SAFE AND CONFIDENT NEIGHBOURHOODS STRATEGY:
Next Steps in Neighbourhood Policing
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Crime has fallen by more than a third since 1997 and the public are now more confident than ever before that their police and local council are dealing with the crime and Anti-Social Behaviour (ASB) issues that matter most to them locally. Perceptions of ASB are now at their lowest level since records began eight years ago and public confidence in the fairness and effectiveness of the criminal justice system (CJS) is up.

Neighbourhood Policing has played a key part in this. Every area in the country now has its own dedicated neighbourhood policing team with over 13,500 officers and 16,000 Police Community Support Officers (PCSO) – a new role we have supported the police to introduce since 2002 – committed to tackling crime and ASB. Neighbourhood policing has been at the forefront of wider reforms to put the public at the centre of policing. The Policing Pledge sets out for the first time nationally the high standards that the public should rightly expect from the police. We have cut the bureaucratic burden on the police and since 2008 removed all nationally set targets except one – to improve public confidence.

We know that neighbourhood policing works and we are determined to protect the improvements to public services which matter most to the public. Central government funding for police is almost one fifth higher in real terms than in 1997, including ring-fenced funding for neighbourhood policing. We have announced our intention that sufficient funding will be available in 2012-13 to enable police authorities to maintain the current numbers of warranted police officers, PCSOs and other staff exercising police powers. We are also determined that tackling ASB remains a top priority – in neighbourhood policing, across the whole police service, and in the justice system. ASB has sometimes wrongly been dismissed as ‘low-level’. In reality, it can have devastating effects on individuals and whole neighbourhoods who suffer it.

But the police alone cannot tackle crime and ASB. Local government, criminal justice, health, education and the voluntary sector all have a crucial role to play. Partners need to work visibly together to deal with the concerns that matter most to neighbourhoods, to provide the joined up support that victims deserve and to challenge offenders with tough choices – reform or be caught and be punished.

Sadly we are sometimes reminded of the consequences of what can happen when agencies fail to work together properly. Communities, or vulnerable individuals, cannot be let down. This strategy sets out how we will ensure that problems, and people, do not fall through the gaps.

We have built a strong local framework for partnership working – centred around the Local Area Agreement in England – helping partners and communities create a shared vision for their area. Total Place aims to take this a step further, enabling more efficient and effective partnership working by increasing local freedoms and flexibilities. Integrated Offender Management brings together partners to manage offenders and the new National Victims Service will ensure support for anyone who has been a victim of crime and wants assistance.
We want to take this further by promoting and enabling a stronger partnership approach at the neighbourhood level, learning from some areas who are already using the new neighbourhood management schemes very successfully.

We also want the police, courts and other agencies to work closely with the communities they serve. Following last year’s *Engaging Communities in Criminal Justice Green Paper*, which this strategy takes forward, local people have been able to see offenders working to make amends in high visibility vests, and have been given a say in the type of work offenders do as well as how cash seized from criminals is put to use. Over 1 million visits have been made to the national Crimemapper website where people can find out crime and justice information online or on their mobile phone. Community Prosecutors are making sure that the impact of crime on the local community is increasingly taken into account in prosecution decisions and Community Impact Statements ensure that the views of the whole community are taken into account in sentencing.

And we are supporting communities to be more involved in how different services are delivered, giving them a voice to challenge services, making them more open, responsive and accountable. We are also supporting and backing those people who want to make a difference in their community. Training events across England will equip up to 10,000 frontline staff and community champions with the confidence and know-how they need to join together and take a stand against ASB.

We are proud of the achievements the police service and partners, supported by Government, have made to make areas safer and the public feel safer. We are committed to building on this success. Our next steps are to:

- Sustain everyone’s named, dedicated neighbourhood policing team including PCSOs;
- Make it as easy to report ASB and non-emergency crime as it is to dial 999 for an emergency, through the introduction of a national police non-emergency number ‘101’.
- Give Community Safety Partnerships a clear strategic role in enabling and promoting neighbourhood partnerships, expecting a wide range of agencies – local government, Children’s Services, the NHS – to forge strong, individual links with their neighbourhood policing team.
- Strengthen the Neighbourhood Watch scheme and other citizen involvement, including Community Cashback with people being able to decide how a further £4 million of criminals’ ill-gotten gains is spent in their neighbourhoods.
- Fund 12 areas, and support over 100 more, to bring this all together in Neighbourhood Agreements allowing communities to negotiate what services can do for them and what communities themselves should do to keep their own neighbourhoods safe and confident.

This strategy sets out some clear national expectations for the public and a vision of neighbourhood working for frontline practitioners. The public should rightly hold us and local agencies to account if these expectations are not fulfilled. But we are clear that it is up to local partners to determine the best way to deliver this vision.

To support partners coming together at the neighbourhood level, we must join up nationally. So we are pleased that this strategy is not only a cross-Government document but a joint strategy with the Association of Chief Police Officers, the Association of Police Authorities, and the Welsh Assembly Government. And we look forward to working with the English and Welsh Local Government Associations to take this strategy forward. By partners working together from the neighbourhood to the national we can tackle not tolerate ASB.
The police service has worked hard with partners in recent years to reduce crime and help make communities safer through successful neighbourhood policing. As the demands on the police service have increased over the years, so too has the need for police and other organisations to work together to keep communities safe. That is why the commitment from partners to this strategy is so important.

