

# Meeting the Challenge



**DEVON & CORNWALL**  
**CONSTABULARY**

## Neighbourhood Policing

# PROJECT INITIATION DOCUMENT

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## REVISION HISTORY

<b>Revision Date</b>	<b>Summary of Change</b>	<b>Changes made by</b>	<b>Authorised by</b>	<b>Date</b>

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## 1.0 INTRODUCTION

### 1.1 Purpose and Scope of Document

- 1.1.1 This document describes the approach and areas of work required for implementation of Neighbourhood Policing across the Force. It identifies the control mechanisms that will determine how the project will be managed to deliver the relevant objectives. When approved by the Project Board this Project Initiation Document (PID) will provide the “baseline” for the project. It will be referred to whenever a major decision is taken about the project and used at the conclusion of the project to measure whether the project was managed successfully and delivered an acceptable outcome for key stakeholders.
- 1.1.2 The nature of the Neighbourhood Policing Project (NPP) means that as it develops additional sub-projects and work-streams will emerge and be incorporated into the overall plan. To this end, the PID will reflect all current work areas and will outline the process for managing the inclusion of emerging work areas.
- 1.1.3 In providing an overview of the scope of Neighbourhood Policing, this document allows the organisation to assess the impact of the Project against all other projects currently being undertaken.

### 1.2 What is Neighbourhood Policing?

- 1.2.1 Neighbourhood Policing is about working alongside other agencies and communities to create confident, safer and secure neighbourhoods where people know that the police and partners understand the issues that matter most to them are able to tackle them together.
- 1.2.2 It is achieved by providing the public with **access** to local policing, offering opportunities to **influence** local priorities, delivering positive **interventions** with partners to tackle identified priorities and providing **answers** on what has been done.

### 1.3 Background

- 1.3.1 Since 1995 every British Crime Survey shows a fall in overall crime, yet around two thirds of people believe that crime has risen in the past 2 years. There are concerns about public confidence in the Police, and other local service providers, including the criminal justice agencies. This lack of confidence and sense of insecurity is damaging to local neighbourhoods requiring a need to work with public and other agencies to create neighbourhoods that are safe and feel safe.
- 1.3.2 The Home Office Paper *Building Communities, Beating Crime* sets out a vision for the police service to be accessible and responsive to the needs of the citizen. Based on considerable work done by the Police Service, for example on Reassurance Policing & Community Cohesion, it identifies Neighbourhood Policing as key to delivering safe and strong communities. The Home Office Paper *Neighbourhood Policing – Your Police, Your Community, Our Commitment* went further by setting out plans to deliver neighbourhood policing in every Police Force in the country by 2008, supported by funding for up to 24,000 Police Community Support Officers (PCSOs).

1.3.3 The Neighbourhood Policing Project links to the Home Office Public Service Agreements (PSA) articulated in the National Policing Plan 2005-2008. In particular the Project will contribute to the following PSAs:

- PSA 1 – reduce crime by 15%, and further in high crime areas, by 2007/08;
- PSA 2 – reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the criminal justice system without compromising fairness;
- PSA 4 – reduce the harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the criminal justice system;
- PSA 6 – increased voluntary and community engagement, especially amongst those at risk of social exclusion;
- PSA 7 – reduce race inequalities and build community cohesion.

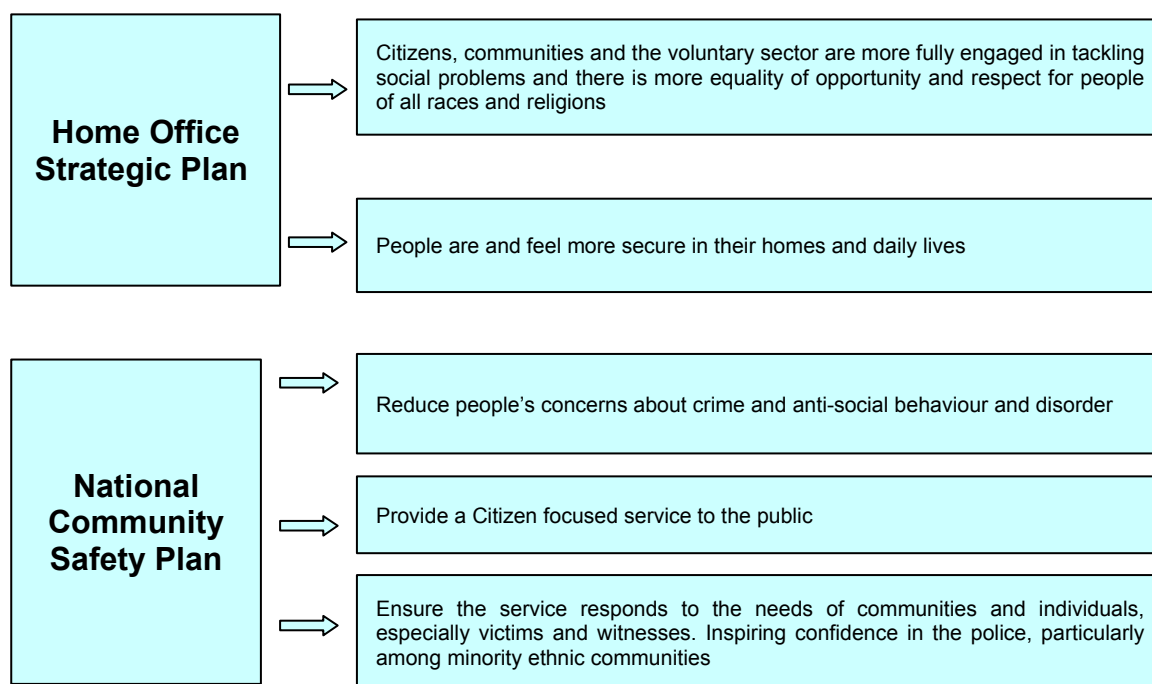
1.3.4 The Neighbourhood Policing Project will facilitate the implementation of legislation contained within the Anti Social Behaviour Act 2004.

