



Improvement

Customer led transformation programme
Case study – Hampshire and Isle of Wight
Community safety and smoking
cessation initiatives

Contents

About Hampshire and Isle of Wight	1
Background	2
Objective	4
Approach	4
Findings	10
Outcomes	12
Benefits	15
Governance	16
Resourcing	17
Challenges and lessons learnt	18
Next steps	20

The Customer Led Transformation Programme

Hampshire and the Isle of Wight's work 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 Local Government Improvement and Development).

The fund was established specifically to support collaborative working between local authorities and their partners focused 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.

About Hampshire and the Isle of Wight

Hampshire is the third largest shire county in the UK. More than 1.25 million people live in Hampshire, mostly in urban areas such as Basingstoke, Gosport, the M27 corridor and Winchester. A quarter of the population is aged over 60 and this proportion is expected to grow quickly.

House prices are higher than the national average and vary from area to area. Hampshire is relatively safe and crime is low. Few people are out of work and most residents are healthy. However, there are areas, for example in Gosport and Havant, where skill levels, average earnings and health are lower than the national average. For instance, life expectancy for men living in the least deprived areas of Rushmoor is more than eight years higher than for those in the most deprived areas – where there are higher rates of smoking and obesity.

The Isle of Wight is a rural island about five miles from the south coast of England. Of a total population of 140,000, around a quarter are aged over 65. People enjoy similar health to those in other areas of England but there are variations across the island. Average wages are low. The economy is dominated by service industries, with the public sector, retailing and tourism the main sources of employment.

Background

The Chief Executive's Board of Hampshire and Isle of Wight Local Authorities (HIOWLA) asked their Customer Services Strategy group to investigate areas for potential collaboration in early 2008. The customer services managers examined a range of options including:

- developing a shared customer service strategy
- developing a strategy for a shared out-of-hours contact centre
- exploring the use of customer insight techniques through a joint procurement of socio-demographic data.

Even though it required the partners to invest money, the partnership choose to jointly procure the socio-demographic segmentation 'Mosaic' from Experian. The joint procurement offered the partners a means

of developing a common understanding and shared picture of their customers based on independent evidence. By gaining a better informed view on the needs of key customer groups, the partnership hoped customer insight would help organisations to move beyond their own individual perspectives, promote joined-up conversations between partners and lead to joint-problem-solving. Joint procurement and joint projects would also enable council to save money through reducing costs and sharing capacity, learning and expertise. Hence, the jointly-owned segmentation would become a platform for further customer-focused working across the partnership.

Community safety had been a major theme in Hampshire and the Isle of Wight's local area agreement (LAA). The LAA's community safety theme was derived from the local Crime and Disorder Reduction Partnerships' existing priorities.



These priorities were to:

- reduce anti-social behaviour
- improve confidence in the Police and local councils in tackling issues of concern
- reduce alcohol related public violence
- tackle domestic violence
- reduce re-offending (Prolific and Priority Offenders)
- tackle drug related offending
- reduce the number of first time entrants into the Youth Justice system.

An opportunity to employ the socio-demographic data arose when, after analysing the results of the Place survey in autumn 2009, several partners identified areas or hotspots where fear of crime and public confidence was a rising problem. For example in one area of Rushmoor Borough, 37 per cent of respondents reported feeling “very unsafe” despite the relative absence of crime and anti-social behaviour (ASB). The partners recognised the need to understand what was causing fear of crime among certain groups of customers.

Meanwhile in a separate work stream, a review of smoking cessation figures across the county indicated that three of the boroughs were also failing their 28 day quitter targets. Rushmoor and Havant had the highest prevalence of smoking in the county, and the lowest cessation rates. In response, these authorities had already established smoking cessation taskforces to address the situation. The customer insight work could inform the taskforces’ approach.



In both of these areas, the partnership needed to understand what was driving customer beliefs, preferences and behaviours before they could begin to design initiatives that would address them. A customer insight project offered the means of developing the necessary evidence and understanding. These two areas also presented an opportunity for the local authorities to work with police and health agencies. Rushmoor Borough Council is the lead authority for customer insight projects across the county, and their Head of Strategy and Communications acted as Project Sponsor for both projects. The community safety work was staffed by an analyst and project manager hosted by Hampshire County Council. The smoking cessation project reported to the Rushmoor Smoking Task Force and was resourced from members of that group and a specialist smoking adviser.

