



Improvement

Customer led transformation programme

Case study – Plymouth City Council

**Mutley Greenbank: Anti Social
Behaviour project**

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The Customer Led Transformation Programme

The Mutley Greenbank Anti Social Behaviour Customer Insight Project has been funded under the Customer Led Transformation programme. The fund aims to embed the use of Customer Insight and Social Media tools and techniques as strategic management capabilities across the public sector family in order to support Place-Based working.

The Customer Led Transformation programme is overseen by the Local Government Delivery Council (supported by the Local Government Association).

The fund was established specifically to support collaborative working between local authorities and their partners, focusing on using customer insight and social media tools and techniques to improve service outcomes. These approaches offer public services bodies the opportunity to engage customers and gather insight into their preferences and needs, and thereby provide the evidence and intelligence needed to redesign services to be more targeted, effective and efficient.



The Mutley Greenbank area of Plymouth

Plymouth City Council (PCC) is a unitary authority providing services to the second largest city in the south west region with a resident population of 256,700. Whilst in many respects the city can offer an excellent quality of life, in common with many major urban areas, it does experience a range of challenges linked to deprivation, the economy, the physical fabric and infrastructure.

Situated in the county of Devon, Plymouth's natural maritime setting shapes the city's image and has played a major role in its development. With a history that is intrinsically linked to a large military and naval presence the city has prospered. However, in response to the end of the Cold War and a downsizing of the military, the city has more recently focused on new development opportunities based on its growing recognition as a centre of knowledge and expertise.

Learning institutions such as Plymouth University, with its research and design specialisms linked to renewable and marine technology, have grown rapidly. The University now has 30,000 students, the majority of whom attend the campus in the centre of Plymouth. Furthermore, many of these live in the area surrounding the campus and, together with other developments such as the growing night time economy, this has had a significant impact on the locality.

In 2010 Plymouth's Local Strategic Partnership (LSP) adopted locality working based on a working model of 43 neighbourhoods. The area selected for this project, Mutley Greenbank, is one of these neighbourhoods and includes the Plymouth University campus.

Background

A number of factors contributed to the Mutley Greenbank neighbourhood being selected as an area to pilot a Customer Insight approach.

It was recognised that the Neighbourhood had undergone significant change in recent decades with, for example, the growth of the night time economy and its impact on the demographic and economic profile of the community. One aspect being the growing impact of anti social behaviour (ASB) as identified through the Partnership and Communities Together (PACT) meetings.

As well as the anecdotal evidence, data fed back from neighbourhood meetings indicated that in terms of ASB, Mutley Greenbank ranked 3rd worst of the 43 neighbourhoods in Plymouth in 2009/10.

From a community perspective there was a feeling that more could be done to combat ASB. Residents reported that there was insufficient evidence of service providers addressing the issue. People largely felt unable to engage with public service providers or to influence the ASB.

The rationale for the project was further influenced by findings from the city wide Place Survey which indicated that Plymouth residents were largely dissatisfied with the way public services were tackling this issue. Consequently this project was seen as an opportunity to support and pilot a new approach which would lead to improvements in how ASB was addressed.

From a service delivery perspective the complex nature of the term ASB, covering as it does a raft of different issues, compounds the challenges faced. However, it was believed that the LSP provided a vehicle to work collaboratively to develop an innovative

approach to help address the ASB issues identified and to roll out any learning and best practice that was identified.

Consequently an application was submitted to the Customer Led Transformation programme in January 2010 outlining a programme of work to start in June 2010. The emphasis of the bid focused on applying a customer insight approach and collaborative working between the key service delivery providers to help better understand this issue and ultimately to use this to redesign the partners response to ASB in the neighbourhood.

In terms of outcomes the project was also seen as an opportunity to test the locality neighbourhood model and to fully explore its potential by using customer insight techniques on a local neighbourhood basis.

The funding was used to employ a project manager, conduct consultations with local residents, carry out the analysis and use this insight to design interventions to better address the ASB issues that were highlighted by residents.



Objective

A key project aim was to enable the local strategic partnerships to understand the problems experienced by our customers within the South East Locality (specifically Mutley Greenbank) and to develop a process of ensuring that we collectively tackle these shared issues.

A basic premise of the project was that ASB can include a raft of different issues which were hard to 'pin down' and fully understand. For example:

- noisy neighbourhood/loud parties
- teenagers hanging around the streets
- rubbish and litter lying around
- vandalism, graffiti, deliberate damage to property or vehicles
- people using or dealing with drugs
- people being drunk or rowdy in public
- abandoned or burnt out vehicles.

The bid set out the intention to use customer insight tools and techniques to undertake a targeted piece of work, involving extensive consultation and analysis, to fully explore what particular ASB issues impacted on residents in the neighbourhood - including the nature of the ASB, when and where it happened.

The ESD (Electronic Service Delivery) toolkit would provide an ability to map out geographically and demographically the responses from the consultation so that targeted, specific interventions could be designed and delivered to address both the real and perceived ASB issues.

The resulting insight would help service providers to better understand the ASB problems from the customer's perspective.

