

Commissioning Specification

Sustainable Neighbourhoods Board Social Marketing - Phase 1 - Blueprint

Introduction

Traditionally, activity commissioned by the Oldham Partnership's Sustainable Neighbourhoods Board (SNB) has been designed to directly address specific, objectively measurable outcomes, such as crime reduction, environmental improvement and reduced drug and alcohol misuse.

To this end, the SNB, like all public bodies, has been required to pursue objectives directly related to Public Service Agreement (PSA) targets that were largely based on objectively measurable outcomes rather than subjective satisfaction measures. However, this situation has now changed, with an increased emphasis on the latter.

As part of a concerted effort within central government to rationalise and integrate various regimes, the performance management landscape substantially altered from 1st April 2008. Best Value Performance Indicators (BVPIs) ceased to exist. PSA targets were revised to reflect 30 new national objectives and Assessment of Policing and Community Safety (APACS) were introduced along with a new suite of 198 National Indicators (NIs), (**See Appendix A**). Consequently, Local Authorities are now required to report on all 198 NIs, and to select from them up to 35 for inclusion in a new Local Area Agreement (LAA). The Audit Commission will later introduce Comprehensive Area Assessment (CAA).

In order to comply with this new regime and demonstrate the comprehensive nature of its performance management, while meeting both national and local priorities, the SNB has decided to broaden its approach in assessing the impact and effectiveness of initiatives undertaken on its behalf.

Previously, there was an underlying expectation that, where success in delivering good, sustainable results in a visible manner had been achieved, improvements in public perception would naturally follow. Unfortunately, this has not proved to be the case. This may stem from the fact that media work related to commissioned activity has usually been undertaken merely as an adjunct to the main thrust of the activity. In general, this work has tended to be restricted to the issue of press releases and the use of local newspapers and radio to raise awareness of activity, and to deliver crime prevention messages.

However, it is now well established nationally that, whilst crime levels have substantially fallen over the last decade or so, fear of crime has not. This mismatch between public perception and reality is described as 'cognitive polyphasia'. Oldham's experience is similar to the national position. It is against this background that the SNB has decided to address directly the issues of satisfaction and perception, while continuing its work to achieve the high level aim of improving neighbourhood sustainability in the Borough. (**Appendix B — 'Rebranding Oldham' – example of public consultation 2008**).

As a result, the Board has decided to commission a piece of work, which will inform the content, style and approach of a future Social Marketing intervention, (**see National Social Marketing Centre <http://www.nsms.org.uk> for background**). This work, (which will be commissioned later in 2008 as Phase 2 of the programme) will seek to change public perceptions in relation to crime, anti-social behaviour and the environment.

Accordingly, the SNB is now inviting Expressions of Interest from potential Delivery Agents, who are interested in undertaking the following commissioned activity:

Sustainable Neighbourhoods Board Social Marketing - Phase 1 – Blueprint

Objectives for Phase 1 - Blueprint

The Sustainable Neighbourhoods Board expects the following to be achieved as a result of this particular commission, **Phase 1 – Blueprint**:

- Research findings, (combining data from different sources), which demonstrate an in-depth, robust understanding of Oldham residents' characteristics and needs
- A comprehensive analysis of Oldham residents' behavioural patterns and trends
- The identification of creative, flexible and innovative approaches, which could be used for the work to be commissioned in Phase 2. These ideas should be based on, and informed and guided by an integrated behavioural theory framework, which reflects the social, bio-physical, psychological and environmental factors that apply in Oldham
- Evidence of clear 'actionable' insights into the key factors that motivate and influence the attitudes, behaviours and perceptions of Oldham's residents
- Clear analysis of the costs and benefits to Oldham's residents in terms of achieving the desired changes in attitudes, behaviours and perceptions – Identification of the incentives and disincentives, which apply
- Considered assessment and analysis of 'competition' issues, (other internal and external factors), which will compete for the time and attention of Oldham residents in relation to the proposed approach in Phase 2
- Segmentation of the diverse target audiences in Oldham's various communities in order to facilitate targeted interventions aimed at specific groups of residents rather than 'blanket' approaches during Phase 2
- Identification of the most appropriate mix of methods to be adopted in delivering the work in Phase 2, taking into account four, primary intervention domains:
 - Informing / encouraging*
 - Servicing / supporting*
 - Designing / adjusting environment*
 - Controlling / regulating*
- The integration of all the elements detailed above into a 'Blueprint', which makes detailed, well-founded recommendations on the content, style, methodology and finance required for the further interventions, (which could include a campaign), which will be commissioned later in 2008, in order to bring about the desired attitudinal and behavioural changes