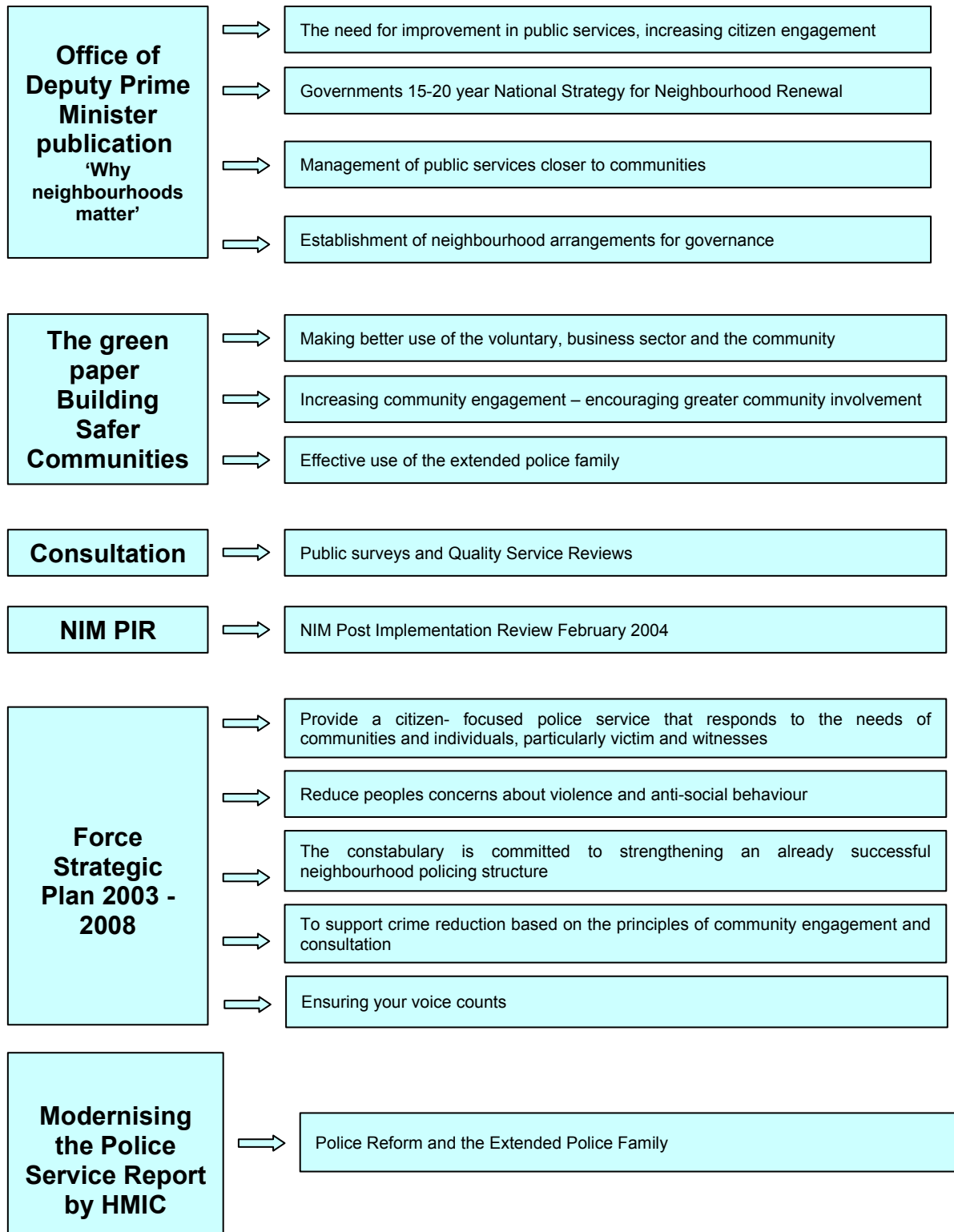
1.3.5 Within the Project cognisance will be taken of workforce modernisation, quality of service and national call handling standards.