Approach

The work programme had a number of key phases:

1. Share ASB data and reporting information for the neighbourhood between the delivery agencies.
2. Undertake an initial consultation with residents to understand more fully the particular ASB issues in the neighbourhood and the extent to which people felt engaged and able to influence service provision.
3. Design and deliver a number of local interventions.
4. Complete a second consultation to understand the impact of the project.

Customer Insight tools and techniques were used throughout this project. They were used to select the area for the pilot, to analyse the existing knowledge about that area, to consult and interact with residents and partners and to monitor the outcomes from the project.

Demographic data

Existing demographic data plus information from Plymouth's Place Surveys was utilised to identify Mutley Greenbank as a likely location to pilot this approach to ASB. This data highlighted it as an area with significant changes in population over recent years. It showed that as the University grew in size there was a significant change in the resident population which now has a high proportion of young, well educated single residents that are generally either students residing in purpose-built halls of residence and older housing areas, or childless couples.

With a population of 18,844, the neighbourhood has a higher number of young people than the City average, with

the 20 to 24 year age range accounting for over 31 per cent of the neighbourhood population. There are also significantly fewer children aged 0 to 14 years and residents 40 years and over, and a statistically higher male population when compared to the City average.

Located next to the city centre, flats are the main housing type, which constitute nearly 51 per cent of the housing stock, followed closely by terraced properties that form 44 per cent of the stock. There are significantly fewer semi-detached and detached properties compared to the City average.

Clustered predominantly to the northern end of Mutley Greenbank, around Mutley Plain, are a proliferation of clubs, bars and restaurants contributing to a busy and lively night time economy.

Like any neighbourhood its character is influenced by its demographic make up which, in the case of Mutley Greenbank, can be considered transient in nature, both on a weekly basis with the ebb and flow of the night time economy and on a term time basis with the student population. As well as bringing commercial and cultural opportunity this presents particular challenges to public service delivery.

Service data and intelligence

At the outset the Project Board undertook an assessment of the existing data and reports to build up a picture of what was known about ASB in the neighbourhood.

This entailed a review of:

- enforcement team reports and data regarding criminal damage, ASB incidents, parking and waste collection problems
- police data on reported incidents and ASB
- police data from PACT and engagement processes
- data from private and social landlords in Mutley Greenbank
- PCC data from the Anti-Social Behaviour Unit
- data on youth services/provision in the neighbourhood
- data on parking issues dealt with by PCC Parking Enforcement team
- data on fly tipping and waste management issues reported through PCC Environmental Services
- anecdotal evidence reported by residents at neighbourhood meetings.

This all combined to build the picture of an area with growing tensions (e.g. between long term and transient residents), a growing ASB problem and a wide spread belief that public service providers were not addressing ASB in the area.

Consultation

A factor critical to the success of the project was an extensive programme of ongoing, proactive engagement with the community.

The engagement took many forms including:

- the production of a leaflet promoting the project and the findings of the first survey
- two questionnaires – before and after the specific interventions described below
- various reporting tools including the promotion of a web based electronic reporting and mapping tool
- a project web page
- attendance at community events and meetings including a community clear up campaign.

A central theme of this consultation was a desire to explore all opportunities to promote and involve as wide a range of stakeholders as possible (e.g. volunteer students from the University) and to reach as many people as possible.

The residents of Mutley Greenbank were consulted, through a questionnaire, in order to clarify the specific nature of the ASB that was causing a problem in the area. A further consultation was undertaken at the end of the project to monitor the impact of the initiatives taken.

Over the course of a weekend in October, student and neighbourhood volunteers as well as representatives from the Neighbourhood Police team, councillors and representatives from Plymouth City Council departments surveyed every household in the neighbourhood (approximately 6,729).

