

Police & Crime Plan Refresh

Presentation to: OPCC – North Yorkshire

Date: 8th September 2016

Agenda

The Role of the PCC

Our Thinking around this Brief ...

Our Approach

Our Assessment of Risks

Our Budget and Timelines for Delivery

Our Added Value Options

Appendix 1 – Our Team

Appendix 2 – Our Experience

The Role of the PCC



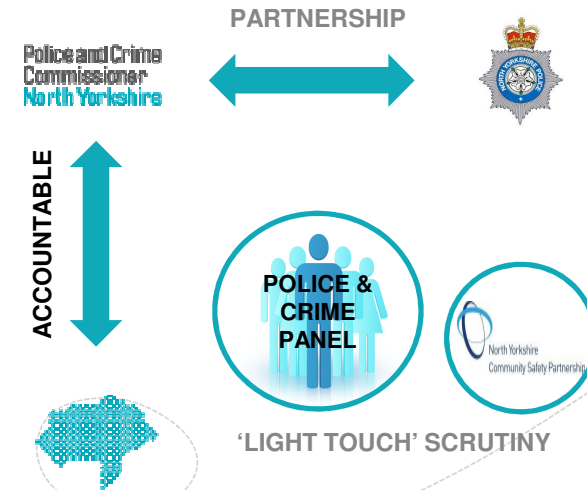
The Role of the PCC – is still evolving

'The introduction of PCCs has worked well to date and has had some beneficial effects on public accountability and clarity of leadership in policing. However, this reform is still relatively new and understanding its impacts is still a work in progress. Any expansion of the PCC role needs to be incremental and carefully judged.' House of Commons Home Affairs Committee (March 2016)

CORE RESPONSIBILITY OF PCC



Abiding Principle: The PCC is accountable to the public they serve; they work in partnership with the Police Force and are held up to scrutiny by informed representatives from the County they serve



Expanded Areas of Responsibility may be to have a role in Criminal Justice; Police Complaints and other safety services

- PCC's appear to be here to stay and even to expand their roles.
- As such the excellence with which they perform their core responsibilities stands as a public testimony to the way they work.
- The Police & Crime Plan is the main asset a PCC has to execute their influence and to be seen to do so.

Fundamental Principles behind this brief ...

First and foremost, the public shape the PCP



BUT the public are uninformed and largely uninvolved because crime is unexpected. They do not see what the police and other stakeholders see. Simply asking them what they might *expect* a good police force to provide is too hard to answer and delivers the wrong picture

The Public should be at the centre of any consultative assessment. Their priorities and needs should come first or be considered first

However they can consider different situations or scenarios where a personal perspective delivers a comparative sense of whether one issue or crime is more of a priority to them than another. Showing a sample of the population of North Yorkshire the same set of issues / crimes will provide such a consensus



Police

Other Stakeholders / Partners



Our thinking around this brief ...



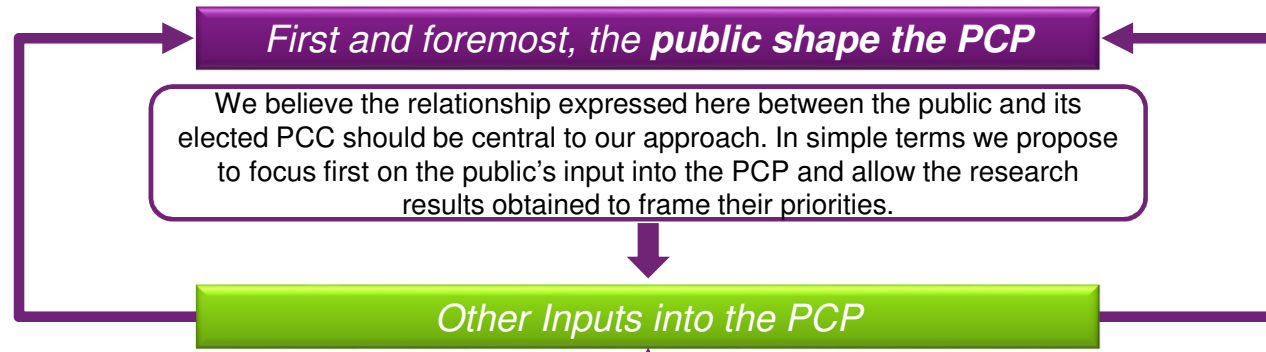
Lessons Learned ... Feedback from the Information Meetings

- Circumstances surrounding the last Police & Crime Plan meant that the approach became a reflection of generic attitudes to crime – effectively it was all considered important and difficult to argue between headline priorities when they were researched
- The outputs from the research in hindsight proved hard to penetrate the mass of reported research findings and were found difficult to use, when writing the PCP
- Concern was also expressed around the extent and reach of internal consultation which was achieved last time and there is a desire to extend this aspect, wherever possible. The PCC saw this as an area they could contribute more to as project partners
- Stakeholders and informed partners involvement is important and could be focused on specific areas of interest where possible, to maximise the level of input and its relevancy to the planning process, without introducing bias in terms of the emphasis each area of the plan receives
- There is a desire to explore innovative and interesting ways of consulting around the plan and it's framework of content, with an opportunity to build added value aspects into the response
- If possible time 'created' by a new approach should provide an opportunity to allow the PCC full extent to frame the plan prior to providing a draft for subsequent consultation