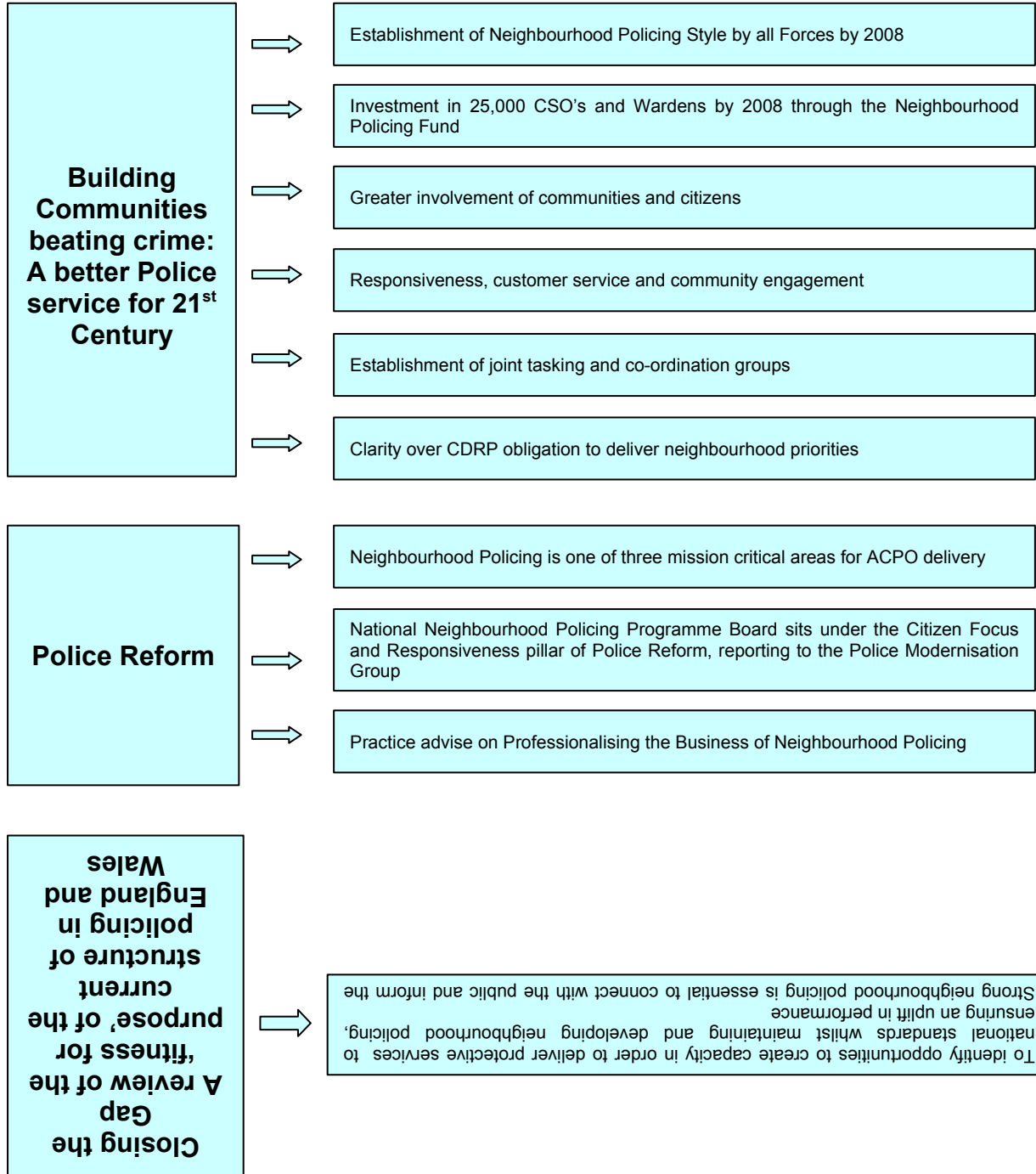
1.3.6 The products from the Project will offer tried, tested, evaluated and fully researched tactics to deliver against crime and anti-social behaviour in neighbourhoods. It will also provide an infrastructure for Neighbourhood Policing Teams to deliver the tactics.