As partners we must sustain our commitment to neighbourhood policing and ensure a co-ordinated approach across all policing activities. We must deal effectively with, and prioritise, ASB so that everyone in our communities feels safe and confident in going about their daily business. Dealing with ASB is a strategic priority for the police.

Neighbourhood policing is a vital part of increasing public engagement, confidence and visibility and solving problems at a local level. Embedding the Safe and Confident Neighbourhoods Strategy will enable us to build on the achievements so far in reducing crime and increasing public confidence in policing and ensure that our communities are safer for everyone.

Local people deserve a police service they can be proud of, but also one they can engage with and truly influence to improve their local community.

This strategy seeks to build on the success of neighbourhood policing by addressing a number of challenges and by empowering the public to further exert their influence over local police and their partners.

The unique membership of police authorities and our continued contact with local people put us at the heart of the relationship between the police and the public and gives us a key role in supporting the delivery of this strategy.

Through our governance role in holding Chief Constables to account for the delivery of policing services, police authorities will ensure neighbourhood policing is embedded within a whole force approach and fully supported by other parts of the policing system.

We may face many challenges over funding. But with our strategic influence over the provision of policing services, police authorities will endeavour to sustain neighbourhood policing resources and structures by working with other partners to ensure funding which secures the continuation of PCSOs for our communities.

The critical role police authorities have in developing and facilitating strong local strategic relationships with other delivery partners will ensure that neighbourhood policing becomes part of an integrated neighbourhood management approach.

Whilst there is much to be proud of there is also still much more to do. I am pleased that this strategy is tri-partite and I am reassured that it is supported by other parts of Government. I very much look forward to seeing the difference that the Safe and Confident Neighbourhoods Strategy will make to improving the lives of local people.
Ministerial Foreword

Carl Sargeant AM, Minister for Social Justice and Local Government

One Wales: a progressive agenda for the government of Wales sets out the Welsh Assembly Government’s vision for a Wales in which all citizens are empowered to determine their own lives and to shape the communities in which they live, free from fear or abuse. I am therefore very pleased to be able to endorse the vision set out in the Safe and Confident Neighbourhoods Strategy, which is consistent with the Welsh Assembly Government’s ambitions for safer and stronger communities in Wales.

Tackling crime and ASB requires effective partnership working. In Wales this means working across devolved and non-devolved functions and services, at national and local level. Whilst we fully share the UK Government’s ambitions for safer communities, we have in Wales our own distinctive approach to the delivery of services across our public sector. Our Local Service Boards are tasked with taking forward ambitious partnership working across public service bodies, identifying key local challenges and developing solutions which engage all the partners to secure better outcomes for citizens. It is very important that solutions to the issues that affect the safety of our communities respect these distinctions, and I am very pleased that the UK Government has demonstrated a clear commitment to understand and respect these differences. The Welsh Assembly Government will work with the UK Government to deliver the vision set out in this strategy in a way that works with the distinctive landscape in Wales and in this way I am confident that we can make our communities safer.
Introduction and Executive summary

This strategy is about ensuring the right of everyone to be safe and confident that crime and Anti-Social Behaviour (ASB) are tackled in their neighbourhoods. These are the outcomes that we – and thousands of frontline professionals and volunteers – focus on delivering.

This strategy is meant to be read by anyone with an interest in neighbourhood policing, crime and safety – but in particular by police, local councils and criminal justice partners. It recognises and seeks to build on the achievements they have, supported by Government and national partners, made in delivering real change for the public: crime is down¹, ASB perceptions down, and confidence up in the police and councils dealing with ASB and crime issues that matter locally and in the effectiveness and fairness of the criminal justice system (CJS)². This strategy recognises the vital importance of local flexibility and autonomy – within a framework of clear national standards and sets out some expectations for the ways in which the police, CJS and other local partners can work together to make maximum use of existing resources to tackle crime and ASB and build public confidence.

The strategy sets out a vision of safe and confident neighbourhoods everywhere in which all members of the public can expect:

• To continue to benefit from their named, dedicated neighbourhood policing team including Police Community Support Officers (PCSOs);
• To have their ASB and crime concerns taken seriously and be able easily to report non-emergency crime and ASB;
• For victims to receive a joined up response from the police, local council and criminal justice;
• For offenders and those at risk of offending to be identified and managed;
• To know their entitlements and be reassured and kept informed of the action that police, criminal justice and local council services are taking;
• To be able to have a say in how services keep them safe and confident and be able to challenge agencies if expectations are not met; and
• To be confident and able to engage in playing their full role in their own neighbourhood’s safety.