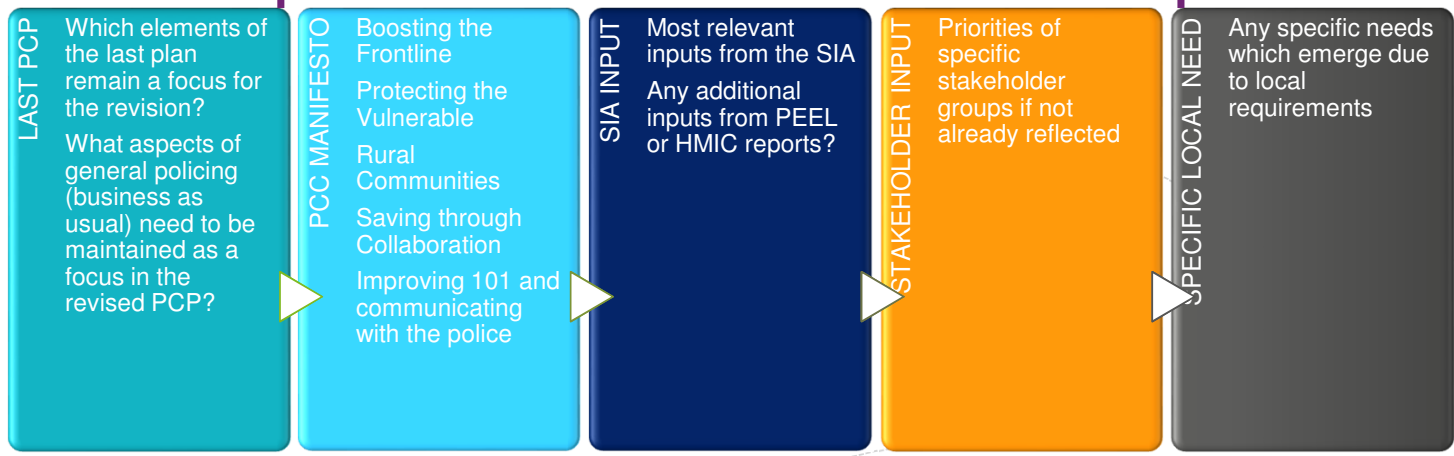
Basis to our approach ... maximise the inputs, then let the public prioritise



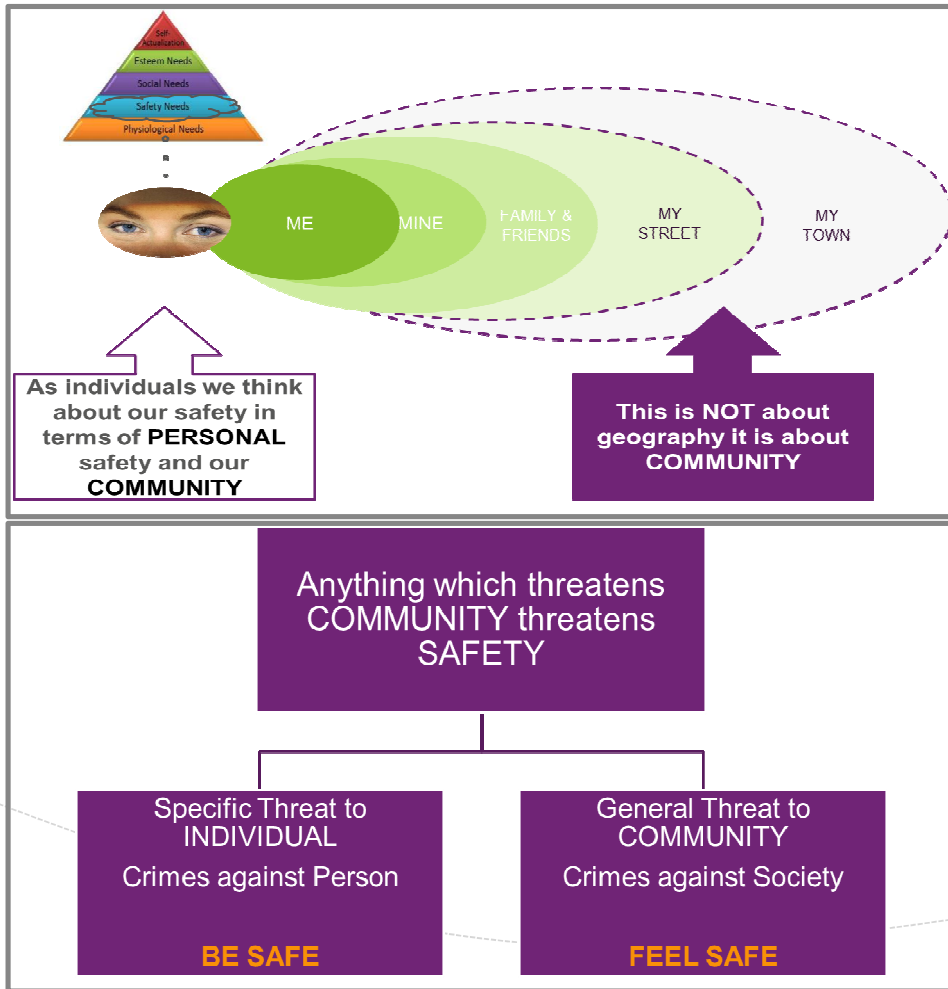
Focus the early stages on the Public to understand priorities



Allowing full initial and subsequent consultation to add detail and specific need where agreed



Retain the basis of our re-analysis of the last PCP



- Based on our previous reanalysis of data we built on the premise of how our citizens feel about their world – specifically what matters to me as an individual and what matters to my community
- As such we would ask the public where their priorities lie with regard to both an individual dimension and one of community
- We would further recommend using the concept of personal safety which remains at the heart of the PCC Vision for the region as a way of assessing what is a priority – the context of anchoring priority against something like feeling safe is key because it means something
- So when aspects such as Victims of Crime are raised as a focus of the plan they do not suffer from the fact that a minority in North Yorkshire have been impacted in this way. This question may be judged more by the community I feel a part of ...
- Similarly the corrosive nature of ASB may be seen at both an individual and a community level

Anchoring context in Safety for two important reasons ...