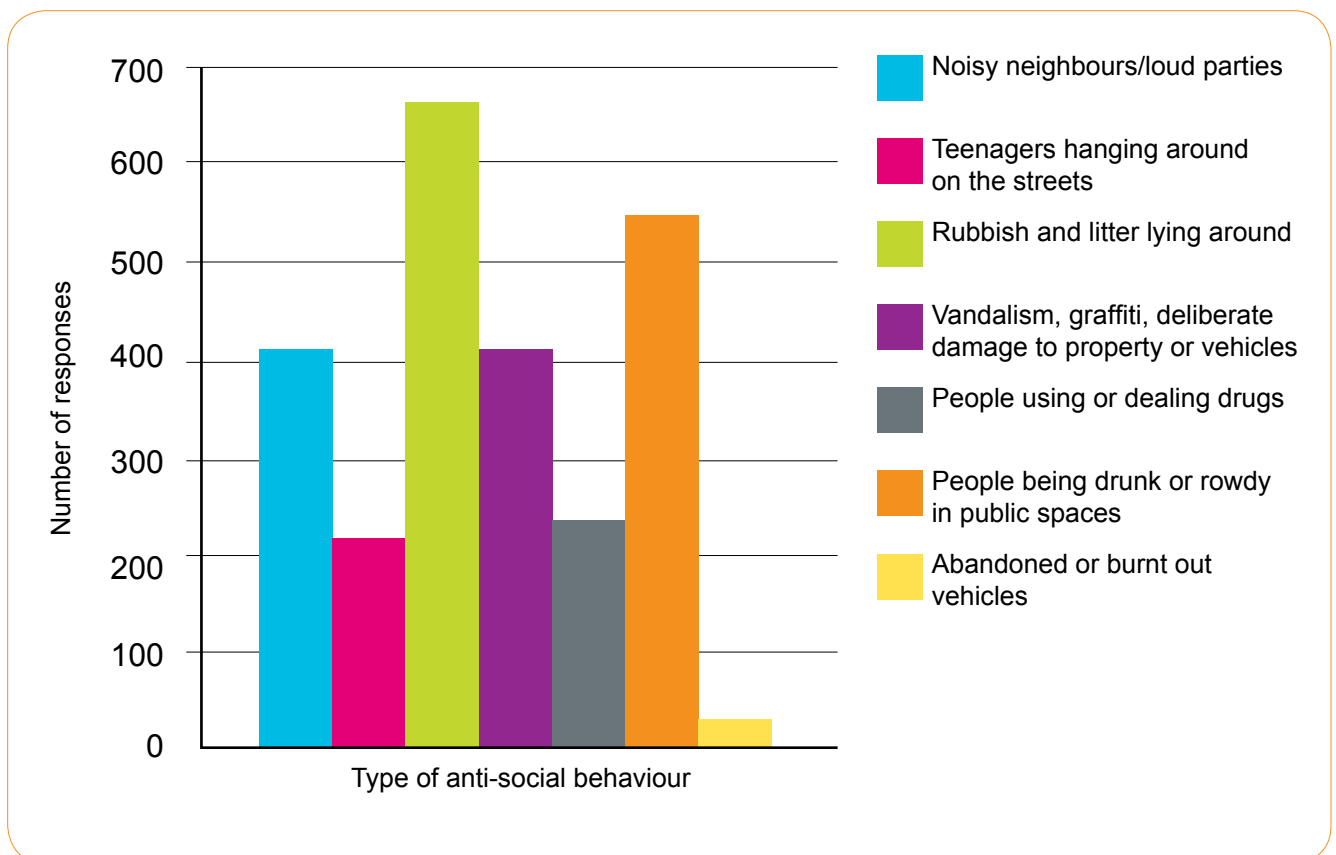
The aim was to talk to residents, face to face where possible and, if appropriate, to help them complete the questionnaire. This provided the opportunity to promote the project and find out first hand about the concerns from residents.

Where questionnaires were not completed on the door step the survey was posted through the letterbox with a return envelope. The return of 922 surveys represented an excellent response rate of 13.7 per cent.

Four key issues, that reflected the concerns of local about ASB, were identified from this work:

- noise
- unruly behaviour
- waste management
- anti-social drinkers in Freedom Fields Park.

Response to Anti-Social behaviour survey (how 6,729 households ranked their concerns)



The results of the survey and the proposed interventions were promoted widely. For example two weekend events were held at community venues to promote the findings of the survey with partner representatives available to engage, explain and consult further with residents.



A consultation event taking place at a community venue

As well as attempting to understand the nature of ASB in the area the consultations were able to gauge how fully engaged residents felt. This was seen as crucial to creating a sense of momentum which would result in the continuation of the more successful elements of the project.

Consequently, the following questions were asked in the initial and a follow up questionnaire surveys:

- “Thinking about Mutley Greenbank, how much would you agree or disagree that the Police, Council and other public services are successfully dealing with Anti Social Behaviour issues that affect your area?”
- “Generally speaking do you agree that you can influence decisions in your local area?”

To consider the impact of the project a second survey was designed and undertaken in March 2011. Of the 6,729 household surveyed there was a very good response rate of 771 (11.5 per cent).

ESD (Electronic Service Delivery) Toolkit

The responses to the first consultation were mapped, using ESD Toolkit, to provide a visible picture of the specific locations within Mutley Greenbank where each of these issues was a problem.