The starting place for this strategy is neighbourhood policing teams. Six years after their launch, and two years after they achieved national coverage, they enjoy 92% public approval as they work to keep neighbourhoods safe and confident. Neighbourhood policing has been combined with wider changes in the police service which have made it more responsive to the public, encapsulated in the Policing Pledge³ and the single confidence target⁴ and described in the 2008 and 2009 Policing Green and White Papers. Chapter one will set out plans to sustain and protect frontline neighbourhood policing and embed it into the wider force approach to community safety.

But to keep neighbourhoods truly safe and confident, the police cannot act alone. They need to work with other partners if they are to effectively address and prevent the crime and ASB issues that matter most, protect vulnerable people, manage offenders and

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http://www.homeoffice.gov.uk/rds/pdfs09/hosb1109vol1.pdf

² Crime in England and Wales: Quarterly update to September 2009 (HOSB 02/10), Home Office, 2010
http://www.homeoffice.gov.uk/rds/pdfs10/hosb0210.pdf

³ see back cover of this Strategy

⁴ The proportion of people who are confident that the police and councils are dealing effectively with the ASB and crime issues that matter most locally
engage the community so that it can play a full role in keeping itself safe. The rest of the CJS, local authorities, other local partners such as education and health\(^5\), the third sector and social landlords all have an important role to play in keeping neighbourhoods safe and confident.

While this is true in plentiful times, it is even truer in leaner times. Many partners have already realised that partnership working is even more crucial in the tighter economic climate in order to deliver outcomes and efficiencies in service delivery.

There is a strong framework for partnership working through the Local Strategic Partnerships (LSPs)/Local Service Boards (LSBs) and themed partnerships such as Community Safety Partnerships (CSPs) (which is what we will now call Crime and Disorder Reduction Partnerships (CDRPs) in England) and Local Criminal Justice Boards. In England, these come together to create shared visions for communities in Local Area Agreements. And Total Place aims to strengthen local partnership working by allowing greater flexibilities and freedoms.

Chapter two sets out plans for taking this even further by developing strong partnerships at the neighbourhood level to prevent crime and ASB and protect vulnerable people, as this is the level at which people engage and services are delivered.

No two neighbourhoods are the same so there can be no ‘one size fits all’ approach to how services are delivered or what a neighbourhood partnership should look like. As set out in *Putting the Frontline First: Smarter Government*\(^6\), Government and national partners can play an enabling role through setting some clear expectations of what the public should expect in safe and confident neighbourhoods and supporting neighbourhood partners to deliver these outcomes for the public, but being clear that local areas should decide local priorities, how they deliver them and how they guide resources flexibly to meet them.

Communities are also vital to keeping neighbourhoods safe and confident. Chapter three explains how, by engaging with communities to understand and design services around the different needs and expectations of our very diverse communities, neighbourhood partners can provide services which are responsive and which inspire the confidence and trust of communities, so that they can play an active role themselves. It also forms the Government’s next steps following on from the 2009 *Engaging Communities in Criminal Justice Green Paper*\(^7\).

Those working directly with the public will be supported to deliver by the following key actions for Government and its national partners:

- Working to develop the ‘101’ number as a national non-emergency number for contacting the police to report ASB and non-emergency crime, to be in place by March 2012 (page 20)
- Giving CSPs a clear strategic role in promoting and enabling neighbourhood partnerships, working with LSPs/LSBs to link neighbourhoods to a shared vision for communities (page 29) and referring to CDRPs in England – as we do in Wales – as CSPs to better reflect their role in keeping communities safe (page 30)
- Expecting that all key agencies – health, local council, children’s services -have clearly identified lead contacts for neighbourhood policing teams (page 30)
- Inviting chairs of magistrates benches to make appropriate arrangements by which magistrates could be involved in neighbourhood partnerships whilst protecting judicial independence and avoiding any perception of bias (page 37)

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How will we measure the difference?

There are a number of performance measures and accountability mechanisms that the public, frontline services and Government will be able to use. At the national level there is the single target for the police to improve public confidence that the police and local council are dealing with the ASB and crime issues that matter locally. At the local level, 80% of areas in England have targets set out in the Local Area Agreement relating to confidence or perceptions of ASB. Services can also be held to account by individuals or communities if they feel they are not adequately addressing their crime and ASB concerns.

Starting later this year, HMIC will inspect police forces on the impact of neighbourhood policing on reducing ASB as part of improving confidence.

A full list of actions is on the next page.
The table outlines those specific actions that will be undertaken by the various agencies to support and deliver the strategy. In its role to support improvements in policing, the NPIA leads a number of national projects as indicated. In addition, it is also likely to be commissioned to support the other partners which will be considered through its formal commissioning processes.