Be safe, Feel safe
– protected by the
most responsive
service in
England

It remains the PCC Vision and as such we found few disagreed with it's focus.



It reminds the public that the police are about maintaining safety and are not just about response

North Yorkshire typically feels safe 



ERGO: anything which makes me feel unsafe is **MORE** noticeable

Be safe, Feel safe
– protected by the
most responsive
service in England

As a Priority – the current Vision is difficult to argue against

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If making people feel safe is the core PCC objective; then understanding the publics priorities in terms of safety makes the data collection and resultant prioritisation contextually as relevant as we can get it

Partner Working with PCC

- The Buzzz have established a consistent level of support to the PCC across a number of projects going back to 2014
- All of these reflect a commissioned service where The Buzzz deliver insight and recommendations based on their skill set in research
- This project we believe is different in that the PCC need to own the Police and Crime Plan and be seen to build the level of consultation involved with NYP and other stakeholders
- As such we propose a partner approach where the PCC team for this project work directly with The Buzzz with the aim of executing a number of stakeholder consultations directly
- We will provide time to work alongside the PCC team to advise and coach in consultation and open question techniques. We would need the PCC team to deliver a number of the consultation exercises proposed
- **In order to meet the budget we have reduced our standard day rate and discounted the overall cost as well.**

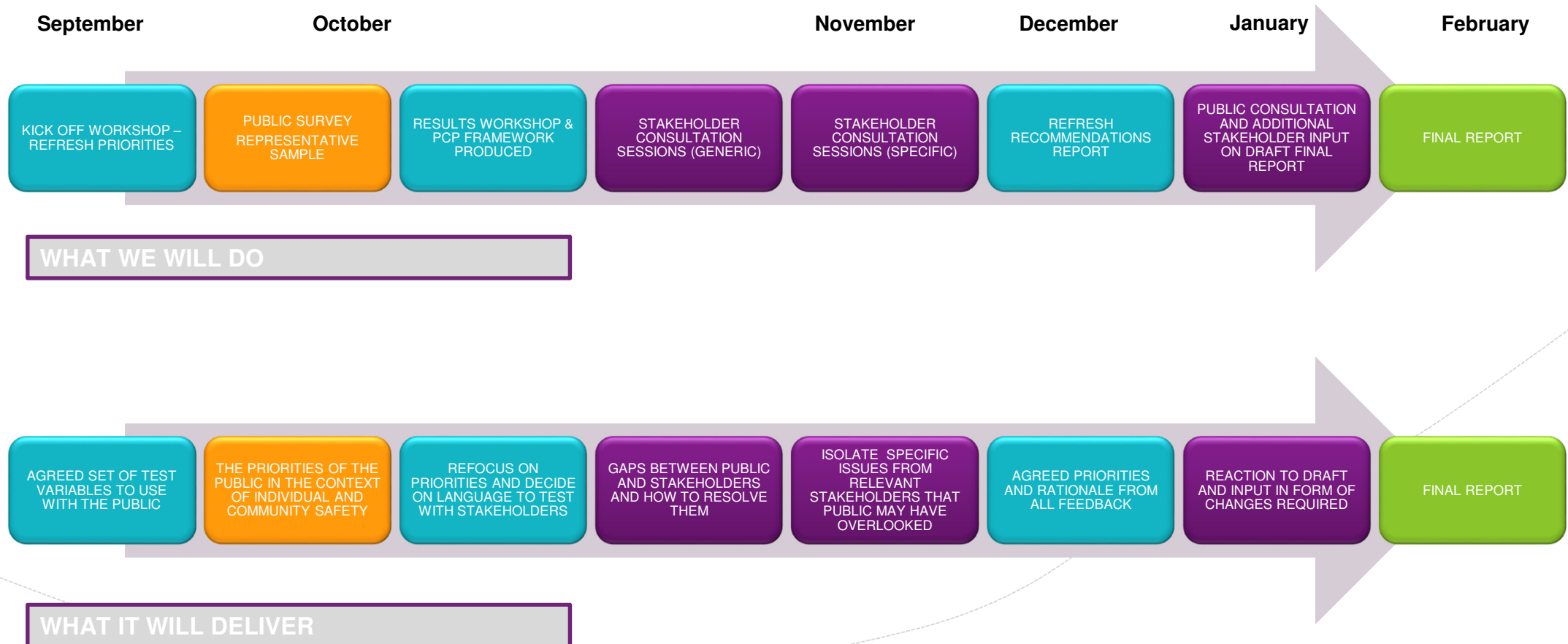


- The PCC have an involvement with this exercise which exceeds any other commissioned projects.
- The PCP is ***the*** output upon which the term of office is likely to be judged (at least in terms of deliverable, tangible and measurable goals)
- There is now an experienced team available, some of whom have been through this process or similar consultations before.
- Most importantly as we understand it they will be drafting the written plan itself and so inputs gained through insight and consultation need to be fully understood and experienced.
- **We anticipate building a close working relationship with the PCC team to execute Stakeholder Consultation which is effective and complete**
- We believe we can maximise engagement by promoting the PCP Survey as widely as possible – **PCC Press resource will be needed to deliver this reach.**
- We also anticipate leaving a resource available for future use - an online community of people who have taken an active involvement in the PCP Consultation and may be used again in the future (additional costs apply)

Our Approach



Overview – iterative consultation which begins and ends with the public ...