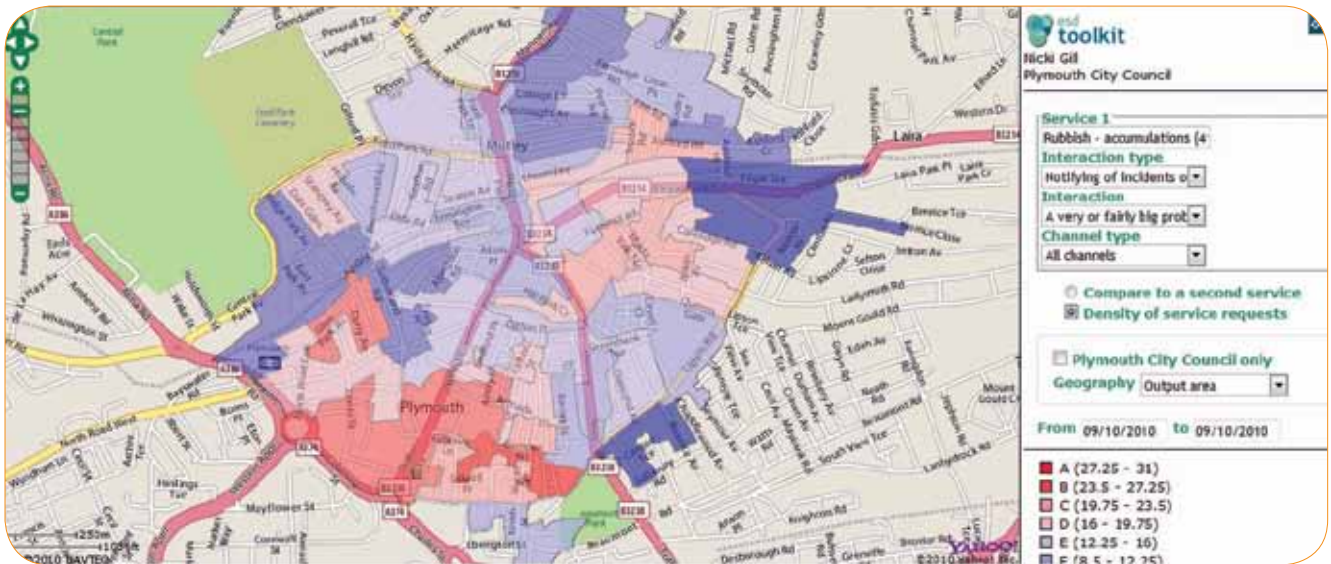
To achieve this mapping a number of steps were necessary.

Firstly the households within the Neighbourhood needed to be identified. A list of households was created using council tax records and postcode data. Households that pay council tax and those that are exempt were merged and the households within the Mutley Greenbank were extracted.

In order to produce a survey that could utilise the ESD toolkit and access mosaic data a third party consultant was commissioned (Porism). This consultant provided the technical expertise and analysis, to:

- design the survey
- define the set of survey questions and available answers (Note: Only questions requiring answers selected from one out of a pre-defined set of answers can be used – where a question allows the respondent to choose multiple answers each of these must be defined as a ‘Yes/No’ question)
- download a template for the survey from ESD toolkit – this provided the format needed for the upload of the survey data.
- after the survey exercise was completed, the raw survey data was formatted to match the ESD toolkit template
- upload the survey results.

The analysis of the survey data, in the form of profiled responses, included postcode and hot/cold maps of response types (from ESD toolkit) with comparisons between different responses from demographic groups to understand biggest concerns amongst residents.



The density of respondents who considered rubbish and litter lying about a very or fairly big problem (as an example of a question in the first survey)

Postcode information on the survey enabled the response to each question to be mapped in a variety of ways, for example:

Actions

The customer insight gleaned as a result enabled the partners to devise four priority interventions to test out in the hope they would address these specific issues.

Armed with this insight, the Project Steering Group utilised the knowledge of what mattered most to people and the location of hot spots, to decide upon four priority interventions and work began on delivering against these from October 2010.

The four interventions were:

- Nights of Action (Operation Liquorice)
- Freedom Fields/Tothill Park Designated Public Place Order (DPPO)
- student awareness raising
- North Hill litter control.

Nights of Action (Operation Liquorice)

These were highly visible multi-agency operations, undertaken primarily by staff from

the council's public protection service and the police (including community support officers and special constables). The action focused on the evening and night time economy in the areas of Mutley Greenbank and targeted littering and waste, rowdy behaviour and public disorder especially in relation to licensed and food premises.

The first of these operations took place on Friday 10th December with a meeting being held on Thursday 16th December to plan additional operations. Successive Nights of Action took place early in 2011. The key elements underpinning this work being the joint briefings of Neighbourhood Police and Council enforcement officers and an emphasis on high visibility, zero tolerance patrolling.

Freedom Fields/Tothill Park Designated Public Place Order (DPPO)

A DPPO was implemented for Freedom Fields/Tothill Park in April 2011.

Such an order, placed on a designated area, gives the police powers to direct people to stop drinking alcohol and causing anti-social behaviour in that locality. The order also gives the Police the power to confiscate alcohol from the drinkers.

Student awareness raising

A wide range of actions were agreed with the aim of increasing awareness with students and increasing confidence in the community:

- the council and police agreed to put information in the Student Packs given to all freshers on arrival
- information and advice was posted on the University internet and intranet sites
- the University agreed to support the promotion of the police's escalation process in the community
- the University of Plymouth Student Union (UPSU) set up community pages on its website allowing agencies and community members to post articles and information
- the UPSU Facebook site (and occasionally twitter) was used to issue messages and reminders (e.g. about bank holiday refuse arrangements)
- articles and information were published in the UPSU paper 'The Knowledge' - UPSU are keen to extend the distribution of this paper into the community so it becomes more of a community publication rather than one just aimed at students
- the possibility of extending the role of the 'Student Watch' Co-ordinators, to take a pro-active role in passing on waste/recycling information and opportunities for involvement in community clear up days, was investigated.