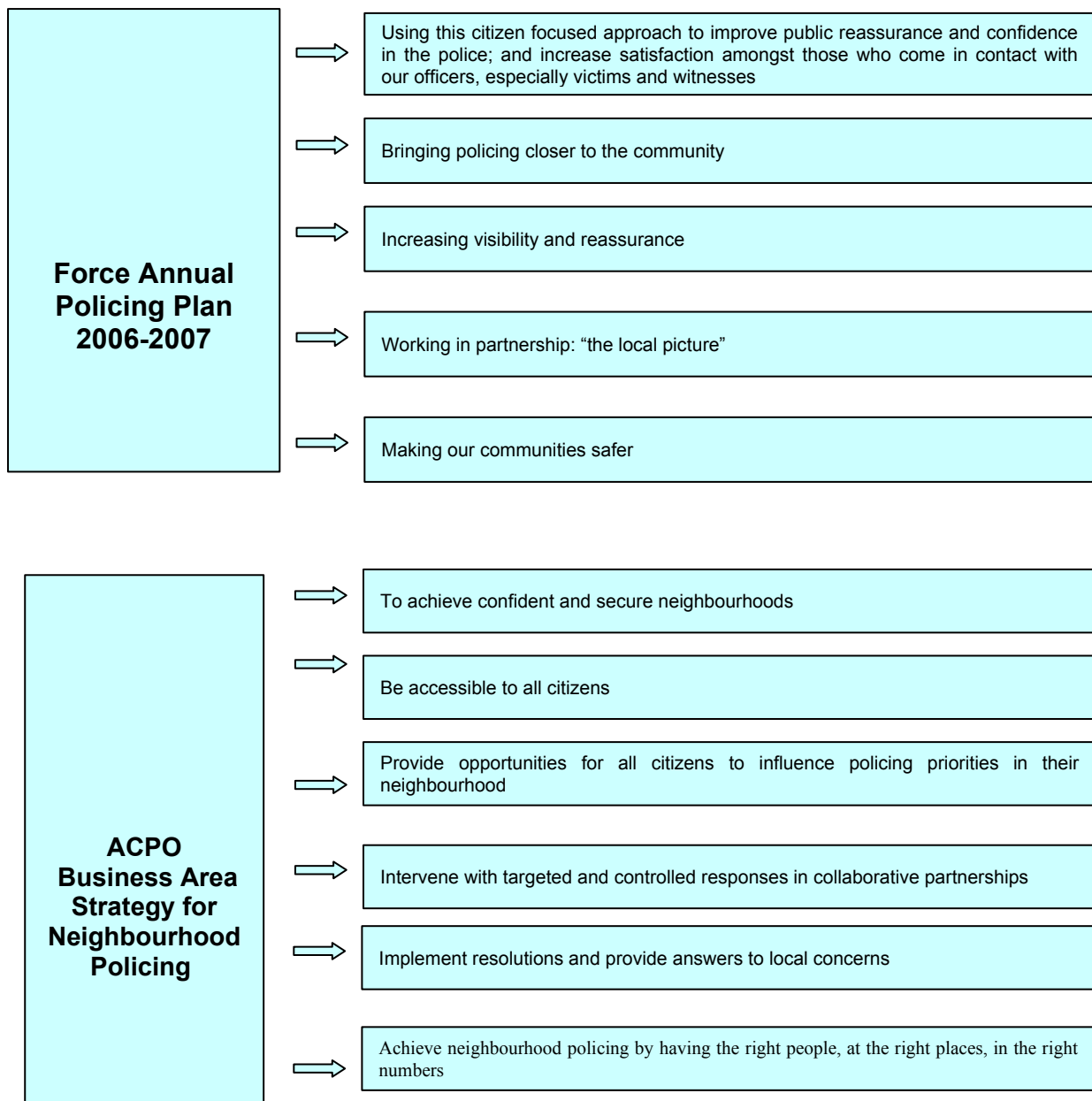
## 1.4 Strategic Direction

There is a clear fit between the aims of this Project and the key principles laid out by the Government for public service reform. The strategic drivers are outlined below:









## 1.5 The Mission of Neighbourhood Policing

- 1.5.1 Neighbourhood Policing has been described as delivering control in response to public priorities. This requires an organised approach to tackling public concerns within the mainstream of police activity, whilst maintaining consistent standards of responsiveness and quality of service.
- 1.5.2 The overall objective is to increase public confidence in policing. Neighbourhood Policing is particularly concerned with maximising the opportunities for police staff, collaborative partnerships and public support in order to increase the collective influence for resolving community safety concerns in local areas.

## 1.6 The Vision Of Neighbourhood Policing In Devon And Cornwall

### 1.6.1 The Neighbourhood Policing Project's vision is

“ ... To provide the Right people, at the Right place, in the Right numbers, in order to create neighbourhoods across Devon and Cornwall that are safe and feel safe. A service, delivered to national standards, which responds to the needs of individuals and communities, and inspires confidence in the police”

## 1.7 Key Components Of A Neighbourhood Policing Model

### 1.7.1 Nationally, a generic set of components that represent a successful Neighbourhood Policing model has emerged. These are:

- **Access:** ensure all members of local neighbourhoods know who their local officers are and how to contact them.
- **Community Involvement:** ensure that the community is involved in agreeing the priorities for their local area.
- **Actions:** agree the problem solving actions to be undertaken as well as which agency and/or individual(s) is responsible for each required actions.
- **Feedback:** keep the community informed of outcomes and progress.
- **Evaluation:** not only does the resolution of agreed issues require evaluation, but all components of the local neighbourhood policing framework should be constantly assessed to ensure ongoing effectiveness (e.g. are community consultation frameworks providing robust engagement, is partner involvement appropriate and effective etc).

### 1.7.2 The practice advice issued by Centrex lists the key principles of Neighbourhood Policing as<sup>1</sup>:

- i. **Organisational Strategy:** Neighbourhood Policing is an organisational strategy that allows the police, its partners and the public to work closely together to solve the problems of crime and disorder, improve neighbourhood conditions and feelings of security.
- ii. **Integrated Policing Activity:** Neighbourhood Policing is managed within mainstream policing activity, integrated with other policing services and should not diminish activity to address volume and serious crime.
- iii. **Evidence Based Deployment:** Neighbourhood Policing requires evidence-based deployment of neighbourhood teams against identified need.
- iv. **Dedicated Teams:** Neighbourhood Policing establishes dedicated identifiable, accessible and responsive Neighbourhood Policing Teams that provide all citizens with a named point of access.

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<sup>1</sup> *Practice Advice on Professionalising the Business of Neighbourhood Policing*, Draft 2005, Centrex; Pg 7.

- v. **Locally Dependent:** Neighbourhood Policing reflects local conditions and is flexible and adaptive.
  - vi. **Public Priorities:** Neighbourhood Policing allows the police to work directly with local people in identifying the problems that are most important to them, thereby giving people direct influence over local policing priorities.
  - vii. **Collaborative Partnerships:** Neighbourhood Policing establishes a regime for engaging other agencies and the public in problems solving mechanisms.
  - viii. **Intelligence-led:** Neighbourhood Policing uses the National Intelligence Model (NIM) as a basis for deployment.
  - ix. **Community Engagement:** Neighbourhood Policing requires an effective engagement, communication and feedback strategy, and a clear explanation of where accountability lies.
  - x. **Performance Management:** Neighbourhood Policing should be subject to rigorous performance management including clear performance monitoring against a local plan and commitments made to neighbourhoods.
- 1.7.3 The development of a Neighbourhood Policing Model for Devon and Cornwall must be done within the context of the framework and principles outlined above. It is important that the Force develops a framework that allows flexibility and ensures that Neighbourhood Policing is delivered in a way that is relevant and appropriate to each of the communities across the force area.

## 1.8 Implementing NP in the Devon & Cornwall Constabulary

### Overview

- 1.8.1 Each of the BCUs has, to varying degrees, begun to move towards more localised service delivery. The challenge for the organisation now is to ensure that the Force as a whole makes the required operational shift to service delivery based on agreed local priorities. This will include identifying and implementing the elements that must be delivered corporately to enable BCU's to effectively develop and sustain Neighbourhood Policing locally as well as support corporate objectives in terms of performance management and measurement.
- 1.8.2 The rollout of Neighbourhood Policing across the Force is to be managed by the Neighbourhood Policing Project Board. One of the core objectives is to ensure that the required organisational shift to move to a NP environment is achieved. It will focus on putting the infrastructure in place that is required to enable local neighbourhood policing teams to be successful in localised service delivery.
- 1.8.3 Force Amalgamations
- 1.8.4 The Government has been explicit in its expectation that the development of strategic forces should not impact on the rollout of NP. To this end, the NP Project will progress towards full implementation by April 2008. The governance of the project will rest within the Meeting The Challenge Programme, as part of the Level 1 Sub-Programme. Once the amalgamation agenda for the Force becomes clearer an impact assessment will be undertaken.