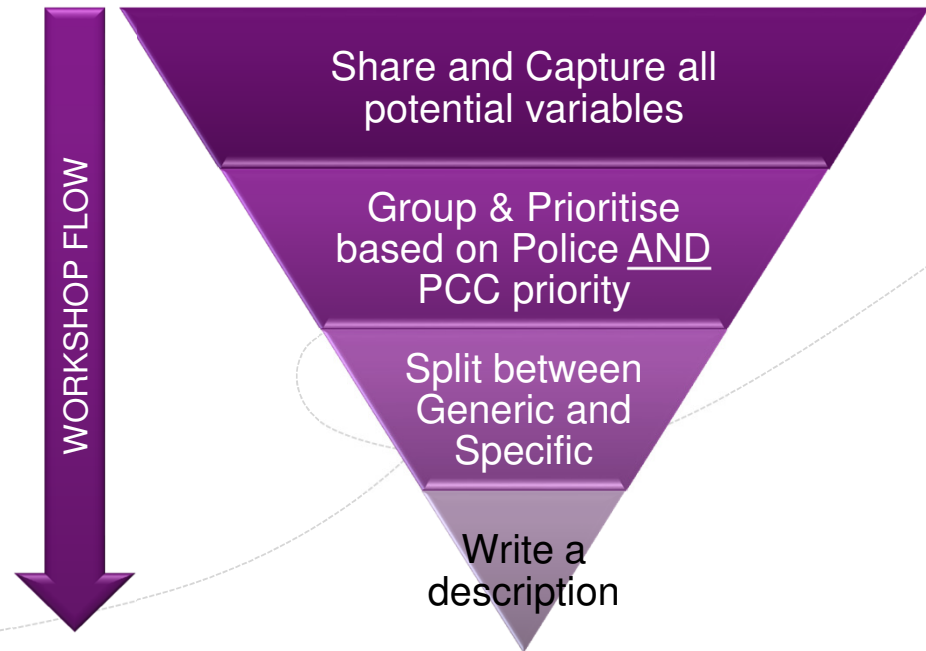
Initial Workshop – facilitated workshop to bring Police and PCC together

KICK OFF
WORKSHOP –
REFRESH
PRIORITIES

BRINGING IT ALL TOGETHER



- Facilitated Workshop with a very specific requirement to produce a series of 'Plain English' outputs capable of being tested with the public sample