North Hill Litter Control

A variety of measures were proposed to deal with the issue of litter in the North Hill area:

- active interventions on the ground targeting people who drop litter (see Nights of Action),
- getting businesses (voluntarily or by using enforcement tools if necessary) that make up the evening and night time economy to help deal with the problems their

commercial activities create - this includes investigating ways they can contribute towards the costs of clearing up the mess left or involvement and support for community clear up days

- ten large, high visibility, fire suppressing litter bins have been placed on North Hill
- evidence gathered to help support enforcement measures should this be necessary.

Findings

The second questionnaire was designed to measure the impact of the project. It was completed in March 2011 and the results were as follows:

Q.1. Of those that responded 66 per cent thought that the first survey had helped identify issues of anti social behaviour in the Mutley Greenbank area (strongly agree/ tend to agree).

Q.2. The first survey focused on identifying the ASB issues most important to people in the neighbourhood and from the specific interventions were identified. When asked on a scale of 1- 5 to agree or disagreed that each of these interventions will address the anti social issues highlighted in the first survey the percentages below agreed:

| Intervention | % agreeing that the action addressed ASB |
|---|--|
| Nights of Action | 66 |
| Freedom Fields and Tothill Park Designated Public Place Order | 60 |
| North Hill Litter Control) | 52 |
| Student Awareness Raising | 50 |

Percentage of residents who agreed that intervention addressed ASB issues

Q.3. Respondents were asked to comment on other interventions they would like to see. There was a wide range of comments including; some that were generalised, some focused on solutions and some that are already covered within the scope of the project. However, certain themes or clusters did emerge.

Q.4. In answer to the question “Thinking about Mutley and Greenbank, how much would you agree or disagree that the Police, Council and other public services are SUCCESSFULLY dealing with Anti Social Behaviour issues that affect your area”

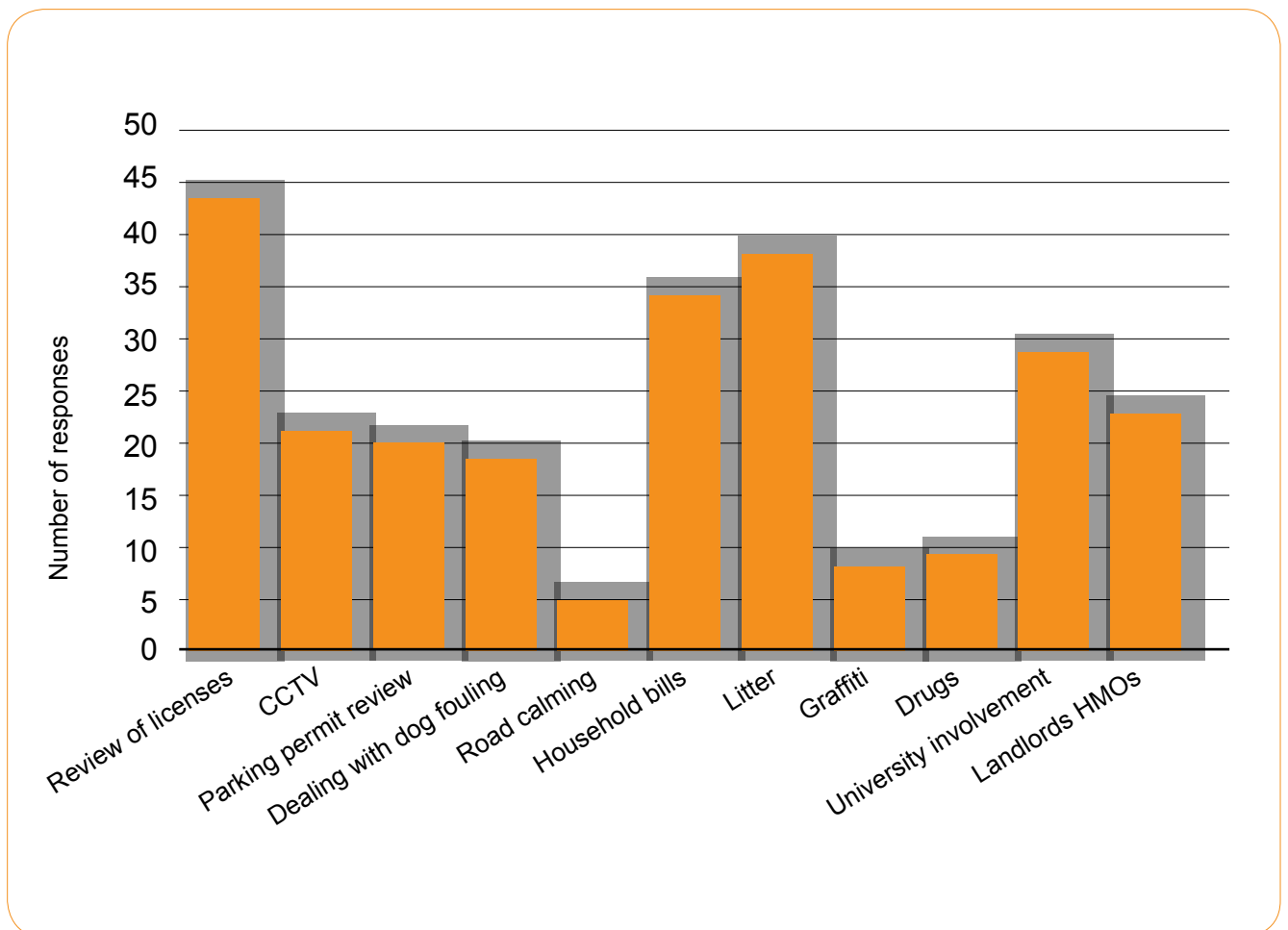
32 per cent agreed and 30 per cent disagreed.