Objective

Smoking cessation

There are two distinct phases to stopping smoking

- becoming motivated to make a quit attempt; followed by
- making the attempt to quit.

The emphasis for the customer insight work and the resulting stop-smoking campaign was to establish whether customer insight could be used to help increase motivation within the target groups to stop smoking.

The objectives of the project were to:

- increase the referral rate to Hampshire's smoking cessation service (Quit4Life)
- target residents who were most likely to take up the service and subsequently quit (and hence help the partnership achieve success vis-a-vis the National Indicator 123: Stopping smoking)
- tailor the smoking cessation service around the specific needs of the target socio demographics
- increase smoking cessation success rate, ie numbers of four week quitters
- monitor the impact to see whether the approach made a difference.

Community safety

The customer insight project aimed, through the incorporation of a range of data sets including Experian's Mosaic data, to provide a sound evidence base to inform initiatives supporting community safety, specifically:

- National Indicator 21; dealing with local concerns about anti-social behaviour by the local council and the police
- National Indicator 17; perceptions of anti-social behaviour.

The original intention was for the evidence to inform initiatives that would support LAA performance and Crime and Disorder Reduction Partnership (CDRP) commissioning frameworks, on behalf of the County Strategy Group on Crime and Disorder (see 'Governance'). Mosaic data was used to provide information on detailed local neighbourhood characteristics. By overlaying a variety of data layers the partnership hoped to enable more efficient and effective targeting of resources and communications initiatives.

Approach

Smoking cessation

The first task was to identify the target demographic group. A previous project by Hampshire's Stop Smoking Service Quit4Life informed the partners approach and employment of customer insight.

Previously, Hampshire's Stop Smoking Service put a substantial amount of resource in an initiative targeting the most deprived groups, characterised by 50-65 year old males who have smoked for 40 years. The initiative included visiting the areas and meeting residents door-to-door. However, the initiative proved unsuccessful and resulted in few quitters – the explanatory hypothesis being the target group had little or no incentive to quit. HIOWIP took these lessons on board, and sought to use insight to understand the motivations of various customer groups to quit smoking, and hence what approaches could prove productive.

The project cross-referenced Hampshire PCT data for 2008/09 with socio-demographic profile drawn from Mosaic Public Sector Groups at the household level to determine the relative size of the different groups and their propensity to smoke. The

team then cross-referenced these figures with the four-week quit rate for the smoking cessation service 2008/09 to identify groups that would be most likely to succeed in their efforts to stop smoking. Based on this analysis, the project decided to focus on the following groups:

- Group K: residents with sufficient incomes in right to buy council houses
- Group H: couples and young singles in small modern starter homes
- Group E: middle income families living in moderate suburban semis
- Group F: couples with young children in comfortable modern housing
- Group J: owner occupiers in older style housing in ex-industrial areas.

These five groups become the campaign's "target market". Further detail of the data analysis process that lead to the prioritisation of these five groups is provided under 'Findings'.

The next task was to identify the common features of these five groups – based on their pen portraits – with a view to developing a single marketing plan. One common theme across the groups was that they comprised families and young people. Furthermore, the pen portraits also consistently indicated that one-to-one engagement was likely to be more effective than advertising. There were also common elements of the pen portraits regarding how they spent their time and where they shopped. Based on their insight, the team were able to identify appropriate locations and marketing techniques and messages to engage these groups. The project engaged an experienced Quit4Life adviser to help deliver the campaign.

Using the profiling, the project identified locations in town centres where the target groups were likely to be:

- shopping centre
- supermarket
- market
- local football matches.

And events they are likely to go to:

- family fun days
- summer fairs.

For example, the first event in the campaign was held on the main walkway at Princes Mead shopping centre on a Tuesday. Tuesday was chosen as it is market day at the shopping centre, and the analysis indicated that members of Group K have a high propensity to shop at the market.

Once they had determined where they would find the target market, the project used the demographic profiles to design a campaign comprising the types of incentives that would attract and engage the right people. Since the demographic profiling indicated that families were a feature of the target groups, the project created the campaign strap-line "Do it for them – they're worth it" to encourage parents to consider giving up smoking for the sake of their kids.

The stall would offer children bubbles and balloons, and mints for the adults to entice them to stop and talk. The stall would also feature a lung age monitor, whereby members of the public could get an instant check on the health of their lungs.

People completing a referral card were rewarded with a voucher entitling them to free leisure activity (swim, gym pass, etc) and entered into a draw for a £20 shopping voucher.