AIM: A controllable number of options to test

Public Survey – Maximise Involvement via PR and Media Support

PUBLIC SURVEY REPRESENTATIVE SAMPLE

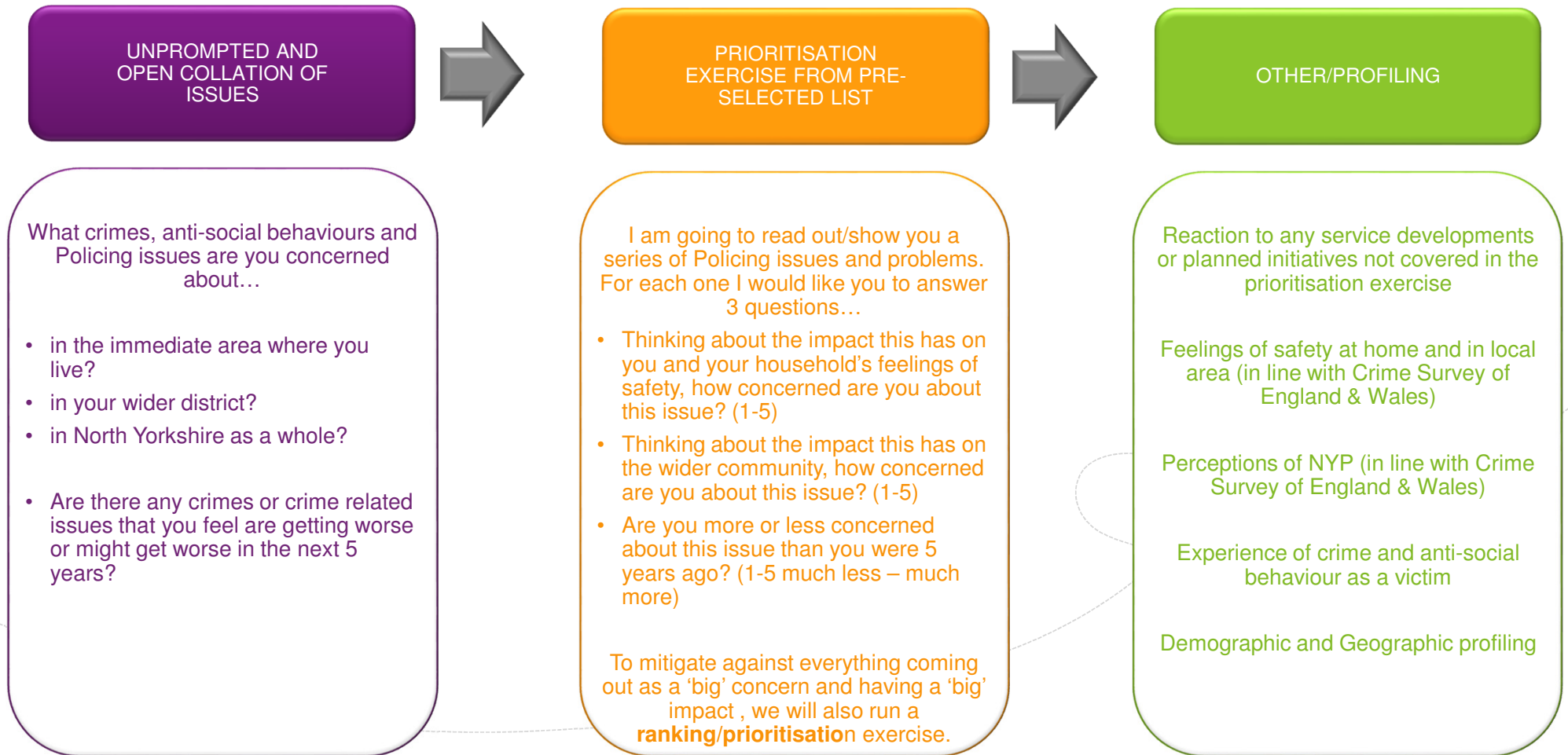


- Mixed Methodology Online and Face to Face / telephone to cover all audience types.
- Learn from our experience with National Rural Crime Survey to build response
- Support from PCC PR Team → incentive is public involvement and ongoing engagement.
- Face to face and telephone provide a representative view whilst online can be directed at specific harder to reach groups as well as engage the wider population, giving everyone an opportunity to express their view.
- Estimated 8-10 minute interview.

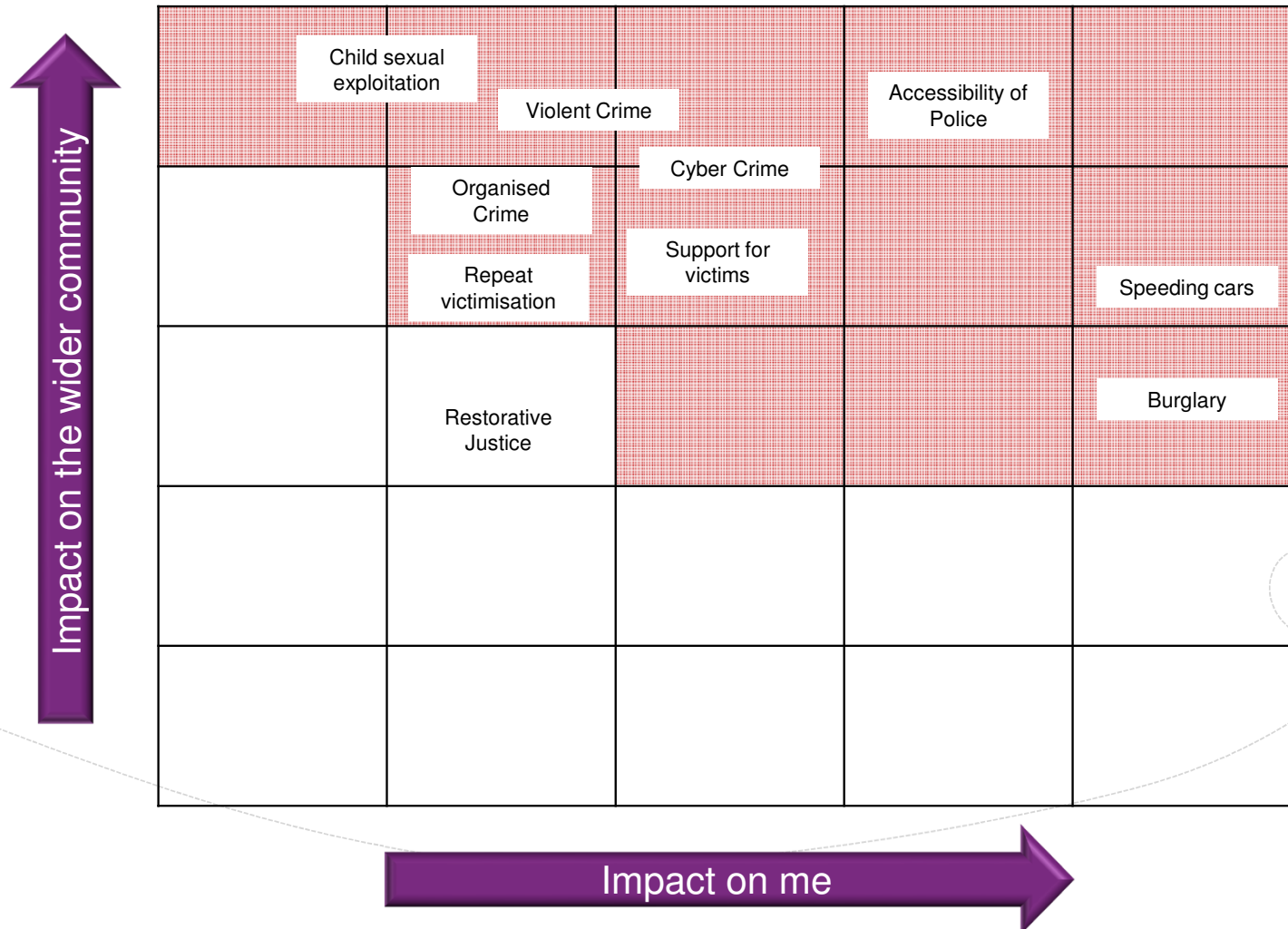
QUESTIONNAIRE FLOW



Questionnaire Content



Key analysis evaluates issues across 2 dimensions



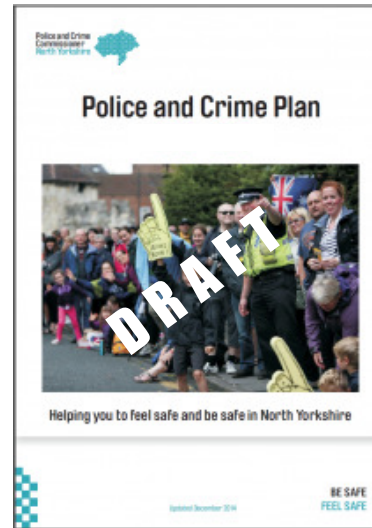
- Issues are pulled apart according to impact on both the individual and the wider community which allows for a mix of localised and high volume issues (e.g. ASB) and higher level issues (e.g. Child Sexual Exploitation) to be prioritised (if that's how the public see things).
- Analysis is run at a NY and District level (and lower where possible).
- This scoring system can be replicated in future research to map changes in public opinion.
- The questions will be pre-tested with a small pilot sample of the public giving us the opportunity to refine prior to general release of the survey.