The 32 per cent compared favourably with just over 25 per cent in October 2010, a 7 per cent rise in 5 months.

Q.5. When asked “Generally speaking do you agree that you can influence decisions in your local area?”

30 per cent agreed and 35 per cent disagreed. When comparing the two sets of data (between the first and second surveys) this represents an increase of 8 per cent, over the course of 5 months, in those who agreed.

In comparison with historical Place Survey data this shows an improvement which, if the Mutley Greenbank figures could be achieved city wide would move Plymouth into the top quartile of local authorities.



Number of residents’ comments against specific themes

| | |
|-----------------------------|-------|
| Citywide Place Survey 2008 | 22.2% |
| Interim Place Survey 2009 | 23.9% |
| Project March 2011 – Survey | 30% |

Percentage of people who feel they can influence decisions in their area

Q.6. When asked the question if there was a feeling of being more engaged with PCC and the Police as a result of the project 39.5 per cent agreed and 26.5 disagreed.

Online survey

Of the responses to the second survey, only 19 were completed on line (2.46 per cent). This is interesting because the mosaic data indicates that the Mutley Greenbank neighbourhood represents the type of neighbourhood that would contain a high proportion of students consisting predominantly of population profile group G (at 91.7 per cent) known as ‘Liberal Opinions’ which encompass those that consider ‘the internet as an important source of information (and) most members of the group bank and purchase goods using on line channels’¹.

¹ Mosaic UK – the consumer classification of the United Kingdom 9/06/10



Outcomes

Everyone involved in the project reported that it was a success because of the use of customer insight. The customer insight enabled the partners to gain a better understanding of the underlying ASB issues, and hence to develop focused approaches to tackle the issues that were of specific importance within Mutley Greenbank.

As a consequence of the insight captured, the four actions were developed to try addressing specific problems and as a result they were more successful in achieving their objectives.

Nights of Action

These were deemed a success by all involved. They provided a highly visible demonstration of “everyone working together”.

Dr. Anita Jellings, Dean of Students at Plymouth University was so impressed by the Nights of Action that the University has volunteered to fund 3 further Nights in the next academic year.

“Although they were resource intensive, the highly visible Nights of Action had a major impact because they focused on the specific issues in this area”

Sarah Nicholson
Police Community Support Officer

“The use of customer insight allowed us to take preventative action rather than just responding after the event”

Tracie Taylor
Police Community Support Officer

“The Nights of Action were very useful, giving a visible sign that everyone is working together”

Dr. Anita Jellings
Dean of Students, Plymouth University



There have been three weekends of 'Nights of Action' within the area of Mutley/Greenbank since December 2010. This has been a chance for partner agencies to work closely together in an aim to provide high visibility patrols, robustly dealing with ASB type incidents including noise nuisance, rubbish bins being kicked over in the street and littering from late night fast food outlets. The aim being to give public reassurance and victim satisfaction to our community in this particular area.

Incidents would include youths hanging around street corners, and being stopped and spoken to by Police, residential parties and criminal damage. All of these incidents were alcohol related.

A number of incidents called in by residents relating to noise nuisance coming from a block of residential flats and student houses. Due to the fact that the officers were in a van and nearby, we were able to gain entry to these properties promptly and deal with the ongoing parties robustly.

One resident who had called in the initial complaint spoke to the team and said "Thank you so much, I never expected a response so quickly".

Another resident who called in had seen over 200 people attending a student house party, Police attending broke up the party and dispersed all partygoers effectively. This was indeed recognised by the caller who wished to remain anonymous but thanked police for their rapid/positive action and response.

We were seen stopping rowdy youths who appeared intoxicated and these were dealt with appropriately. A passerby said "It is great to see police out on the streets dealing with these people".

The 'Nights of Action' gave student officers and special constables alike good evidence in dealing with incidents and assisting in their community and the experience in dealing with alcohol related incidents.

PS 5938 Jane Mole
Central Neighbourhood Sergeant
Plymouth

The shelter in Freedom Fields where up to a dozen street drinkers used to gather



Public Place Order

The Designated Public Place Order for Freedom Fields and Tothill Park delivered a drop in drink related ASB. It appears that much of the drinking and related activity moved indoors rather than being displaced to other areas. However, there is anecdotal evidence that this initiative has broken the mould for some individuals and their lifestyles have improved.

“The DPPO not only had the desired effect of breaking up the group of ‘street drinkers’ that used to plague Freedom Fields, so that it can now be used by the community, but also seemed to help some of these individuals to improve their personal lives by breaking the pattern of drinking.”