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<th>Supporting the frontline by:</th>
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<td>Continuing to provide a named, dedicated neighbourhood policing presence, including PCSOs</td>
<td>Provide support and advice to forces and authorities about how to secure non-police funding</td>
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<td>Develop a professional career pathway for those working in neighbourhood policing teams</td>
<td>ACPO/NPIA 2010/11 April 2010</td>
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<td>Launch a PCSO accreditation structure</td>
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<td>Undertake a national stocktake of progress made to-date and update the role of neighbourhood policing</td>
<td>NPIA May/June 2010</td>
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<td>Ensuring the whole police force works together to build safer and more confident neighbourhoods</td>
<td>Integrate neighbourhood profiling and community intelligence into intelligence led processes</td>
<td>NPIA March 2010</td>
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<td>Integrate citizen focus and public confidence elements into new and updated doctrine and policies including on protests</td>
<td>NPIA/HO Ongoing</td>
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<td>Advocate the inclusion of citizen focus and public confidence elements within existing competency frameworks and appraisals for all police roles</td>
<td>ACPO 2010/11</td>
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<td>Develop and deliver a model for citizen focus police learning</td>
<td>NPIA From April 2010</td>
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<td>Ensuring the public have their ASB and crime concerns taken seriously</td>
<td>Work to develop the ‘101’ number as a national non-emergency number for contacting the police to report ASB and non-emergency crime</td>
<td>HO/APA/ACPO 2012</td>
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<td>Ensure that governance and performance regimes reflect the importance of ASB</td>
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<td>Ensure there is a framework that allows for a qualitative and quantitative assessment of ASB issues through the National Standards of Incident Recording Review</td>
<td>NPIA/APA Interim April 2010 Final April 2011</td>
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<td>Put in place clearly defined minimum standards on tackling ASB for all partner agencies</td>
<td>CSP partners March 2010</td>
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<td>Raise awareness of and give people a say on PCSO powers (within existing framework)</td>
<td>APA Spring 2010</td>
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<td>Inspect forces on the impact of neighbourhood policing on reducing ASB as part of improving confidence</td>
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<td>Neighbourhood partnerships</td>
<td>Providing a national joined up message</td>
<td>Expect PCTs in England to put in place clear identified and named lead contacts for neighbourhood partners and NPTs</td>
<td>DH June 2010</td>
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<td>Expect Children’s Trusts in England to identify a named contact for neighbourhood partners and NPTs</td>
<td>DCSF From April 2010</td>
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<td>Expect local authorities to have clear identified points of contact with their NPTs</td>
<td>CLG Summer 2010</td>
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<td>Encourage housing to be part of neighbourhood partnerships through Tenants Service Authority standards in England</td>
<td>CLG April 2010</td>
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<td>Work with LGA to encourage local councillors to be an integral part of neighbourhood partnerships</td>
<td>HO/LGA Spring 2010</td>
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* The table outlines those specific actions that will be undertaken by the various agencies to support and deliver the strategy. In its role to support improvements in policing, the NPIA leads a number of national projects as indicated. In addition, it is also likely to be commissioned to support the other partners which will be considered through its formal commissioning processes.
| Neighbourhood partnerships | Providing a national joined up message (continued) | Encourage named health, local council and social care links at the neighbourhood level in Wales | HO/WAG Summer 2010 |
| | | Encourage local partners to develop the neighbourhood approach | WAG 2010/11 |
| | Providing local strategic support | Give CSPs a strategic role in promoting and enabling neighbourhood partnerships | HO Spring 2010 |
| | | Consult on ways to strengthen accountability of CSPs | HO Autumn 2010 |
| | Providing practical and financial support and guidance to local and neighbourhood partners | Review the Community Safety Accreditation Scheme to see how it can be expanded | HO/ACPO Summer 2010 |
| | | Support information sharing between CSP partners | HO Spring 2010 |
| | | Develop a standard approach for Restorative Justice and work with HMIC and HO to ensure it is appropriately reflected in performance assessments | ACPO Autumn 2010 |
| | | Promote new guidance for neighbourhood policing teams on early intervention and prevention of youth crime and ASB | HO/ACPO/NPIA/ YJB/DCSF Spring 2010 |
| | | Pilot a framework for problem solving in magistrates’ courts for potential rollout by 2012 | HMCS 2012 |
| | | Provide effective practice guidance and peer led support on neighbourhood partnerships | IDeA/NPIA Summer 2010 |
| | | Issue guidance for neighbourhood policing teams on working with the Third Sector, volunteer and faith organisations | NPIA March 2010 |
| | | Make sure support is tailored to suit the needs of Welsh authorities and forces | HO/WAG Summer 2010 |
| Engaging Communities | Ensuring the public know their entitlements, are reassured and kept informed of the action that services are taking | Promote opportunities to maximise visibility including encouraging single patrolling | ACPO 2010/11 |
| | | Set out a minimum set of information CJS partners will be communicating to the public | MOJ March 2010 |
| | | Develop a public facing justice outcomes online portal | HMCS End 2010 |
| | | Recruit a co-ordinator for each of the existing Community Justice Teams | MOJ 2010 |
| | | Repeat Community Cashback with a further £4 million of criminals’ assets | OCJR with LCJBs 2010/11 |
| | Ensuring the public are able to have a say in how services keep them safe and confident and are able to challenge agencies if these are not met | Continue to promote petitions, Councillor Call for Action and overview and scrutiny committees | WAG/CLG Ongoing |
| | | Roll out Community Prosecutors nationally (subject to evaluation outcome) | CPS From October 2010 |
| | | Extend Citizens’ Panels to all 60 Pioneer Areas | MOJ Spring 2010 |
| | Ensuring the public are engaged in playing a full role in their own neighbourhood’s safety | Support the continued development of Neighbourhood Watch | HO Spring 2010 |
| | | Assist forces in accessing the Future Jobs Fund to recruit long term unemployed 18-24 year olds alongside neighbourhood policing teams | HO Summer 2010 |
| | | Roll out Neighbourhood Agreements in 12 pathfinder areas | HO/CLG Summer 2010 |
Chapter 1: Building on the success of Neighbourhood Policing Teams