## 2.0 AIM

2.1.1 The aim of the Neighbourhood Policing Project is to fully interpret, develop and implement the Neighbourhood Policing principles for the Force. The project will align itself to the National Neighbourhood Policing Programme that has been set up to ensure all forces safely deliver this project by March 2008. This will be achieved when the following aims have been realised:

- To provide clarity of purpose and role requirements for delivering neighbourhood policing
- To remodel the neighbourhood policing structure, creating a mixed economy of delivery with greater resilience and increased performance
- To build neighbourhood capacity by increasing PCSO's and the extended police family.
- To identify opportunities to release some neighbourhood constables for redeployment
- To define and implement the unique policing contribution towards the shared agenda for neighbourhoods;
- To interpret and implement the neighbourhood policing principles;
- To fully integrate neighbourhood policing into mainstream activity
- To integrate National Intelligence Model business processes for neighbourhood delivery

## 3.0 OBJECTIVES

- To facilitate and monitor the development of a corporate Neighbourhood Policing Model in Devon and Cornwall in line with national practice advice;
- To deliver dedicated, flexible, multi-disciplined Neighbourhood Policing Teams across the Constabulary;
- To deliver specific and appropriate training packages for Neighbourhood Policing Teams;
- To implement NIM at neighbourhood level and establish appropriate mechanisms for local priorities, where appropriate, to be addressed through police and CDRP tasking processes;
- To enhance community engagement and communication processes with local partners and the public
- To ensure that the necessary support structure (including processes, IT, HR, Finance and Estates) is developed to enable BCUs to deliver a quality, localised police service in a customer focussed way;
- To develop and implement a governance structure to oversee the ongoing operational management and development of NP

## 3.1 Assumptions

3.1.1 The following assumptions have been made for the project:

- That the Government's commitment to NP will remain constant and consistent.
- That all levels of management are committed to the true vision for delivering neighbourhood policing.
- The training department will be capable of delivering the required training and materials in the allotted time period.
- That resource will be available to support the development of the Neighbourhood Policing Model and related deliverables.
- The Command Teams, Senior Managers and the Police Authority will provide the necessary support to achieve implementation.
- BCU's/Departments will make resources available when required by the Project Team to complete appropriate activities/tasks.
- That support from National NP Team will continue throughout the lifecycle of the Programme.

## 3.2 Potential Benefits

The potential benefits are identified as follows:

- Improved sense of community security
- Reduction in the fear of crime
- Community priorities identified and addressed by police, partners and public
- Improved quality of life for all citizens
- Increased participation by the community – active citizenship
- Improved ability for police and partners to manage expectation and demand
- Improved partnership working and joint local service delivery at a neighbourhood level
- Improved Police skills, capability, and staff satisfaction
- Increasing accountability between police and local communities
- Likelihood of linked impact on volume and priority crimes
- Improved overall satisfaction with the Police
- Increased community cohesion
- Cleaner, safer, greener and reclaimed public spaces
- More closely integrated “community safety” services
- Reduction in anti-social behaviour
- Orderly neighbourhoods
- Contribute to partners' strategic aims and objectives (LSP's and LAA agenda)
- Improved community information/intelligence
- Improved multi-agency problem-solving process

## 4.0 MAJOR DELIVERABLES

The deliverables can be broken down into a number of discreet but interdependent work packages:

<b>Title</b>	<b>Develop NP Framework</b>
<b>Purpose</b>	To define the strategic objectives for Neighbourhood Policing, identifying the operational framework that will be put in place to support local service delivery.
<b>Content</b>	<ul style="list-style-type: none"> <li>• <u>Force NP Definition and Strategy</u>: define the vision, strategic objectives and anticipated outcomes for NP.</li> <li>• <u>NP Remit</u>: definition of what the NPTs are expected to deliver and the work that should be allocated to the teams.</li> <li>• <u>NP Roles and Responsibilities</u>: once decisions are made regarding the structure and remit of NP within the Force, it will be possible to identify the resources required to deliver NP successfully and define the requirements of those roles. This will take on board the national learning, Workforce Modernisation and include assessment of the role of Extended Police Family (Specials, Volunteers etc).</li> <li>• <u>NP Operational Model</u>: this will include identification of BCU structures in the context of NP, the response / reassurance split etc. The process links with other service areas such as the Call Handling Centre, Crime Recording Unit, Traffic etc will be assessed and the necessary changes implemented. This will also incorporate definition of a NPT Work Allocation Policy and Abstraction Policy.</li> <li>• <u>Estates Review</u>: identify the estates requirements for NPTs, review existing estates to ensure best use within NP context, agree implementation approach.</li> </ul>
<b>Quality Assurance</b>	Review by key NP resource. Review and sign-off by NP Programme/Project Board.

<b>Title</b>	<b>Define Neighbourhoods</b>
<b>Purpose</b>	To identify the neighbourhoods that exist within the Neighbourhood Areas as defined by BCU's.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Identification of neighbourhoods using composite data sets to include crime, deprivation, education and demographic statistics as well intelligence and local knowledge;</li> <li>• Prioritisation of neighbourhoods to determine 'priority neighbourhoods'.</li> </ul>
<b>Quality Assurance</b>	Review by key NP resource. Consultation with partners and Police Authority. Review and sign-off by NP Programme/project Board.