Results Workshop– Start to focus on PCP Structure and Order

RESULTS
WORKSHOP & PCP
FRAMEWORK
PRODUCED



- Simple presentation of results to PCC project team and build a framework for the report
- Guidelines provided by The Buzzz but brainstorm for structure and order of report
- Draft Framework of report with elements of copy produced as concept for testing with stakeholders
- Simplified research findings document to accompany this



Focus on producing a high level focus on priorities, supported by Corporate and Local Priorities capable of being reviewed by an Informed Audience

Stakeholder Consultation of Outline

STAKEHOLDER CONSULTATION SESSIONS (GENERIC)

- Generic elements such as overall priorities and strategy can be assessed by consulting with Local Police and Crime Panels; NYP Senior Officers; Community Safety Partnerships and Other Council Officers
- We would expect to draw up a candidate list on appointment with the OPCC team
- Consultations would be organised on a group or 'a priori' basis including individual consultations
- Aim is to find any direct challenges or friction points
- The draft report would be provided alongside a precis of the main public survey findings



Generic Focus

B. Address Mental health - reduce risk and harm

C. Address domestic abuse and sexual violence

Specific Focus

STAKEHOLDER CONSULTATION SESSIONS (SPECIFIC)

- Specific elements which impact smaller groups of the population or elements which will form part of localised planning will be pulled apart and shown separately for more detailed consultation with relevant groups
- We would expect to draw up a candidate list on appointment with the OPCC team BUT this consultation is likely to extend to third sector organisations such as those working with Hate Crime; LGBT; Domestic Violence victims and Youth
- Consultations would be organised on a group or 'a priori' basis including individual consultations
- Some element of the generic focus would be shared but the priority is to obtain feedback at a specific level

Initial Refresh Report from The Buzzz leads directly to a Draft Final Plan



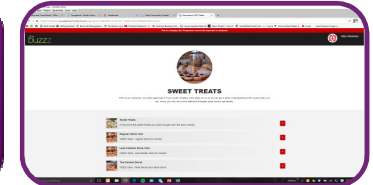
PCC PROJECT TEAM

- The Buzzz will collate all feedback from the consultation as a working document of suggested changes and amends which have come from consultation.
- Any specific issues will be flagged as they occur so that further dialogue with the stakeholders concerned can be managed by the PCC Team as they arise
- This report is then the basis for the production of the Draft Final report.
- Ideally, we would like this draft to be produced in a modular form so that elements of the report as well as it's overall form can be tested with the public.



STAKEHOLDER

- Additional stakeholder input we believe should be managed by the PCC Team who will be closest to the final format of the PCP at this stage
- Any amends can be emailed to individual stakeholders and dealt with accordingly



PUBLIC

- We propose to consult with the public by asking members of our initial sample to sign up to a North Yorkshire Crime & Safety Community
- We anticipate 15-20% of our sample may get involved – more than we can recruit to focus groups within this budget
- This is an online secure site which we will set up to highlight elements of the Draft Final report for their input and overall support
- The community can host forums, individual comments and broad discussions as well as surveys and polls
- While all members of the community can see the feedback it is not a public site and as such would be set up as a direct portal to the PCC
- Importantly they can say whether the draft reflects their views expressed in the earlier survey
- This is an asset which can be used in the future if engagement is maintained and can be managed by the PCC or The Buzzz for future public consultation

Summary – an overview of our approach



Benefits of this Approach

- Places the required emphasis on input from the public
- Brings this emphasis right 'upfront and central' so that an earlier indication of public priorities and reaction to potential inputs from other sources can be assessed and thereby start the process of PCP frame working as soon as possible
- Contextual anchors in 'feeling safe' from an individual and community perspective deflect the natural emphasis on police response or visibility
- Provides options for detailed stakeholder input at an early stage but within a reference framework set through understanding the public's priorities. We *believe* this may limit any emphasis on change due to more political input?
- Enables a draft framework to be produced early on in the process and once it has passed through initial stakeholder consultation any subsequent changes should be minor
- Consultation with the public is provided in an involved way. We consult on issues they see as priorities initially and then frame the plan around those priorities before re-consulting with some of the same people on the final plan version.
- Elements of the survey approach can be repeated in the future to track changing needs and measure the public's perception of police performance in dealing with different priorities.
- The community asset created may have a legacy benefit for future consultations across the geography of North Yorkshire and could be managed by the PCC directly in the future. Anyone wishing to get involved can be invited to participate in future topics using the same product.

Our assessment of risks



Risk Assessment and Mediation



RISK

1. This approach exceeds the budget and does not score enough to be commissioned potentially resulting in a process driven rather than priority driven approach
2. Stakeholders are not available at the same time for workshop consultations – implying non involvement or incomplete coverage
3. We do not get enough members of the public signing onto the community, or the profile of those who do, introduces bias
4. There is a broad base of priorities which come through from public consultation which threatens any focus for the PCP Framework

CONTINGENCY

1. We have discounted our standard day rate, offered coaching for free and provided the opportunity of an added value legacy to try and negate this impact
2. We will provide dates as far in advance as possible and work with the PCC team to orchestrate. Non attendance will be covered by telephone or F2F consultation
3. We will profile contributors to reduce bias and moderate the community. We can go back to survey respondents who said no at the time and re-invite them to participate
4. The PCC team have to take ownership of this and we will support with a scoring regime which will reduce the outlier subjects if needed. There is a balance between inclusivity and pragmatism which will need to be enforced and respected.