Based on the information in the socio-demographic pen portraits, the partners designed the support provided to be as

personal and “one-to-one” as possible. Following the event, the Quit4Life adviser personally contacted people who signed up within 48 hours of them completing a referral card to talk further and encourage them to set a quit date. The adviser would encourage them to either join a Quit4Life session or access the telephone support service. Once the adviser has agreed the best support route, the adviser gave the client the name of the person that they would be seeing, and e-mailed that adviser to let them know who is coming along.

Following this initial contact, the Quit4Life adviser would contact the client again two weeks after meeting them to see how they were progressing. Clients were offered a further incentive of a £20 shopping voucher

were they to successfully quit smoking for 28 days. Information on the results of the campaign is summarised under ‘Outcomes’.

Reducing anti-social behaviour and improving confidence in the police and local councils in tackling issues of concern were existing priorities for the CDRPs, and the chief executives had agreed to pursue these priorities as part of HIOW’s LAA.

Having reviewed the data and literature available, and conducted an initial analysis of the Place survey, the partnership decided to use the Place survey, crime, and ASB data sets as the evidence base for the analysis. The project combined and analysed these data sets for three boroughs – Havant, Hart and Rushmoor.

Figure 1. Stop Smoking Event at Aldershot Town Football Club Community safety



The data sets include:

- individual responses to the Place survey, conducted between September 2008 and the 19th of December 2008
- crime and ASB data recorded between September 2007 and the 19th December 2008
- and Mosaic data for 2008 presenting household profiles at a postcode level.

Where the combined data and cumulative insight indicated an issue with fear of crime in a particular area, the project conducted an environmental scan of the area and hypothesised the potential causes.

The data sets were manipulated using crime statistics analysis software. CrimeStat III is a spatial statistics program for the analysis of crime incident locations. The program is Windows-based and interfaces with most desktop GIS programs. Moreover, it is free to download.

Analysis produced density images which depict clusters of “very” and “fairly unsafe” responses to the Place survey by postcode. The same routine was performed for crime and ASB incidents to provide a clear overlay for comparison.

The analysis then focused on clusters of individual responses to the Place survey at a postcode level to identify discrete concentrations of unsafe responses. Visualising clusters of individual Place survey responses for a specific locality helped the team to identify areas where fears are most densely concentrated and where to focus further action or research.

In order to be sure that the clusters of unsafe responses reflect concentrations of fear (rather than simply Place survey return rates), a verification test was applied to demonstrate

that the proportion of responses by the number of postcodes within each cluster area was statistically no greater than the proportion of responses by the number of postcodes across the district. Where this was found it can be inferred that the concentration of negative responses is due to concentrated fears rather than higher Place survey returns.

These unsafe clusters were overlaid with crime clusters and ASB clusters, to show neighbourhoods where there was disparity. For each of the concentrations Mosaic data was overlaid to provide an understanding of the demographics within each area; this would be useful when designing communications initiatives.

Figure 2. Cross-referencing demographic profiles local residents and smoking service customers

Household-level Mosaic Public Sector 2009 - Area Profile

Select from drop-down lists:

Target: **Smoking Service Clients, 2008/09 -** Base: **Rushmoor Borough Council**

Mosaic Public Sector 2009 (Household level): Area Profile

Target: **Smoking Service Clients, 2008/09 - Rushmoor** Base: **Rushmoor Borough Council**

Mosaic Public Sector 2009 Group (Household-level)

	Households	%	Rank	Composition	Households	%	Composition
A	-	-	-		12	0.0%	
B	34	2.4%	11		1,352	3.6%	
C	5	0.3%	14		470	1.3%	
D	41	2.9%	9		2,074	5.5%	
E	251	17.5%	3		8,023	21.3%	
F	120	8.4%	5		5,163	13.7%	
G	37	2.6%	10		1,381	3.7%	
H	292	20.3%	1		7,882	21.0%	
I	50	3.5%	8		744	2.0%	
J	127	8.8%	4		3,147	8.4%	
K	290	20.2%	2		3,019	8.0%	
L	30	2.1%	12		1,130	3.0%	
M	64	4.5%	7		1,996	5.3%	
N	19	1.3%	13		291	0.8%	
O	76	5.3%	6		900	2.4%	
Total	1,436	100.0%			37,598	100.0%	

NOTE: some data at PC-level warning flag on low numbers

For more information:

[extranet\Customer Insight pages\](#)