<b>Title</b>	<b>Deliver NP Demand Analysis</b>
<b>Purpose</b>	To identify the demand across the Neighbourhood Areas and neighbourhoods to inform decisions regarding resource allocation across neighbourhood teams.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Demand analysis based on agreed definition of remit of NPTs.</li> </ul>
	Review by key NP resource. Review and sign-off by NP Programme/project Board.

<b>Title</b>	<b>Develop NP HR Strategy</b>
<b>Purpose</b>	To ensure that the requirements of NP regarding resource requirements are acknowledged and incorporated into HR activities.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Documented strategy for the management of NP resource. This will include selection, recruitment, retention, tenures, the use of SPPs etc.</li> </ul>
<b>Quality Assurance</b>	Review by key NP resource. Review and sign-off by NP Programme/project Board.

<b>Title</b>	<b>Develop NP Communications Strategy</b>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• To develop the internal and external communication framework required to support NP development. The Communication Strategy will cover two areas:</li> <li>• NP Programme Communication: the purpose will be to keep key stakeholders informed of progress, both internally and externally.</li> <li>• Operational NP Communication: this will concentrate on identifying and implementing the communication infrastructure required to support a NP operating model.</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• NP Communication Strategy;</li> <li>• Internal Communication Plan;</li> <li>• External Communication Plan;</li> <li>• Communication Toolkit;</li> <li>• Identification and development of corporate NP communication tools, e.g. internet;</li> <li>• Develop communication evaluation framework.</li> </ul>
<b>Quality Assurance</b>	Review by key NP resource. Consultation with partners and Police Authority. Review and sign-off by NP/project/ Programme Board.

<b>Title</b>	<b>Develop NP Engagement Strategy</b>
<b>Purpose</b>	<p>NP requires an effective engagement, communication and feedback strategy. The strategy requires the identification of public concerns and prompt, effective, targeted action against those concerns. It is then critical that the community is made aware of what action has been taken to tackle those local problems and the success of those actions.</p> <p>At the Project level, there is a need to develop a high level framework and outline approach to engagement that can then be</p>

	applied locally.
<b>Content</b>	<ul style="list-style-type: none"> <li>• development of neighbourhood profiles with identification of most appropriate engagement mechanisms for different communities;</li> <li>• determine minimum requirements for successful engagement;</li> <li>• develop success criteria;</li> <li>• develop evaluation framework.</li> </ul>
<b>Quality assurance</b>	Review by key NP resource. Consultation with partners and Police Authority. Review and sign-off by NP Programme/project Board.

<b>Title</b>	<b>PCSO UPLIFT</b>
<b>Purpose</b>	To manage the acquisition and allocation of PCSOs to meet the objective of 535 PCSOs in NPTs by 2008.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Agree new powers</li> <li>• Develop Force policy/role profile</li> <li>• Manage Recruitment Campaign</li> <li>• Manage HR Policy Changes</li> <li>• PCSO Training Plan</li> <li>• Manage Funding, agree roles and responsibilities</li> <li>• Develop marketing pack</li> </ul>
<b>Quality assurance</b>	Components signed-off by appropriate representatives including HR, Recruitment, Finance and Training. Review by key NP resource. Review and sign-off by NP Programme Board.

<b>Title</b>	<b>Develop NP Partnership Strategy</b>
<b>Purpose</b>	To establish a holistic approach to delivery of Neighbourhood Policing with partnership working.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Resource audit to determine current partner resource available to contribute to delivery of NP;</li> <li>• Agreement of roles and responsibilities of partner organisations in delivery of NP;</li> <li>• Agreement of information sharing principles;</li> <li>• Define links between NP and existing partnerships, in particular CDRPs.</li> </ul>
<b>Quality assurance</b>	Review by key NP resource. Consultation with partners and Police Authority. Review and sign-off by NP Programme Board.

<b>Title</b>	<b>Develop ASB Strategy</b>
<b>Purpose</b>	To develop an Anti-Social Behaviour Strategy outlining an agreed Force policy for ASB issues.
<b>Content</b>	<ul style="list-style-type: none"> <li>• An ASB Strategy which is complementary with the Neighbourhood Policing Strategy.</li> </ul>
<b>Quality assurance</b>	Review by key NP resource. Consultation with partners and Police Authority. Review and sign-off by NP Programme Board.

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<b>Title</b>	<b>Develop NP Training Strategy</b>
<b>Purpose</b>	To develop a training solution that develops the skills required for all roles within an NPT.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Determine skills required for each role within an NPT;</li> <li>• Produce Training Needs Analysis;</li> <li>• Define training requirements;</li> <li>• Carry out gap analysis for existing NP resource;</li> <li>• Develop NP Operational Training Strategy including identifying opportunities for joint training;</li> <li>• Develop training plan.</li> </ul>
<b>Quality assurance</b>	Review by key NP resource. Review and sign-off by NP Programme Board.

<b>Title</b>	<b>NP Information Management (NIM)</b>
<b>Purpose</b>	To ensure that the necessary information management structures are in place to inform NPT work.
<b>Content</b>	<ul style="list-style-type: none"> <li>• NIM &amp; NP Integration: define processes. Ensure mechanisms are in place to integrate Level 0 information / intelligence into TTCG process;</li> <li>• Develop information sharing protocols with partners;</li> <li>• Develop NP Area Analysis Framework, including framework for ongoing neighbourhood profiles.</li> </ul>
<b>Quality Assurance</b>	Review by key NP resource. Consultation with partners and Police Authority. Review and sign-off by NP Programme Board.