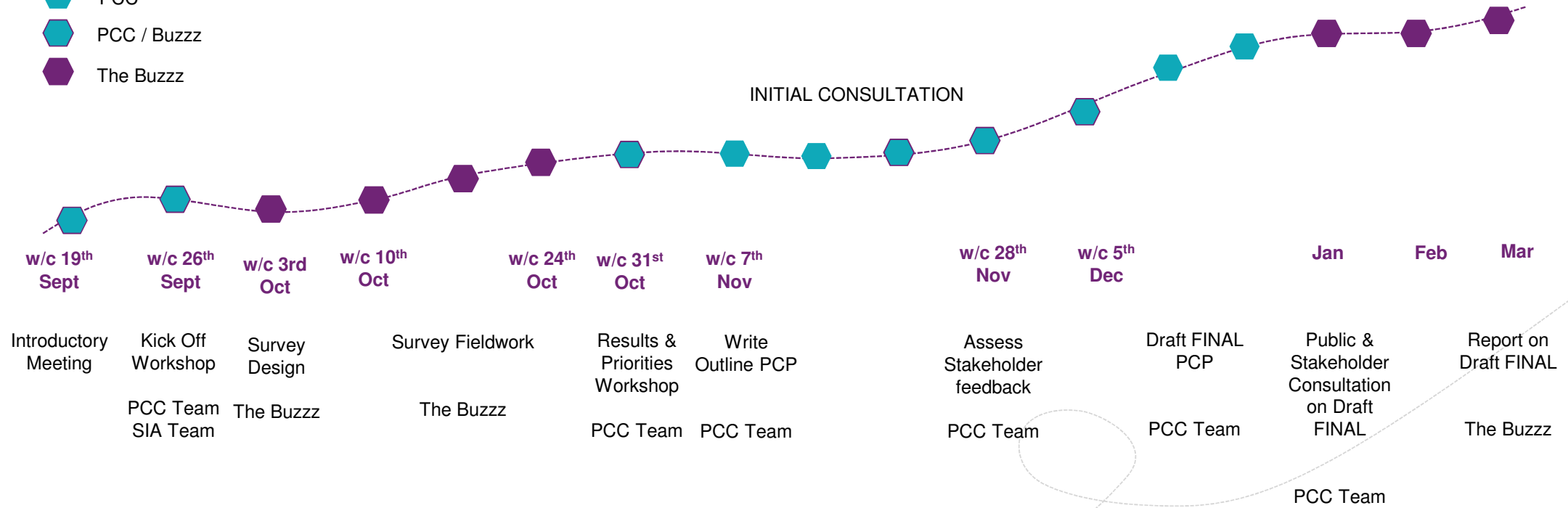
Our Budget and Timelines for Delivery



Indicative Timeline



- PCC
- PCC / Buzzz
- The Buzzz



Budget Indication

Standard Day Rates are £750 / day –
Discounted Day Rate - £600 / day

	Consultancy (Day Rate)	Survey Costs	Online Community Costs
Project Management (4 days @ £300/day)	£1200		
Kick Off Workshop (3 days)	£1800		
Survey Design (2 days)	£1200		
Survey (n=1000 quota representative sample + online responses)		£11000	
Analysis & Results Workshop (5 days)	£3000		
Stakeholder Consultation Workshops (4 days)	£2400		
Other Individual Consultation (2 days)	£1200		
Online Community Panel (Set up and facilitation - 8 days)	£4800		£2000
Report Writing (initial and final reports – 5 days)	£3000		
Training / Coaching	FOC		

TOTAL COSTS FOR THE PROJECT AS OUTLINED - £31,600 – REDUCED TO £30,000 TO HIT BUDGET

Terms of Business

- 1 Work undertaken by The Buzzz Ltd is subject to the following terms of business unless otherwise agreed in writing:
- 2 Any quotation is valid for 30 days from the date of submission. After that date The Buzzz Ltd reserves the right to revise the quotation.
- 3 The fees quoted are for the research design and services as set out in the research specification.
- 4 The research specification will usually cover:
 - A Formal Presentation, usually presented Face to face, but where appropriate video or teleconferencing may replace a Face to face presentation. Two Colour copies will accompany the presentation in addition to an electronic version of the presentation.
 - Full written reports are not standard and if required will be quoted in addition to the Research Fees.
 - 2 copies of the Data File for quantified work, where appropriate
- 5 On acceptance of the quotation, fees will be invoiced as follows:
 - 50% on commissioning
 - 40% on completion of fieldwork
 - 10% on delivery of report, if applicable
- 6 50% commissioning invoice is due for settlement within seven days of invoice date, prior to costs being incurred by the member company. All other invoices are due for settlement within 30 days of the invoice date. As a specific point of business The Buzzz Ltd will automatically charge a 10% late payment fee which becomes enforceable if payment in full is not made by the due date. The fee is waived in full and without recourse on receipt of payment within the 7 day or 30 day terms, whichever applies.
- 7 In the event of cancellation or postponement of a research project once commissioned, a fee will be charged by The Buzzz Ltd to cover costs of all work undertaken and commitments made up to the time of receipt of formal notification from the client, including an appropriate proportion of profit. In the event of cancellation or postponement of the services, by the client, fees will be charged to cover costs of all services and works undertaken and expenses and overheads incurred by the agency. The cancellation fees for fieldwork elements are as follows: -
 - 50% for projects cancelled within 7 ACTUAL days of fieldwork commencing
 - 100% for projects cancelled within 3 ACTUAL days of fieldwork commencing
- 8 In addition, clients shall be liable to pay the agency's fees and costs for all completed stages plus any fees and costs related to work that has been committed to on behalf of the client.
- 9 The client shall indemnify The Buzzz Ltd against all costs and liabilities, which may arise in consequence of the use or demonstration of any goods or services supplied by the client for the purposes of the research project.
- 10 Unless otherwise agreed, all reports, tabulations, questionnaires and other project documentation remain the copyright of The Buzzz Ltd and may not be published, quoted or reproduced without the permission of The Buzzz Ltd. This copyright extends to the Intellectual Property contained in the proposals for any project. We reserve the right to recover costs for such Intellectual property should the approach be given to a competitor.
- 11 In the event of an error caused by the negligence or otherwise of The Buzzz Ltd in any reports or tabulations supplied to the client, The Buzzz Ltd will use its best endeavours to correct the error at its own expense, but will not be held liable for the consequences of the error beyond the provision of corrected reports and tabulations.
- 12 If any research project carried out by The Buzzz Ltd involves prediction of future sales, market shares or other aspect of consumer behaviour it must be recognised that such predictions, while made in good faith, are intended only as an aid to the client's judgement and that The Buzzz Ltd cannot be held responsible for any damage or loss suffered by the client as a result of any error in such prediction.