Jonathon Spurling
Community Volunteer and
Manager of the Café in Freedom Fields

“Brilliant – the best thing that could have happened. Previously when we were called out this group would behave once we came in sight and there was nothing we could do. The DPPO has resulted in a major improvement for the community with members of the public being able to walk their dogs or use the park without fear whereas previously they avoided the area.”

Sarah Nicholson
Police Community Support Officer

Student awareness raising

It is recognised that this will be an ongoing problem as new students arrive each September. The project was successful in involving the UPSU and having the student union on board will undoubtedly make a difference in the future.

“This initiative has been a great success and as a direct result the Student Union is making Community Relations a priority issue.”

Abigail Petit
President of University of Plymouth
Student Union

One positive example is the Contact Card (see over) developed, in Plymouth, to help students get to know their neighbours (and vice versa). The police have worked with the student union and agreed to finance its introduction. The card will be distributed by the University and Letting Agents.

In the light of the experience from this project, UPSU are also re-drafting their guidance for students living in the area.

The guidance covers topics such as:

- waste and rubbish
- knowing your neighbours
- noise and parties
- crime and security
- community involvement.

“Council officers used educational means to advise students not to drop litter which was very effective. It is hoped the ‘Nights of Action’ will encourage individuals to dispose of their rubbish responsibly in future and help to keep a clean and tidy environment for everyone to enjoy”

Lindsay McClean
Plymouth City Council

North Hill litter

The extra litter bins, with built in fire repressing systems, are reducing the litter problem in North Hill.

“These have been a real winner”

Abigail Petit, UPSU



“There has been a noticeable reduction in the litter dropped on North Hill since these bins were introduced”

Mark Rich, Plymouth City Council

Benefits

Each of the initiatives delivered immediate and specific benefits as described above. These include:

- reduced ASB
- reduced street drinking
- cleaner streets.

The benefits also led to quantifiable cost savings. For example the larger bins provided in North Hill were rolled out more widely as a consequence.

“As a result of the initial 10 bins in North Hill we have now rolled out a further 10 bins and are about to install a further 40 in high profile city centre locations. This is not only because of the reports of a reduction in litter problems as a result of the bins and the obvious environmental improvement this brings but also the cost savings. Each bin has increased capacity, do not require bags and can be emptied mechanically which the reduce cost input of maintaining and emptying. It is estimated for each bin there is a saving of £50 a year and our carbon foot print would also be reduced as there will be less visits to each bin.”

**Nick Maker,
Operations Manager,
Plymouth City Council**

In addition, savings were made as a direct result of the implementation of a DPPO in Freedom Fields. In April 2011, when the DPPO order was first launched, 15 calls were received from residents reporting an ASB issue. In the following month of May the figure had dropped by 47 per cent to 8 calls. According to the threat risk assessment

completed by the Devon and Cornwall Police strategic analyst the investigation (including call out) of each ASB incident of this type costs in the region of £1,750. This would equate to a saving of £12,250 in one month for this intervention. If these savings are repeated, and initial evidence suggests that they will be, then an annual saving of nearly £150,000 could be achieved.

However, underpinning these immediate improvements are longer term benefits that will spread to other functional and geographical areas. These include:

Establishing Customer Insight

The use of Customer Insight within this project, to understand the specific needs of an area and group and hence to focus the use of scarce resources in an effective way, was such a success that the participating organisations have agreed to utilise these techniques in other areas both individually and in partnership.

For example, the Council together with its LSP partners, has reviewed the way it works directly with communities through its neighbourhood working model. This model incorporates quarterly meetings with residents and partners across all 43 neighbourhoods. The customer insight approach taken in this project was fed into this review. One outcome from the review was that it was agreed that customer insight data, such as repeat issues and complaints that are raised at these meetings, should be mapped and analysed and neighbourhood profiles reviewed and updated to improve coordination and delivery of services.

Improved communications and joint working

All the partners involved in the project reported an improvement in partnership working, including:

- an understanding of each others perspectives and problems
- a willingness to share information and to collaborate on improving their Customer Insight
- an acceptance that they must not only cooperate behind the scenes but must also be seen to be working together.

“The project provided a valuable focus enabling the university to work together with a range of agencies to make sustainable improvements rather than just reacting to individual incidents.”

Dr Anita Jellings
Dean of Students
University of Plymouth

Learning from this project has been used for other initiatives relating to crime in the area. For example, in order to address a spike in acquisitive and burglary crime in the Mutley Greenbank area a multi agency joint working group has been arranged involving University, Police and Council representatives.

The sharing of information is recognised as important not only at the strategic level but also at the neighbourhood level. For example, to continue and develop the work and sense of momentum created, a student steering group has been set up. This not only involves Plymouth University, the Police and Council but also has representation from Marjon (a teacher training college). The aim of the group is to provide a joint approach

to increase student safety, promote student involvement and increase engagement for students within their community. This will include raising the opportunity for active citizenship to compliment and contribute to academic study and course commitments. For example attending neighbourhood meetings and helping to raise awareness of ways to ensure responsible behaviour around waste management through text alerts.