<b>Title</b>	<b>NP Performance Management Framework</b>
<b>Purpose</b>	To develop a framework that demonstrates the performance benefits of NP
<b>Content</b>	<ul style="list-style-type: none"> <li>• Identify and agree NP Performance Measures;</li> <li>• Evaluate how existing capability can be applied, e.g. surveys;</li> <li>• Integrate NP objectives into Force Performance Framework</li> <li>• Determine performance objectives at all levels. This should include the evaluation and performance management for partners.</li> </ul>
<b>Quality assurance</b>	Review by key NP resource. Consultation with partners and Police Authority. Consultation with Principal Analyst. Review and sign-off by NP Programme Board.

<b>Title</b>	<b>Develop Problem Solving Model</b>
<b>Purpose</b>	To develop a process for resolving local issues once the priorities are agreed for each neighbourhood.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Identify appropriate Problem Solving approach;</li> <li>• Develop management and reporting structure ensuring links with TTCG processes;</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop evaluation framework;</li> <li>• Assess impact on / contribution to performance management;</li> <li>• Investigate IT enablers (i.e. Problem Solving Database);</li> <li>• Training in Problem Solving delivered to NP staff via training deliverables.</li> </ul>
<b>Quality assurance</b>	Review by key NP resource. Consultation with partners. Review and sign-off by NP Programme Board.

<b>Title</b>	<b>Assess IT Implications &amp; Define Requirements</b>
<b>Purpose</b>	To identify the areas where IT can support effective delivery of NP.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Identify areas of potential impact;</li> <li>• Identify opportunities where IT will enhance delivery of NP;</li> <li>• Develop business cases and implementation plans as appropriate.</li> </ul>
<b>Quality assurance</b>	Consultation with key NP resource. Review by Head of IT / nominated representative. Review and sign-off by NP Programme Board.

<b>Title</b>	<b>Identify NP Benefits and Management Process</b>
<b>Purpose</b>	To identify the benefits that the implementation of NP will deliver and ensure processes for monitoring realisation delivery are in place.
<b>Content</b>	<ul style="list-style-type: none"> <li>• <u>Benefits Management Strategy</u>: Outline description of the programme's benefits with model showing any interdependencies and dependencies on specific areas of change;</li> <li>• <u>Benefits Realisation Plan</u>: Used to track realisation of benefits across the Project</li> </ul>
<b>Quality Assurance</b>	Review and sign off by NP Senior Users.

<b>Title</b>	<b>Identify Income Generation Opportunities to Support NP Implementation</b>
<b>Purpose</b>	To identify opportunities for external funding for all components of NP (accommodation, communication and engagement activity etc)
<b>Content</b>	<ul style="list-style-type: none"> <li>• Income Generation Strategy for NP;</li> <li>• Income Generation Plan for NP;</li> <li>• Financial Monitoring Framework.</li> </ul>
<b>Quality assurance</b>	Review and sign-off by NP Programme Board. Review and sign-off by Finance Department.

<b>Title</b>	<b>Document NP Operating Guide</b>
<b>Purpose</b>	To pull together all the work areas relating to NP into a single document that will act as a point of reference for ongoing management and development of NP.
<b>Content</b>	This product will be informed by the other Programme deliverables.
<b>Quality assurance</b>	Consultation with key NP resource.

Review and sign-off by NP Programme Board. Ratification by Force Executive.
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<b>Title</b>	<b>Develop Operational Handover and Governance</b>
<b>Purpose</b>	To move NP from the development phase to a state of ongoing operational management.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Determine governance structures, roles and responsibilities;</li> <li>• Develop processes for issue resolution.</li> </ul>
<b>Quality assurance</b>	Review and sign off by NP Programme Board. Ratification by Force Executive.

<b>Title</b>	<b>Extended Police Family</b>
<b>Purpose</b>	To review and refine roles of special constabulary, volunteers, Community safety accreditation schemes
<b>Content</b>	Maximise opportunities to deliver NP service

## 6.0 EXCLUSIONS

6.1 Replace text with an explanation of just what the proposed project will not cover

6.2

6.3

## 7.0 CONSTRAINTS

The constraints to the Programme can be identified as follows:

- National Neighbourhood Policing implementation timescales
- Neighbourhood Policing Funding criteria
- Partnership Resourcing
- Health and Safety Legislation
- Other Legislation
- Training timescales
- Levels of knowledge within organisation
- National PPAF outcomes
- Measurement framework for Neighbourhood Policing

## 8.0 LINKS / DEPENDENCIES

### 8.1 Project Interdependencies

8.1.1 The Force currently has a number of other strategic initiatives underway which have a direct link to the development of Neighbourhood Policing. They are:

- Level I sub programme of Meeting the Challenge
- Citizen Focus
- 1315 project

8.1.2 This project links very strongly to Meeting The Challenge Programme. Not only will the project re-model neighbourhood policing significantly but as a consequence it will free up existing sworn staff to complement level 1 and level 2 services.

The project is also dependent on the following business areas:

- Training
- HR(recruitment)
- Estates(accommodation)
- Crime department ( NIM linking to local intelligence)
- External partners ( compliance and audit)
- Contact Management

## 10.0 RISKS

### 10.1 Risk Register

10.1.1 Risks are brought to the attention of the project manager who will decide whether or not to include the item in the Risk Register and inform the Project Board of the change. The Risk Register will comprise:

10.1.2 The following have been identified as risks to this project, and risk management processes have been identified in the Risk Management Table.