Further Information

Potential Delivery Agents interested in undertaking Phase 1 - Blueprint should be aware of the long-term aims of the work to be undertaken later in 2008 in Phase 2. The further work, when commissioned, will be expected to achieve the following:

- Secure a sustainable change in attitudes, perceptions and behaviour
- Inform residents and raise confidence in the community
- Increase the visibility of the Oldham Partnership in the community and increase pride in, and support for the Local Authority and Greater Manchester Police
- Reduce crime and the fear of crime
- Ensure recognition of the Partnership work being undertaken to create sustainable communities
- Reduce the impact of signal crimes on the public's perception of neighbourhood security. (Signal crimes are low-level incidents including anti-social behaviour, youth nuisance, minor damage, litter, abandoned vehicles and graffiti).
- Raise residents' aspirations for their areas and increase their levels of confidence and self-reliance
- Increase the percentage of people, who are satisfied with their neighbourhoods and improve the extent to which people take pride in their local communities
- Improve the way in which Greater Manchester Police and Oldham Metropolitan Borough Council deal with anti-social behaviour

It is envisaged that the Social Marketing work, (to be commissioned later in 2008 as Phase 2), and the responses engendered will change public perceptions of issues such as crime, anti-social behaviour and the environment. It is also expected that it will provide an effective means of measuring community belief, feeling, perception, awareness and satisfaction throughout the communities of Oldham. The target audience for the interventions will consist of all Oldham residents, but in particular:

- Those living in deprived and vulnerable areas
- Older people, who may have developed a skewed view of youth crime through the media
- Visitors to Oldham's daytime and night time economy
- Young people, who may feel demonised and targeted by the police
- Local and regional media

Stakeholders

The Delivery Agent appointed to undertake the commissioned activity, Phase 1 – Blueprint will be expected to collaborate and liaise with these stakeholders, who are represented on the Sustainable Neighbourhoods Board:

- Greater Manchester Police
- Oldham Community Safety Unit
- Oldham Metropolitan Borough Council
- Oldham Primary Care Trust
- National Offender Management Service (Probation)
- Voluntary, Community and Faith Partnership
- Greater Manchester Fire Service

Commissioned Activity Specification

Elements of the Activity to be Commissioned	Sustainable Neighbourhoods Board Social Marketing - Phase 1 – Blueprint
<p>Research, consultation, analysis and testing leading to the formulation of a Blueprint for a Social Marketing approach, aimed at changing Oldham residents' attitudes, perceptions and behaviours in relation to crime, anti-social behaviour and the environment</p>	<p>The SNB has no desire to be prescriptive about the means adopted to achieve the desired end result – a Blueprint. However, it is envisaged that, (as a matter of course), potential Delivery Agents will incorporate the following elements in their proposals for delivery of the commissioned activity:</p> <p>A. Details of the methodologies, approaches and techniques to be adopted in carrying out:</p> <ul style="list-style-type: none"> • Research into, and analysis of, the needs and characteristics of Oldham's residents • Analysis of residents' behavioural patterns and trends • Activity to develop insights into the key factors that motivate the attitudes, behaviours and perceptions of residents • Analysis of the costs / benefits to residents of achieving changes in attitudes, behaviours and perceptions • Assessment and analysis of other factors that compete for residents' time and attention • Segmentation of the Borough's diverse audiences to facilitate targeted interventions <p>B. Details of the processes to be adopted in achieving / producing / identifying / recommending the following:</p> <ul style="list-style-type: none"> • The mix of methods to be adopted in delivering the intervention work in Phase 2 • Appropriate media and effective channels of communication to reach all target groups in Phase 2 • Creative, flexible, innovative and tested approaches to be used in Phase 2 • Good practice, (related to experience drawn from elsewhere), to be applied in Phase 2 • Mechanisms to be used during Phase 2 for research tracking in relation to awareness, attitudes and claimed behaviour change • Effective methods with which to gauge and quantify community belief, feeling, perception, awareness and satisfaction in response to the work to be commissioned in Phase 2 <p>C. Additional details</p> <ul style="list-style-type: none"> • A realistic timetable and work schedule, incorporating key milestones in delivery • Clear performance management procedures • Plans for ongoing evaluation of progress and achievements

