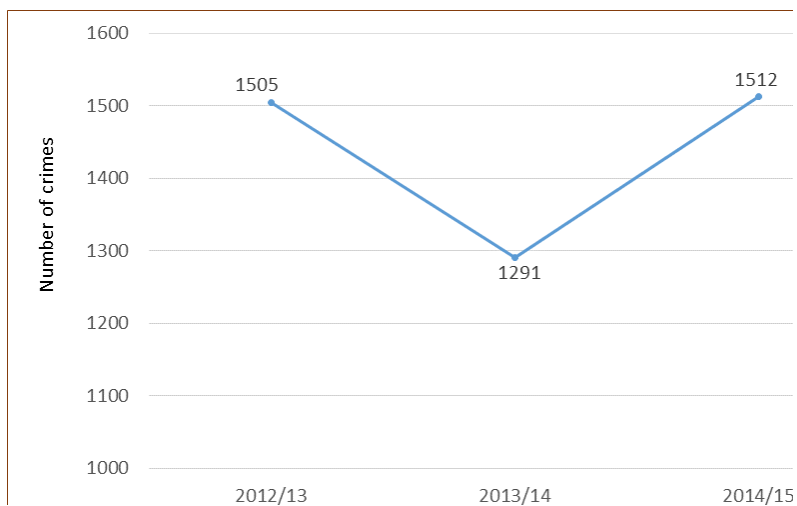
Flipchart Template

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



RY BEHIND THE BASELINE

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

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

Partners required:

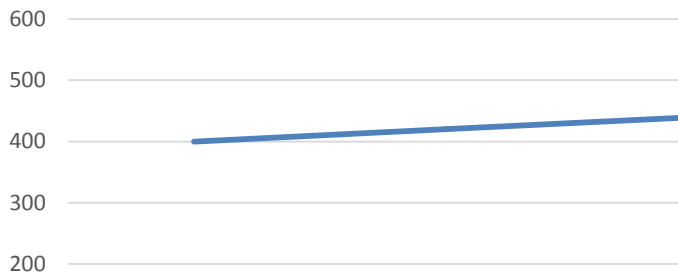
- Education Authority/ School Representatives
- Public Prosecution Service
- Youth service
- PBNI
- Woman's Aid
- Judiciary/DOJ
- Victim Support
- Ethnic minority groups

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