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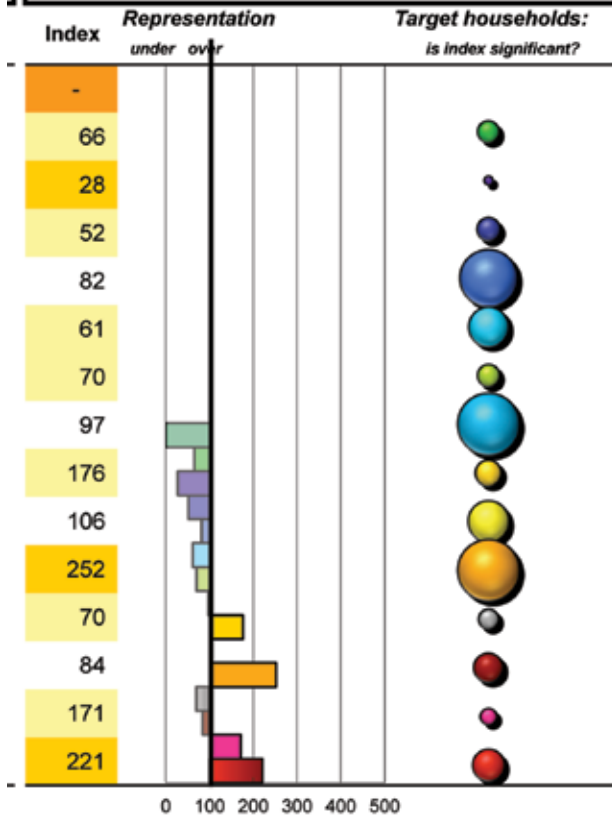
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]

Comparison:

$$\frac{\text{Percentage of target}}{\text{Percentage of base}}$$



x	y	z
1	16	0
1	15	34
1	14	5
1	13	41
1	12	251
1	11	120
1	10	37
1	9	292
1	8	50
1	7	127
1	6	290
1	5	30
1	4	64
1	3	19
1	2	76

SS v1.x	Experian	SS v0.x
A	A	A
B	B	B
C	C	C
D	D	D
E	E	E
F	F	F
G	G	G
H	H	H
I	I	I
J	J	J
K	K	K
L	L	L
M	M	M
N	N	N
O	O	O

For target compared to base area:

- index less than 100 [%] - under-represented
(for example, an index of 50 [%] would indicate that the percentage of this Group in the target is half that in the base, and 10 [%] just a tenth)
- index = 100 [%] - same proportion as in base
- index more than 100 [%] - over-represented
(for example, an index of 200 [%] would indicate that the percentage of this Group in the target is twice that in the base, and 500 [%], five times)

Note - if the number of households in the target group is very low, then an extreme index is not necessarily significant

Findings

Smoking cessation

The ambition of the project was to identify appropriate groups to target, and to understand how those target groups preferred to engage with services. This insight would then be used to design marketing and engagement strategies. The social demographic profiling indicated residents' propensity to smoke, to be receptive to 'stop smoking' advice, as well as where people lived, where they tended to go (ie shopping centres, football matches) and what their preferences were in terms of communicating with public services and authorities.



The analysis illustrated that three quarters of the smoking services' clients came from just five groups (out of 15). These were found to be:

- Group K: residents with sufficient incomes in right to buy council houses (20.2 per cent)
- Group H: couples and young singles in small modern starter homes (20.3 per cent)
- Group E: middle income families living in moderate suburban semis (17.5 per cent)
- Group F: couples with young children in comfortable modern housing (8.4 per cent)
- Group J: owner occupiers in older style housing in ex-industrial areas (8.8 per cent).

Group K also the most overrepresented group in smoking services compared to their percentage population, ie although they only constitute 8 per cent of Rushmoor Borough Council's residents, they constitute over 20 per cent of the smoking services customers. Hence, it appears they have a higher propensity to attempt to quit smoking and would likely be more receptive to marketing.

The analysis also found that although the quit rate between groups varied (ie how likely a particular demographic was to succeed), this had little effect on the total number of quitters by group compared to the size of the client group in the first place. Hence, the project chose to focus on the five groups above based on their high numbers and relatively high quit rates.

Community safety

The principal objective of this work was to better understand the causes of fear of crime so these could be addressed. The research suggests that the relationship between geographical location, and the associated situational drivers of fear, is more influential than socio-demographic features. The analysis did find that certain situational

and demographic attributes are related to particular Mosaic groups, for example there is some association when considering Mosaic groups of social housing and former social housing and fears of crime and ASB, ie those who live in or near areas with social housing and former social housing tend to have a higher fear of crime.