Partnership Working	The successful Delivery Agent will be expected to cooperate and collaborate, where appropriate, with other Delivery Agents undertaking activity commissioned on behalf of the Oldham Partnership.
Duration of programme	The Commissioned Activity must be completed by September 30th 2008.
Deadline for receipt of Expressions of Interest	Potential Delivery Agents are invited to submit Expressions of Interest for undertaking the Commissioned Activity by 1.00 p.m. May 9th 2008
Funding available	A maximum of £100,000 is available to cover the costs of the activity to be commissioned. N.B. The actual cost of delivering the Commissioned Activity is anticipated to be well below this figure. Payments for delivery of the Commissioned Activity will be made quarterly in arrears.
Intellectual Property Rights	The intellectual property rights of material, associated information and all reports resulting from this Commissioned Activity will belong to the Oldham Partnership.

Expressions of Interest

The Sustainable Neighbourhoods Board invites Expressions of Interest from potential Delivery Agents for delivery of the following:

Sustainable Neighbourhoods Board Social Marketing - Phase 1 – Blueprint

In formulating Expressions of Interest, potential Delivery Agents should bear in mind that the Sustainable Neighbourhoods Board Assessment Panel, which will consider their submissions, will expect to see the following detail:

- Measurable, quantifiable Outputs, which demonstrate the effectiveness, scope and scale of the work to be undertaken
- A fully costed Expenditure Profile, which demonstrates value for money and effective use of financial resources
- A work schedule, which shows clearly how the Commissioned Activity will be completed within the designated time scale and which identifies key 'milestones' during the delivery programme
- Contingency plans / risk assessments to cover eventualities such as the departure or sickness of key staff during delivery of the commission
- Evidence that equality and diversity issues have been taken into account in the formulation of the proposals
- Performance management procedures to be employed

Expressions of Interest should be submitted on the template provided and addressed as below to arrive no later than 1.00 p.m. May 9th 2008. It is the responsibility of the potential Delivery Agent to ensure that the signed, hard copy of the document and two references have been received at Oldham Business Centre within the stated deadline.

<p>Private and Confidential (Ref: SNBSocMarkP1) Dave Catherall LAA Commissioning Unit Oldham Council Level 2 Oldham Business Centre Cromwell Street Oldham OL1 1BB</p>

Shortlisting Procedure

The Sustainable Neighbourhoods Board Assessment Panel will meet on **May 21st 2008** to consider all Expressions of Interest received within the stated deadline and will assess them against the criteria detailed in the Expression of Interest Assessment Criteria, (see accompanying Commissioning Documents). A selected number of potential Delivery Agents will then be invited to participate in the next stage of the process, which will consist of a presentation to the Assessment Panel on **June 2nd 2008**.

Each Delivery Agent will give a presentation, (maximum of forty minutes), which will summarise their planned approach to formulating the Blueprint, including details of the research and analysis to be undertaken, the methodologies to be adopted and all other relevant areas of work. Members of the Assessment Panel will then question representatives of the potential Delivery Agent on the content of their presentation and related issues.