1.1 In a very short space of time, neighbourhood policing has helped to revolutionise the way the police serve their communities (see Box 1, next page). Over the past seven years, the Government has invested heavily — over £1 billion alongside local contributions — so that every neighbourhood in England and Wales now has its own dedicated, visible and directly contactable neighbourhood policing team made up of officers and PCSOs.

1.2 The Police Service and the Government remain absolutely committed to neighbourhood policing, including PCSOs, as the bedrock of delivering a responsive and citizen focused police service for the 21st Century.

1.3 Neighbourhood policing delivers what the public wants. In a new survey, 92% thought that neighbourhood policing was a good idea and the majority thought it should be the top priority for any extra officers that became available. Visibility is what people consistently want and the Policing Pledge commits neighbourhood policing teams to working visibly in their neighbourhoods 80% of the time. And the work that the teams do is driven by what the people in the neighbourhood say matters most to them.

1.4 Neighbourhood policing has improved safety and raised confidence. Since neighbourhood policing has been fully rolled out across England and Wales, there has been a 4% point increase in public confidence in the police and local council working together to deal with the ASB and crime issues that matter most locally.

1.5 Neighbourhood policing can prevent crime and ASB. The role neighbourhood policing teams — and PCSOs in particular — can have in turning round difficult neighbourhoods cannot be underestimated. By being a consistent and familiar presence in communities, neighbourhood policing teams can deter crime and ASB and build confidence and trust in the police and through that compliance with the law.

It also gives them a unique role in identifying problems early on — for example poor parenting, domestic violence, substance misuse or mental ill-health which often lie at the root of crime and ASB — and in working with their partners to resolve them and prevent the problems from escalating.

1.6 Neighbourhood policing can help tackle other

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9 M. Charlton, Public attitudes on neighbourhood policing – results from an opinion poll. Home Office, 2010
http://www.homeoffice.gov.uk/rds/pdfs06/r273.pdf
12 Crime in England and Wales: Quarterly update to September 2009 (HOSB 02/10), Home Office, 2010
http://www.homeoffice.gov.uk/rds/pdfs10/hosb0210.pdf
crime issues. Through positive engagement, neighbourhood policing teams can encourage people to come forward with information to help keep their own neighbourhood safe – community intelligence that is critical in combating, for instance, organised crime or terrorism. And they can relay messages to reassure their communities following police operations, such as protests or drugs raids.

1.7 A summary of robust evidence of the impact of Neighbourhood Policing, PCSOs and working in partnerships can be found at http://police.homeoffice.gov.uk/publications/community-policing/safe-confident-neighbourhoods/. A Year in Neighbourhood Policing sets out some good examples of how neighbourhood policing teams are doing their jobs.

**BOX 1: Neighbourhood Policing Timeline**

- **2002** – The first Police Community Support Officers introduced in England and Wales
- **2004** – Neighbourhood Policing formally launched in the White Paper “Building Communities, Beating Crime”
- **2006** – National Reassurance Policing Programme pilots demonstrate a 12% increase in confidence
- **2007** – People in place – over 16,000 PCSOs across England and Wales
- **2008** – Teams in place – a dedicated and named team in 3,600 neighbourhoods with over 13,500 dedicated neighbourhood police officers
- **2009** – Neighbourhood policing catalyses a whole force ‘citizen focus’ approach with the introduction of the Policing Pledge, and a 4% point increase in the single confidence target to 50%
- **2009** – Moving towards neighbourhood partnerships with neighbourhood policing integrated with neighbourhood management

**Case studies: Neighbourhood Policing Teams**

**Humberside** – In Boothferry, Derringham and Pickering wards in Hull, officers are making full use of cycle equipment to increase the team’s visibility and mobility while remaining accessible to the public.

**Cambridgeshire** – After Neighbourhood Panels in East Cambridgeshire highlighted speeding as a high priority, the police worked with the council to launch Neighbourhood Speedwatch which involved a team of community volunteers monitoring a portable speed measuring device situated on the roadside and forwarding details of speeding motorists to the neighbourhood policing team who then carried out DVLA checks and issued warning letters to the registered owners.

**Dyfed Powys** – Following increases in youth ASB on weekends, Milford Haven neighbourhood policing team negotiated the re-opening of Project Milford – a charity offering facilities similar to a drop in centre for 14-25 year olds – which had been closed over the weekend. ASB reports subsequently fell and the neighbourhood policing team have been closely involved in the initiatives being run for young people.