However, the association is not spread randomly or uniformly across Mosaic groups and underlying factors draw fears to particular areas independently. Such factors are identified broadly as situational and environmental characteristics of areas, and concentrations of criminal or ASB activities. These factors occur in a localised context, and do not therefore spread across all areas of the same Mosaic type. For example, having to use a poorly-lit path-way between a train station and a town centre on a daily basis influences residents' general perception and levels of fear – and this fear is 'ported' to where they live.

The analysis revealed disparities between fear of crime as reported in the Place survey, and actual incidents of crime and ASB. For example, one cluster of responses indicated a high fear of crime concentrated in an area covering only 19 postcodes. However, this fear did not correlate with concentrations of crime or ASB. One hypothesised reason for this disparity is the location of a residential park in the middle of the cluster which is frequented by teenagers and young people in evenings, while Mosaic profiles show many older people living in the area – some with high care needs. Hence, a situational factor – the recreation ground – has been identified which could be used to inform communications initiatives.

Furthermore, in another area nearly 37 per cent of respondents reported feeling "very unsafe" even though the cluster is not

related to concentrations of crime or ASB incidents. However, the analysis showed a close correlation with the location of neighbourhood watch areas and a street of elderly Mosaic profiles including an old people homes.

The project developed a range of hypotheses for what may be influencing the level of fear including:

- affluent and elderly persons, including the location of an old people's home, who may feel vulnerable
- a lack of crime and ASB, therefore indicating a lack of police activity and interaction with residents
- a lack of information or directed information about activities performed by the police and local authorities, as indicated by the cluster of responses feeling "not well informed at all"
- a neighbourhood watch area.

The project hypothesised that if awareness was raised around activity to reduce crime in these neighbourhoods, residents would have a better understanding of the actual level of crime and the work that the police were doing to counteract it, and fear of crime could be reduced.

Dispersal may also be a factor resulting in disparity between fear of crime and actual crime levels. For example, fears originate along the high street where street usage is densest and crime levels are highest, and are spread more widely across neighbouring postcodes. The dispersal of fear is likely to be due to the pathways and park locations spanning throughout the cluster and the interaction between young and elderly individuals across the neighbourhoods.

Hence, while the research generated new evidence and insight – and produced

hypothesises on causes and potential actions – it also raised a range of new questions that would need to be answered.

“Our initial analysis that the fear of crime isn’t spread randomly, it’s very specific. So you need information that you can tie to a particular location. And you need to be able to map it in that way, and to identify the local factors. For example, the location of a licensed premises or a park or any alleyways or pathways between a train station and a town centre or a council estate are actually what influence peoples’ fears on a local level.”

Sam Hepenstal, Crime Analyst, HIOWIP

Moreover, one of the key findings is that the perceptions of crime are closely linked with situational variables, and the only way to understand these variables better is to ask specific questions of specific localities. Hence, to be of sufficient detail and relevance any subsequent survey data needs to be localised down to full postcode level.

Outcomes

Smoking cessation

The principal aim of the work was to increase the referral rate to smoking services. The first event, the Princess Mead shopping centre, resulted in 65 “contacts” and 35 referrals. “Contacts” are smokers who are considering stopping smoking but are not ready to complete a referral form. This location was specifically selected on the basis of the pen portraits, which indicated that Group K (residents with sufficient incomes in right to buy council houses) had a particularly high propensity to shop there on a particular day. Their attitude and feelings towards their smoking is discussed at the event and

they are given full details of the services to takeaway. Having generated 37 referrals, the event is considered to be a success since up until that time Quit4Life events would typically generate referrals in single figures.

Over the course of 12 events undertaken between April and June 2010, the campaign generated over 500 “contacts”, averaging 42 per event. This is a relatively high number – according to smoking cessation staff it is not unusual for such event to generate contacts in the single figures. Approximately one in four of these contacts resulted in a referral. However, the project also noted an indirect ‘ripple effect’ resulting from the campaign whereby numbers attending local stop smoking sessions swelled. For example, the Quit4Life Centre in Mayfield received 26 new clients during the first three weeks of May. Some of these were referrals, but to put this increase in perspective the centre usually receives three new clients a week and in May and June the numbers attending the sessions trebled compared to previous months.