Risk no	Risk Description	(A) Likelihood (1 – 5)	(B) Impact (1 – 5)	Risk Factor (A x B)
NP01	Significant time delay in scoping, building and implementing the NP project	4	5	20
NP02	Existing resources within the neighbourhood teams may be moved to strengthen the strategic force drive	3	5	15
NP03	Lack of funds to complete delivery	2	3	6
NP04	Unrealistic time scales set nationally	3	4	12
NP05	Estate capacity to allow for the extended police family	4	4	16
NP06	HR capacity to recruit the numbers of PCSOs to meet targets	3	4	12
NP07	Training capacity to train the numbers of PCSOs to meet targets	4	4	16
NP08	Lack of resources to implement project work packages at Force/departmental and BCU level	4	4	16
NP09	Personnel with requisite knowledge	4	4	16

	for project delivery lacks resilience			
	Negative community perceptions re loss of beat managers/ increase in precept			
	Negative media publicity surrounding force (JE/PCSO's)			
NP10	Removal of key personnel with requisite knowledge for project delivery	4	4	16

10.1.3 The following have been identified as risks to this project, and risk management processes have been identified in the Risk Management Table.

### RISK MANAGEMENT TABLE

The following actions have been agreed to manage the risks to this project:

Item	Risk	Risk Management Activity	Risk Owner
NP01	Significant time delay in scoping, building and implementing the NP project	<p><b>Preventative Action:</b> Project Plan produced showing the scope of work required. Urgent representations made to sub programme board.</p> <p>Contingent Action:</p> <p>a) Reduce the scope of the project to allow completion within the available resources.</p> <p>b) Add resources to allow the project to be completed to the original scope.</p> <p><b>Trigger Action:</b> Progress monitored against Project Plan</p>	Project Manager
NP02	Existing resources within the neighbourhood teams may be moved to strengthen the strategic force drive	<p><b>Preventative Action:</b> Clear strategy set by command team for neighbourhood resourcing.</p> <p><b>Contingent Action:</b> review neighbourhood team composition</p> <p><b>Trigger Action:</b> Progress monitored against Project Plan</p>	Project Manager
NP03	Lack of funds to complete delivery	<p><b>Preventative Action:</b> Allocation of budget to project</p> <p>Contingent Action:</p> <p>a) Adjust the scope so that the project remains within the allocated budget</p> <p>b) Apply for additional budget.</p> <p><b>Trigger Action:</b> Progress monitored against Project Plan</p>	Project Manager
NP04	Unrealistic time scales set nationally	<p><b>Preventative Action:</b> Undertake monitoring of national time scales</p> <p><b>Contingent Action:</b> Reduce the scope of the project to allow completion within the available resources.</p>	Project Manager

		<b>Trigger Action:</b> Progress monitored against Project Plan	
NP05	Estate profile too small to allow for the extended police family	<p><b>Preventative Action:</b></p> <p>a) scope and produce deployment strategy based upon existing estate</p> <p>b) scope and utilise partner co-location</p> <p><b>Contingent Action:</b></p> <p>Review recruitment and training of PCSOs to reflect capacity to accommodate</p> <p><b>Trigger Action:</b> Progress monitored against Project Plan</p>	Project Manager
NP06	HR capacity too small to recruit the numbers of PCSOs to meet targets	<p><b>Preventative Action:</b> recruit relevant personnel</p> <p><b>Contingent Action:</b> Review recruitment and of PCSOs to reflect capacity to target</p> <p><b>Trigger Action:</b> Progress monitored against Project Plan</p>	Project Manager
NP07	Training capacity too small to train the numbers of PCSOs to meet targets	<p><b>Preventative Action:</b></p> <p>a) recruit relevant personnel</p> <p>b) scope and secure appropriate accommodation</p> <p><b>Contingent Action:</b> Review recruitment and of PCSOs to reflect capacity to target</p> <p><b>Trigger Action:</b> Progress monitored against Project Plan</p>	Project Manager
NP08	Lack of resources to implement project work packages at departmental and BCU level	<p><b>Preventive Action:</b> recruit relevant personnel</p> <p><b>Contingent Action:</b> Reduce the scope of the project to allow completion within the available resources.</p> <p><b>Trigger Action:</b> Progress monitored against Project Plan</p>	Project Manager
NP09	Personnel with requisite knowledge for	<p><b>Preventive Action:</b></p> <p>a) retain existing staff</p> <p>b) recruit and train additional staff</p>	Project Manager

	project delivery lacks resilience	<p><b>Contingent Action:</b> Reduce the scope of the project to allow completion within the available resources.</p> <p><b>Trigger Action:</b> Progress monitored against Project Plan</p>	
NP010	Removal of key personnel with requisite knowledge for project delivery	<p><b>Preventative Action:</b> retain existing key personnel</p> <p><b>Contingent Action:</b> Reduce the scope of the project to allow completion within the available resources.</p> <p><b>Trigger Action:</b> Progress monitored against Project Plan</p>	Project Manager
		<p><b>Preventative Action:</b></p> <p><b>Contingent Action:</b></p> <p><b>Trigger Action:</b></p>	
		<p><b>Preventative Action:</b></p> <p><b>Contingent Action:</b></p> <p><b>Trigger Action:</b></p>	

## 10.2 RISK MANAGEMENT

The risk management table is attached at appendix A.

## 11.0 PROJECT ORGANISATION STRUCTURE - MANAGEMENT

### 11.1 *Project Board*

- Name, department, code - Executive
- Name, department, code - Senior User
- Name, department, code - Senior Supplier

### 11.2 *Project Assurance Team*

- Name, department, code - Business Representative
- Name, department, code - User Representative
- Name, department, code - Supplier Representative

### 11.3 *Project Manager*

Name, department, code