Improved confidence in the service provision

The high visibility of the approaches taken during this project has delivered a measurable improvement (from 22 per cent to 30 per cent) in resident's belief that they can influence local services.

“People didn't always ring in... so police didn't know what was happening and what was needed...if residents believe something will happen, they will contact us, we can build our local knowledge and be in the right place at the right time”

Sarah Nicholson
Police Community Support Officer

Community relations

The focus given by UPSU to encouraging active citizenship will continue, over time, to improve relations and interactions between various communities within the neighbourhood. Measures such as those undertaken through the work of the Student Steering Group, for example, will help promote responsible behaviour amongst residents generally and in turn this will help break down misplaced perceptions.

Governance

On confirmation that the bid was successful a project board group was formed involving representatives from:

- Plymouth City Council
 - Anti Social Behaviour Team
 - Waste Management
 - Public Protection Service
- Neighbourhood police team
- Plymouth University
- Plymouth Students Union
- Community Safety Partnership.

This group met every six weeks to monitor progress with the day to day coordination being undertaken by the Partnership Coordinator working in a largely informal way with representatives of all partners. The group reported to the LSP.



Resourcing

The project received a grant of £99,876 which was used as follows:

| | |
|--|----------------|
| Detailed scoping | £2,004 |
| Review of standards to enabling clear communication, costing, benchmarking, measurement and division of activities across all partners | £7,164 |
| Publish standards | £5,454 |
| Consultation to validate model using esd-toolkit verification methods | £2,556 |
| Manage project – study the NIs that impact upon Social Behaviour, supervise engagement with the delivery partners | £4,860 |
| Gather, tidy, input and profile transactions and surveys, measure progress, benchmark across LSP and with demographically similar councils to ascertain whether experiences can usefully be shared to save valuable resources and report | £9,222 |
| Analysis of results and definition of interventions (working with ESD team) | £4,860 |
| Documentation of outcomes and measures of success to demonstrate where quality of life has been improved for citizens | £3,756 |
| A dedicated Project manager, project officers and administrative costs | £60,000 |
| Total cost | £99,876 |

Looking forward, the council is undergoing a process of budget reduction which indicates that the funding for on-going initiatives is uncertain. However, the University has volunteered to fund 3 Nights of Action in the next academic year (2011/12).

Challenges and lessons learnt

A number of challenges have been identified that need to be addressed if the benefits delivered within this pilot are to be extended to other geographic areas and across a range of services.

- It is clearly advantageous to focus on the problems and issues specific to an area. This requires detailed customer insight and to achieve that a number of approaches were taken. One in particular, the questionnaire, was useful in providing a detailed insight to the perceived problems in the area. However, it is too expensive to be maintained. Currently, the council counts the number of complaints it receives, but doesn't know how many other people are concerned but don't bother complaining. The other partners have similar issues. Consequently, it is necessary to carry out a review of the way data is regularly collected and utilised.
- This project helped to improve liaison and coordination between the various partners. This needs to be maintained at both the strategic and practical levels.
- The role of enforcement needs to be assessed. In some cases this was clearly successful (e.g. the DPPO). However, in other cases, the council should avoid being too eager to impose penalties:
- However, even within the partnership there appeared to be a lack of agreement in some cases. For example, at the start of the year clubs and bars etc hand out masses of leaflets to students, many of which end up as litter. How should this be managed? By enforcement or improved litter picking and disposal arrangements?

Alongside these challenges, a number of valuable lessons were learnt as a result of this project.

- The use of customer insight allowed the project to focus resources on what was needed in this area. A similar approach in other areas would identify different issues and require different actions. The partners in the LSP recognise this benefit and are seeking to use customer insight more widely.
- The focused 'You said – We did' approach had a highly positive impact on residents feeling that they can influence decisions. This is the case even when the intervention/activity costs are relatively small in cash terms.
- The high visibility approach adopted during initiatives such as the 'Nights of Action' reassured the public and resulted in an increase in confidence in the ability of the public services and a corresponding drop in fear of crime. The police involved believe this high visibility approach will be useful in tackling different problems (e.g. 'joy riding') in other areas.
- The 'face to face' engagement and partnership approach stimulated a high questionnaire survey return rate. Student volunteers and the neighbourhood police team knocked on doors to promote the project and complete the surveys. This resulted in a very high return rate.
- Online communication and consultation tools in this case provided limited feedback. This was surprising, given the demographic profile of the residents who, in this particular neighbourhood, would be expected to be especially computer literate.
- It was noted, in retrospect, that there was no community representative on the steering group and this is something that may be considered in future.

Next steps

With regards to the specific actions undertaken during this project:

- the university is funding further 'Nights of Action' during the 2011/12 academic year
- UPSU is making community relations a key priority for the 2011/12 academic year and setting up systems (e.g. the contact card) and producing information and guidance for students which will run for a number of years
- the council has monitored the success of the new style of litter bins and has extended their use to other locations

- the police are monitoring the success of the DPPO in Freedom Fields to assess whether the initiative should be emulated elsewhere.

More generally, there is a consensus amongst those involved that this exercise was a great success and the partners will seek to emulate this model using customer insight and partnership working wherever suitable.





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