During the months of April to June 2010, Rushmoor Borough achieved the highest rate of four-week quitters (clients not smoking 28 days or more) of the districts in Hampshire, with 338. Moreover, this figure amounts to 110 more four-week quitters compared to the same quarter in 2009/10.

Community safety

A multi disciplinary workshop was held to present the findings of the research. The workshop identified that interesting and useful findings had emerged from research around the pilot areas. However, given the localised context of issues and drivers for fear of crime, hypothesised in the findings, it was agreed that more information was required from residents than is currently available through the Place survey.

The project has identified specific target groups of people and locations where fear of crime is an issue. By combining this with socio-demographic profiles the project is also in a position to tailor their communication activities to individual households or postcodes. The project has not yet developed the specific messages. However, hypothesised drivers have been drawn from the research. They have agreed to carry out further work to better understand residents who have high levels of fear of crime so that they can then effectively tackle their concerns. For example, a planned survey has been devised, asking further probing questions of residents to understand their issues, and survey areas have been confirmed. However, it has not been possible to pursue this research further due to budgetary constraints.

Bonfire prevention

As part of their customer insight work addressing anti-social behaviour, Test Valley Borough Council, a member of the Hampshire and Isle of Wight Customer Insight Partnership, have applied customer insight to reduce the incidence of deliberate fires during the bonfire period.

Test Valley Borough Council's environmental services had witnessed an increase in the number of household bins being used for deliberate fires during the bonfire period over recent years. These bin fires are costly to the council, and also add pressure to the fire service during a busy period of their year.

The borough took the data related to areas that had suffered bin fires, and looked at the social demographic profile of those areas to identify the best ways of communicating





with these residents. The insight indicated that residents would prefer face-to-face communication with leaflets, rather than information in the local papers. The council then worked with the police to undertake a door-to-door knocking campaign.

Residents proved to be responsive to the police, the police being able to deliver a safety message with greater impact than a council officer. The team also inspected the area following the door-to-door campaign and returned to those few properties that still left their bins out.

As a result of the communications campaign, the fire service did not receive a single call relating to bin fires during the bonfire period in 2010 – whereas during the same period in 2009 80 bins were set alight.

The total cost savings for Test Valley Borough Council have been estimated at £1,850 however this does not include the delivery of 80 new bins, or the cost of 80 “callouts” by the fire service.

Benefits

Smoking cessation

The key benefits of using customer insight to affect positive behaviour change among residents is the potential to deploy existing resources more efficiently and effectively. The social demographic profiles from which the insight is derived were already owned and paid for by the partners. The smoking cessation adviser was already employed by Quit4Life, and the communications and marketing professionals already employed by Rushmoor Borough Council.

Hence, the only significant additional costs of the campaign were the incentives (leisure centre vouchers, shopping vouchers). The reward is a significant increase in the

numbers of people attending Stop Smoking Centres and successfully quitting.

Although Rushmoor Borough’s results rose by 110 four-week quitters year-on-year, it is difficult to say precisely how many quitters resulted from the campaign as:

1. in addition to generating direct referrals, the campaign also created a ripple effect that was apparent at certain Stop Smoking Centres
2. it is possible that people who began attending Stop Smoking Centres as a result of the campaign may only succeed in subsequent months and after several attempts (after the monitoring period ended).

One of the other benefits is a greater understanding about how to engage more effectively with certain areas of the community. Rushmoor Borough Council are adopting a similar approach to engaging customers to encourage behaviour change on garden waste and re-cycling projects.

The project has also strengthened partnership working with the health sector, as the work demonstrates the local council actively helping them to meet their health targets. The success of the project has also resulted in Quit4Life making a bid for resources to roll out the approach to other districts in Hampshire. Potentially, other councils could realise efficiencies by replicating the approach Rushmoor have developed without needing to do as much of the groundwork.

Community safety

One direct benefit of the programme funding was that it enabled the partnership to employ a specialist crime analyst to assemble and combine the data and investigate this complex area. The partnership employed a graduate with an

MSc in Crime Analysis from University College London on a temporary contract.

The analysis and insight has given the project team a clear view of the specific situational questions they would need to ask in any subsequent surveys to get to the root of the problem. The analysis has also indicated that many of the participating councils' existing datasets (that the project originally sought to collect as part of their initial data gathering) would have been insufficient to address these questions.

In light of the need for specificity, the partnership discussed with the police the need for postcode level detail from their surveys. As a result, Hampshire Police now collect postcode information in their surveys (whereas previously they asked respondents only for their town or neighbourhood).