1.8 The evidence clearly shows that improving confidence requires a ‘whole force’ approach. Neighbourhood Policing has accompanied wider changes to put the public at the centre of policing:

- The single confidence target, announced in the 2008 Policing Green Paper, means that the whole service – and not just neighbourhood policing teams – concentrate on the issues that matter most to the people they serve.
- The Policing Pledge is a clear deal about what the public can expect from the whole police service – including guaranteed response times, teams spending 80% of time on the beat, and holding monthly ‘beat’ meetings – making the police more visible, accessible and responsive to local communities.

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14 *A Year in Neighbourhood Policing*, Home Office, 2009

1.9 To ensure that the success of the neighbourhood policing approach is developed, we need to sustain and embed neighbourhood policing as a core part of police work, linking it with other parts of police work and ensuring that the whole force puts the citizen at the centre of what they do.

We want to sustain and embed neighbourhood policing so the public can expect wherever they live:

- To continue to have a named, dedicated neighbourhood policing presence, including PCSOs, with the right number/mix of staff for that neighbourhood and focussed on dealing with local issues with minimal abstractions;
- The whole police force working together to build safer and more confident neighbourhoods; and
- To continue to have their ASB and crime concerns taken seriously and be able easily to report non-emergency crime and ASB.

1.10 The rest of this chapter sets out how Government and national partners will support this by:

- Continuing to invest in neighbourhood policing;
- Ensuring that all neighbourhood policing teams are reaching the highest standards;
- Embedding the neighbourhood policing approach throughout the police service and putting the public at the centre of policing;
- Making it as easy to report ASB and non-emergency crime as it is to dial 999 for an emergency, through the introduction of a national police non-emergency number ‘101’; and
- Ensuring ASB is strategically prioritised throughout the police service to support the CSP minimum standards.

To continue to have a named, dedicated neighbourhood policing presence, including PCSOs

The Government is determined to build on its record of investment in policing and justice, by continuing to invest to protect frontline policing for the public. The Pre-Budget Report announced that sufficient funding will be available in 2012-13 to enable police authorities to maintain the current numbers of warranted police officers, PCSOs and other staff exercising police powers16.

1.11 We are clear that neighbourhood policing cannot be sustained without PCSOs. They provide much of the visibility that the public want while police officers – who also play a crucial role in an neighbourhood policing team – deal with the work which requires their greater number of policing powers and related training17. This is why the Government has ring-fenced and protected funding for PCSOs. Box 2 sets out the value of PCSOs.

1.12 Funding for PCSOs has always required a partnership approach, with local authorities in particular. Overall, local councils, businesses, universities and other funding partners provided about £21 million towards employing PCSOs18 in 2008-09. The APA expects Police Authorities (whose members are elected councillors and members of CSPs) to play a specific role in helping to sustain the current amount of non-police funding (matched or full) for PCSOs. Government and the APA will support them in doing this with guidance and developing the evidence base of the impact of neighbourhood policing teams and PCSOs.

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17 Visible patrol, while not carrying out other policing activities such as community engagement, took up to 64% of PCSO time in 2006/07 compared to 13.6% for police officers; M. Mason, and C. Dale, Analysis of PCSO Activity Based Costing data: Results from an Initial Review. Home Office, 2008. http://www.neighbourhoodmanagement.net/downloads/publications/PCSO.pdf
18 CIPFA Police Service Statistics Actuals 2008-09
1.13 **Crucial to sustaining Neighbourhood Policing is continuing to professionalise and value it.** Many already see Neighbourhood Policing as a valued career path. We want to make sure more people want to be part of it and perform their roles to the highest standard by providing a strong career framework for neighbourhood policing team members, setting out, as with other areas of police work, the levels of training or skill required and encouraging a culture of professional development. The NPIA will develop a professional career pathway for those working in neighbourhood policing teams and launch a PCSO accreditation structure which will assist career PCSOs and support those wishing to become police officers to make the move swiftly.

1.14 Professional development includes neighbourhood policing teams understanding the public and using their feedback to continuously improve the way they work for them in the future.

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20 In March 2009 there was a greater proportion of female PCSOs than female officers (all forces) and a greater proportion of ethnic minority PCSOs than ethnic minority officers (in the majority of forces, particularly urban). R. Mulchandani & J. Sigurdsson *Police Service Strength England and Wales, 31st March 2009*, Home Office, 2009. [http://www.homeoffice.gov.uk/rds/pdfs09/hosb1309.pdf](http://www.homeoffice.gov.uk/rds/pdfs09/hosb1309.pdf)


23 53% compared to 8%. Casey (2008)
Chapter 1: Building on the success of Neighbourhood Policing Teams

The Police Service’s *Working for the Public – Productivity Framework*\(^24\) also emphasises the role that recognising equality and diversity and focusing on excellent customer service can play in improving workforce productivity. Building on this and the NPIA/Royal Society of Arts report *Citizens and Institutions of the Future: Rethinking the interactions of police and public*, the NPIA will undertake work to improve the way the police can work with and respond to their customers, including considering customer feedback frameworks for staff deployed in neighbourhood policing teams.