Appendix A

National Indicators, grouped in relation to the Commissioned Activity's objectives

- Inform residents and raise confidence in the community (NI 21, NI 37).
- Increase the visibility of the Oldham Partnership in the community (NI 21, NI 24, NI 25).
- Reduce crime and the fear of crime (NI 27, NI 41, NI 42, NI 38).
- Develop an easily recognisable approach that will ensure recognition of partnership working to create sustainable communities.
- Reduce impact of signal crimes on the public perception of neighbourhood security. Signal crimes are low-level incidents including anti-social behaviour, youth nuisance, minor damage, litter, abandoned vehicles and graffiti (NI 5, NI 17, NI 22, NI 27).
- To improve the percentage of people who are satisfied with their neighbourhood (NI 138, NI 5).
- To improve the way Greater Manchester Police and Oldham Metropolitan Borough Council deal with anti-social behaviour (NI 21, NI 24, NI 27).

List of relevant National Indicators

NI 2 % of people who feel that they belong to their neighbourhood

NI 4 % of people who feel they can influence decisions in their locality

NI 5 Overall/ general satisfaction with local area

NI 15 Serious violent crime rate

NI 16 Serious acquisitive crime rate

NI 17 Perceptions of anti-social behaviour

NI 18 Adult re-offending rates for those under probation supervision

NI 19 Rate of proven re-offending by young offenders

NI 20 Assault with injury crime rate

NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police

NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area

NI 23 Perceptions that people in the area treat one another with respect and dignity

NI 24 Satisfaction with the way the police and local council dealt with antisocial behaviour

NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour

NI 26 Specialist support to victims of a serious sexual offence

NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police

NI 28 Serious knife crime rate

NI 29 Gun crime rate

NI 30 Re-offending rate of prolific and priority offenders

NI 31 Re-offending rate of registered sex offenders

NI 32 Repeat incidents of domestic violence

NI 33 Arson incidents

NI 34 Domestic violence – murder

NI 35 Building resilience to violent extremism

NI 36 Protection against terrorist attack

NI 37 Awareness of civil protection arrangements in the local area

NI 38 Drug-related (Class A) offending rate

NI 39 Alcohol-harm related hospital admission rates

NI 40 Drug users in effective treatment

NI 41 Perceptions of drunk or rowdy behaviour as a problem

NI 42 Perceptions of drug use or drug dealing as a problem

NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody

NI 44 Ethnic composition of offenders on Youth Justice System disposals

NI 45 Young offenders engagement in suitable education, employment or training

NI 46 Young offenders' access to suitable accommodation

NI 47 People killed or seriously injured in road traffic accidents

NI 48 Children killed or seriously injured in road traffic accidents

NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks

NI 69 Children who have experienced bullying

NI 71 Children who have run away from home/care overnight

NI 110 Young people's participation in positive activities

NI 111 First time entrants to the Youth Justice System aged 10 – 17

NI 115 Substance misuse by young people

NI 138 Satisfaction of people over 65 with both home and neighbourhood

NI 196 Improved street and environmental cleanliness – fly tipping

Relevant Outcomes and Indicators – Oldham Local Area Agreement

The commissioned activity will contribute, (in the longer-term) to the achievement of specific Indicators under Outcomes B, C and D of the Local Area Agreement's Safer and Stronger Communities Block:

Outcome B

- *To have cleaner, greener and safer public spaces*

Outcome C

- *To build respect in communities, to reduce crime and the harm caused by illegal drugs and to reassure the public, reducing the fear of crime and anti-social behaviour*

Outcome E

- *To reduce overall crime and narrow the gap*

LAA Indicators:

- *Percentage of residents reporting an increase in satisfaction with their neighbourhoods and in disadvantaged areas, showing a narrowing of the gap between these areas and the rest*
- *Number of domestic burglaries*
- *Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district*
- *Number of violent comparator crime offences*
- *Reassure the public, reducing the fear of crime*
- *Reduce public perceptions of local drug dealing and drug use as a problem*
- *Decrease the percentage of people, who perceive a high level of anti-social behaviour*