The analysis also supports more focused and tailored communication to address fear of crime. The analysis often found areas where actual crime is going down whilst the fear of crime is rising – demonstrating the current media efforts are not having the desired effects. The demographic profiles indicate residents' specific media preferences, and hence potential ways of reaching them (and the specific messages they may respond to). The example of the bonfire prevention campaign undertaken in Test Valley illustrates this.

Governance

The two projects were commenced under the auspices of the Hampshire and Isle of Wight Improvement Board, which was ultimately overseen by the Hampshire and Isle of Wight Local Government Association (HIOWLA). HIOWLA is comprised of all the county, unitary and district local authorities within Hampshire and the Isle of Wight, together with the National Park Authority for the New Forest. In practical terms the projects were overseen at officer level by the Hampshire and Isle of Wight Customer Insight Partnership Board which consists of a member from each of the participating authorities.

However, the current overarching governance structure for improving public services in Hampshire is the Hampshire Senate. The Hampshire Senate is a voluntary partnership made up of the county council leader, leaders of district councils, the chairmen of Hampshire Police and Fire Authorities, and the Hampshire Primary Care Trust along with the chairman of the Hampshire Association of Local Councils and representatives of the Hampshire Economic Partnership, Hampshire Strategic Partnership, voluntary and community sector, the Regional Development Agency and the Armed Forces.

Smoking cessation

The smoking cessation project supported Rushmoor's "Smokefree Taskforce", which reports to HIOW Health and Wellbeing Partnership Board (and ultimately the Hampshire Senate). The Board is responsible for improving health and wellbeing across Hampshire and for coordinating the health improvements and wellbeing targets identified in Hampshire's local area agreement (LAA). Membership includes county and district councils, PCT, Community Action Hampshire and the

Resettlement of Offenders Co-ordinating Committee (ROCC).

The success of the insight project has greatly interested and engaged the practitioners that comprise the Taskforce, and has prompted and supported increased partnership working between members. Although instigated and lead by the local authority, the project has led to the PCT proposing further work based on customer insight.

Community safety

As well as being funded by the HIOW Improvement Partnership, the community safety project also reported to the Hampshire County Strategy Group for Crime and Disorder. The County Strategy Group aims to promote community safety in Hampshire and prepare a Community Safety Agreement (CSA) for Hampshire and a coordination of resources and activities between partners including district Crime and Disorder Reduction Partnerships (CDRPs). Membership includes representatives from district CDRP's, the Hampshire County Council, Police, fire, health, probation; drug and alcohol action team (DAAT) and the voluntary and community sector.

The results of the insight work were presented to the County Strategy Group, who proposed further action between the districts to progress the work. However, changes to the financial, governance and performance monitoring regimes at a national level have inhibited progress. Despite these challenges, the partnership hopes to pursue further insight to address the outstanding questions during 2011. Rushmoor will be undertaking pilot events during May to see if discussion around local issues of concern and visible local action on environmental factors reduces fear of crime/increases feelings of safety or whether encouraging discussion in this way heightens fear of crime for the target groups.

Resourcing

The overall budget for the two projects was £75,000. The partnership has invested the money in:

- deploying the partnership analyst to assemble and present the smoking and socio-demographic data; this required approximately six working days
- employing a Quit4Life smoking adviser to work on the campaign (though arguably her costs would have otherwise been borne by Hampshire PCT anyway)
- paying for the incentives including the shopping vouchers and leisure centre vouchers
- employing a crime analyst on a temporary contract for the community safety project.

The partnership also contributed the time and effort of the partner's employees – particularly the project leader and project managers in overseeing and driving the work forward. For example, the smoking cessation project manager devoted one day a week for 10 weeks to developing the campaign.

“Mosaic is just one of the tools that we use to cross-reference and validate. It is one of the tools that we can use in understanding what all of these different datasets are telling us.”

Sam Hepenstal, Crime Analyst, HIOWIP

Challenges and lessons learnt

Socio-demographic data is necessary but insufficient

The value delivered by these projects has resulted from combining different datasets. Social demographic data is a useful part of the picture, but many of the insights relating to fear of crime have come from combining data already held by public service bodies – as well as by visiting and surveying the locality in person. Socio-demographic data was useful for cross-referencing and validating insight suggested by combining the other datasets, and is particularly useful in tailoring communication messages to different groups. However, a review of socio-demographic data would not have revealed the local situational factors that drive fear of crime.