1.15 For a neighbourhood policing team to make a long-term difference, the police officers and PCSOs need to work in their neighbourhood for a sustained period, allowing them to develop familiarity with the particular needs of their community\(^25\). ACPO will encourage forces to think creatively about ways to incentivise officers and PCSOs to stay in particular neighbourhoods, including using existing reward and recognition schemes.

1.16 We also need to ensure that neighbourhood policing teams reach the highest standards everywhere. Even though every community in England and Wales has neighbourhood policing, it is still an evolving programme. HMIC’s 2008 assessment\(^26\) found that, of the three elements that drive confidence – visibility, community engagement and problem solving – there was still room for improvement with the latter two. The NPIA has played a crucial role in supporting forces to implement neighbourhood policing. Government and national partners will continue to work with the NPIA to support delivery of this strategy through its dedicated programme team, including field officers working with forces across the country, and a national stocktake of progress during 2010.

1.17 To support this, we also need to free up police time so that they can be visible, engage with the community and problem solve. The Government has cut by up to 50% the amount of data it routinely collected from police forces, imposed a moratorium on new burdens from Government and taken action to scrap police time sheets and reduce the paper work that officers are required to complete when undertaking a stop and account encounter on the streets. Police forces are also being encouraged to adopt a more proportionate approach to the way they deal with crimes and incidents, which as well as saving time for officers in recording crimes should also increase levels of victim satisfaction with the way incidents are handled\(^27\).

1.18 The original purpose for neighbourhood policing was about ‘the right people, at the right places, in the right numbers, in order to create neighbourhoods that are safe and feel safe’\(^28\). Properly implementing neighbourhood policing means doing so in a way that provides the right mix of people for each neighbourhood. There can be no ‘one size fits all model’. Rather the size and make-up of each team should be commensurate with the locally mapped needs of its neighbourhood.


\(^{25}\) Casey (2008)


\(^{28}\) *Practice Advice on Professionalising the Business of Neighbourhood Policing*, National Centre for Policing Excellence/ACPO, 2006 http://police.homeoffice.gov.uk/reducing%2Dbureaucracy/
The whole police force working together to build safer and more confident neighbourhoods

1.22 The work of neighbourhood policing teams and other parts of the force are mutually supportive and need to properly link together. Many forces do this already – recognising that all levels of crime take place in or affect people who live in neighbourhoods. Switching resources too readily away from community policing to address a new issue has led in the past to what is known by police as the ‘reinvention cycle’. It is not a case of either/or: all levels of policing are essential to keep neighbourhoods safe.

1.23 Colleagues from across the force have a critical role to play in helping to resolve local concerns. Neighbourhood policing teams are often the most visible part of the police to the public but they only make up about 10% of the total police workforce. Alone, they do not have the capacity to identify and deal with all the vulnerable victims or risky people living in their areas, or tackle all the crime and ASB issues that matter most to local people – particularly when these are manifestations of other crime, for example the drug dealing or prostitution that is the result of organised criminal gangs, or radicalisation to violent extremism.

1.24 Neighbourhood policing teams should be an intrinsic function in the delivery of a wider range of policing services. Their unique role as a consistent and familiar presence puts them in a position to engage with communities and gain their respect and trust, which is essential if other parts of the police are to do their jobs effectively. They can have a positive influence over people’s lives, can encourage greater exchange of information thus helping to prevent crime (including serious and organised crime), and engage with the public and partners to tackle the risk of violent extremism (as part of PREVENT). They can explain and provide reassuring messages following activity by other police units,

1.19 The original purpose also set out how neighbourhood policing should provide ‘access, influence, interventions and answers’. This too remains correct. In practice some neighbourhood policing teams have been drawn into a very wide variety of activities and have encountered problems through being abstracted to other police work. Neighbourhood policing has some unique qualities that should determine their role. In updating the neighbourhood policing role, from which we expect minimal abstraction of team members, we will make clear that activity should be primarily focused on:

- Issues that matter most locally, most commonly ASB;
- Preventing ASB and crime; and
- Increasing confidence and reassurance.

1.20 And through its position at the heart of each neighbourhood, part of neighbourhood policing’s role needs to be an explicit link with:

- the rest of the police (which we will turn to next)
- neighbourhood partners (which we will turn to in the next chapter)

1.21 This does not mean that neighbourhood policing teams should become a ‘message box’ via which other services can communicate with the public. However, they often attract greater public awareness and confidence than other agencies in the CJS and, in working to address local priorities through the Policing Pledge, they already engage regularly with the community to find out their concerns. So as part of a neighbourhood partnership, they have a role – as all the partners should – of sharing information with relevant agencies, identifying individuals and referring them to appropriate services and working closely with other services to address community concerns.

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29 Home Office Annual Data Requirement 601. The figure is based on those staff who have ‘Neighbourhoods’ as their predominant function.

30 By being the ‘eyes and ears’ at the heart of neighbourhoods, neighbourhood policing teams can provide intelligence to help tackle organised crime and terrorism through the PREVENT workstream of the CONTEST strategy.
Chapter 1: Building on the success of Neighbourhood Policing Teams

such as protests or a drugs or terrorism related raid and ensure that the issues that matter most locally are being taken into account in wider force planning. And through neighbourhood partnerships, as the next chapter will consider, they can work with other local agencies to influence the work they do and complement other police partnership activity.