Appendix 1 – Our Team



Our Team – Senior Experienced and Pragmatic



PROJECT LEADER SECONDARY AND QUANTITATIVE RESEARCH - Will Redding (Quantitative Research and Data Analysis Consultant at The Buzzz Ltd)

Will joined the Buzzz in 2008. He **brings 16 years quantitative experience across a range of applications and is responsible for driving innovation in new quantitative techniques and applications.** He is primarily responsible for designing quantitative research solutions and providing the analysis of the data using a range of statistical techniques. His skill set is in simplifying complex data and building storylines from survey and hard data sources.

Will led the quantitative research and analysis undertaken for the Victims Needs Assessment in 2014 and the surveys for the National Rural Crime Survey and First Contact Response projects. His primary role in this project is the delivery of the public survey and involvement in the important Kick Off Workshop.

Prior to joining The Buzzz, **Will worked for Merseyside Police for 4 years as their Consumer Research Manager specialising in User Satisfaction (Crime and Antisocial Behaviour) and Public Perception.** Championing the customer at all levels of the organisation **he ensured that the needs of the customer were embedded within operational policy and performance management systems, and that they drove marketing and communication led activities.**

Will went through Vetting for North Yorkshire Police in 2014.



PROJECT LEADER WORKSHOPS, CONSULTATION & ONLINE COMMUNITY FACILITATION - Alan Bowman (Founder and MD at The Buzzz Ltd) BA (Joint Hons) in Economics & Geography University of Newcastle

Alan has over **30 years consumer research and service design experience** behind him, having worked in the UK, USA and Australia. A qualitative researcher first and foremost Alan's core skills are in the areas of project design and a deep understanding of consumer psychology. Since starting The Buzzz in 2003 he has focused on broadening the offer of the agency **to span public service as well as commercial consumer insight**, in the belief that the sharp skills honed and refined in the commercial world have a real value in **professionalising public service.**

For this project Alan will use his facilitation skills to provide robust leadership of the Kick Off workshop which demands a driving discipline to provide the required outputs. He will be involved in the consultation at both stages – sharing the stakeholder consultation with the PCC team and leading the online community consultation stage.

A Full Member of the Market Research Society and ESOMAR (the global research professionals association) since 2003, he is also a member of the Independent Consultants Group and manages The Buzzz Network Partners who provide resource and expertise on an as needs basis.

Alan went through Vetting for North Yorkshire Police in 2014.

Appendix 2 – Case Study Experience



Examples of our work

REGIONAL CSAAS EVALUATION

(2016)

- In 2016 The Buzzz were awarded a project which required an evaluation of the process which child victims of serious sexual assault are taken through after the assault. Concerns had been raised about the nature of the service delivery brought into contrast by improvements in adult services. This project while using research approaches to talk to victims, parents and potential users also involved The Buzzz building into the approach a review of the service at each of three regional centres. These visits while not specified in the tender, enabled us to visualise the service delivery at point of contact, an invaluable aid to subsequent research with victims.
- Within a very short timeframe for a project of this nature and absorbing contact issues as we went, we believe we delivered a valuable report setting out how the service could be improved and delivered at a regional level.

VICTIM SERVICE EVALUATION

(2015)

- In 2015 The Buzzz were asked to evaluate the Victim Service as it had evolved during the first 6-9 months.
- This involved consultation with each registered provider to assess how the service had delivered and was being managed. A consistent approach and focus on analysis brought into reference stark contrasts in the level of service delivery across contracted services
- With a benchmark of the VNA to work from we highlighted where the gaps in service provision were and the reasons why they had emerged. Recommendations on how to rectify the delivery of the main volume service were agreed with the PCC. It is fair to say we did not pull any punches when it came to reporting where gaps in service delivery were and this brought about a swift response to the way the service was subsequently managed.

NATIONAL RURAL CRIME SURVEY

(2015)

- In 2015 The Buzzz organised and designed the first National Rural Crime Survey as an opt-in survey and encouraged people to get involved by responding to try and measure the impact of crime in rural areas. A total of 17,000 people responded and 12,000 qualified. The subsequent report was used as a foundation for the launch of the National Rural Crime Network.
- The relevance to the current tender is that we are advocating a similar approach to the consultation exercise to demonstrate wide engagement and involvement by the public in the subsequent consultation.
- As with this current tender, the data required rigorous analysis to simplify a very complex picture into set of concise and useable findings.