Developing insight takes time

Much of the insight generated by these projects depends on accessing combining different data sources. However, assembling data from different bodies can be time-consuming. The community safety project estimates that a customer insight project will require at least two months lead-in time to prepare the processes and partnership-working required to source and assemble data from different public sector bodies – this is before any analysis can take place.

The project lead also emphasises how it is essential to take the time to engage and educate stakeholders regarding what they can expect from (and how they contribute to) customer insight work.

To expedite the work, the community safety project would advise other partnerships to begin the customer insight process with a complete audit of the data that each partner has (coupled with the contact details of the people with the responsibility and access to the data).

“Customer Insight is a problem-solving process...It’s about looking what are the issues, it’s about analysing and understanding and it’s about making an appropriate response and then assessing whether that’s delivering what you want it to do.”

Steve Postlethwaite, Community Safety Project Officer, Hampshire County Council

The project also recommends that the chief executives of the partnership agree a memorandum of understanding that they will be open and transparent in sharing the results of surveys they undertake. Often, there can be a reluctance to release surveys that can be interpreted as critical to the agency or the locale. These can sometimes be the most useful.

Operating in a changing environment

One of the challenges faced by the community safety project was the cessation of the Place survey. The project had used data from the Place survey as their baseline, but during the project the government changed complexion and the Place survey – along with the other relevant National Indicators – were scrapped. As a result, the partnership would need to commission a replacement survey to measure impact.

The project was also fortunate enough to recruit a local community support officer with an MSc in Crime Analysis to the team on a temporary contract. This gave the project highly specific skills and expertise which led to a rich and sophisticated analysis and understanding of the data. However, spending cuts have meant that they were unable to renew the contract and retain these skills.



Events beyond the control of the project may also influence the outcome of activities intended to change behaviours. For example, the smoking cessation project noticed that England's poor performance during the football World Cup was having an adverse affect on client's efforts to quit smoking. The smoking adviser noticed some of her clients 'fell off the wagon' during or after England's football matches (including some that had been off cigarettes for three weeks or more).

Next steps

Given the research and findings that there is not a perfect relationship between those identified as having high levels of fear of crime and socio-demographic groups it is clear that other issues are also impacting upon perceptions, and these require further investigation to understand and test. With this intention, and given the cessation of both the place survey and the national indicators, the project has been working with the police with a view to adding several questions to the police survey.

Hampshire's Quit4Life smoking cessation service is working with Rushmoor Borough Council to roll out a similar campaign more widely.

Hampshire is continuing to pursue customer insight as a county level. The successful development and use of insight has generated interest and helped to engage practitioners from different agencies in joint problem-solving. Further proposals to follow-up both the Community Safety and Smoking Cessation projects have been pursued – with the PCT seeking to incorporate insight into their plans. In addition, the success of the projects has led to the Hampshire Waste Management Partnership to incorporate insight into their work. Ultimately, insight is now being employed by the partners to develop their joint strategies regarding property assets and customer access (see below).

Furthermore, the improvement partnership have retained an analyst to work for the partnership, and the Customer Insight Group is seeking to develop the business case to retain the analyst going forward based on the benefits the customer insight is generating for partners.

The partnership is now focusing their customer insight efforts on mapping demand for services in relation to their existing building assets. The objective is to better understand the assets they have and how these are used by customers to help determine which ones may be best suited for redevelopment, decommissioning or release. The objective being, to join up and deliver access to services that is tailored to meet the needs of customers and communities as well as make significant financial savings.

The outputs from the “Customer Access Planning Project” will include:

- identification of customer demand for each of the partners
- identification of 1,700 assets (owned by the county, districts, constabulary and PCT) which could serve as potential service delivery locations
- ‘hot spot’ mapping of demand for face-to-face, telephone and internet services across the county
- identification of optimum service delivery locations.

A second phase of the project will add:

- further potential delivery points, such as fire stations (which have meeting rooms suitable for use by the voluntary and community sector)
- alternative ‘catchment’ areas, for example, based on 5, 10 and 15minute walk-times, drive-times, public transport network travel times or any combination of these
- bespoke mapping of local demand for services such as benefits or libraries or those with specific target groups such as older people, based on data already available from county and districts.

The Customer Access Planning Project was established to support Hampshire County Council's:

- channel-shift strategy
- 'Workstyle' project / Havant Public Sector Village
- mobile library review
- rural strategy.

The insight will also inform district projects such as Test Valley Strategic Partnership's work on access for vulnerable and isolated adults.



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