1.25 In a force where neighbourhood policing is properly linked up and embedded, we would expect the public to have:

- Neighbourhood policing teams that know who is vulnerable and who is an offender or suspect on their patch;
- Neighbourhood policing teams that are involved in the planning and aftermath of other police activity;
- Neighbourhood policing teams that have the confidence of their communities and can relay community concerns and intelligence to other parts of the force;
- A wider police force which knows what the local concerns are when they work in a neighbourhood, and how their activity can contribute towards addressing them;
- All members of the police treating people courteously, fairly and with respect as promised in the Policing Pledge.

1.26 Some more detailed examples of how parts of the force can mutually support each other, put together by police colleagues, can be found at http://police.homeoffice.gov.uk/publications/community-policing/safe-confident-neighbourhoods/. Box 3 provides examples of how neighbourhood policing and the rest of the force all work together on specific crime types – including serious and organised crimes which can impact locally and so harm that neighbourhood.

1.27 We expect processes between neighbourhood policing teams and other parts of the force to be aligned in order to embed neighbourhood policing as a mainstream police activity (such as involving neighbourhood policing teams and their knowledge in Community Impact Assessments, the National Intelligence Model and other procedures – policing protests for instance) and the NPIA will support this work. ACPO, APA, NPIA and the HO have developed a ‘Route Map’ for improving public confidence, which draws together the evidence on improving public confidence in dealing with crime and ASB for the whole force to use.

BOX 3: Examples of how NP and the rest of force all work together on specific crime types:

**Shropshire** The Serious and Organised Crime Unit (SOCU) in Shropshire involved the NPT in various stages of a drug dealing investigation, which included the gathering of local intelligence through the Police and Communities Together (PACT) process and assisting with arrests. The NPT were heavily engaged in offering reassurance to the local community, by increasing uniform patrols, sending letters to premises near the operation, local media coverage and conducting extensive face to face confidence surveys. The results from the surveys indicate a 9.5% increase in confidence levels following the operation.

**West Yorkshire** The police carried out a Class A drugs operation in Normanton. The drugs squad targeted some serious offenders and asked the NPT to carry out warrants on some of their associates who were low level drug dealers. Not only were the public able to see the NPT visibly tackling drug dealing in their local area but they uncovered a gold mine of criminal assets at one of the places they searched. The local police had not realised until then that there were large amounts of cocaine in this part of the village. Because of the action of the drugs squad- and through linking with other partners such as drugs workers – the NPT were able to successfully problem solve some long standing drug related ASB and petty crime.

**Surrey** The police have also been able to act on intelligence gained through their NPTs’ strong relationship with their communities. Thanks to information from the community, one team discovered a rented house filled top-to-bottom with cannabis plants in Kingswood. In all 500 plants were recovered, thereby successfully disrupting the supply of illegal drugs in Surrey.

**West Sussex** A fatal hit and run road accident occurred in a village near East Grinstead at the end of October 2009. The NPT Sergeant produced a Community Impact Assessment and identified key members of the community to contact for an accurate record of events. Within hours of the incident they had been spoken to by the NPT and the District Commander who provided an account of the circumstances and offered reassurance to the community. The feedback from the local community on the visible response by the NPT was incredibly positive.

1.28 **It is important that every member of the service puts the public at the centre of policing, understanding the impact of their work from the victim, witness or wider public point of view.** Linking up with neighbourhood policing teams will help the rest of the force to understand and engage with their communities. But an approach focused on the citizen cannot be restricted to the work of a particular section of the force and community engagement must be seen as important policing work throughout the whole of the service and not regarded as low status or an add-on. **Alongside the work NPIA is leading to embed neighbourhood policing within a range of training programmes for different levels of policing**, it will develop a specific programme of ‘citizen focus’ policing learning to ensure that all

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35 Including the Strategic Command Course, National learning programmes and Student Officer Training
members of the police service put the public at the centre of police activity. This will include ensuring a high quality of interaction at the first point of contact – making sure officers can get it right first time and also deal with dissatisfaction – understanding the profile of the community in which they are working so that they can identify the concerns of the people within it, and training around victims and ASB. **ACPO will also advocate the inclusion of public confidence elements in existing competency frameworks and appraisals for all police roles.**

**To continue to have their ASB and crime concerns taken seriously and be able to easily report non-emergency crime and ASB**

1.29 **ASB is often the number one local concern when it comes to crime** and must be strategically prioritised. Part of putting the citizen at the centre of what the police does is treating as serious the issues that are of most concern to communities – and this is enshrined in the single confidence target. Preventing ASB is already one of the Government’s strategic policing priorities for 2010/11.

1.30 As part of dealing with local concerns, neighbourhood policing teams play a particularly critical role in tackling ASB. **HMIC will inspect forces on the impact of neighbourhood policing on reducing ASB as part of improving confidence, starting later this year.**

1.31 **Many parts of the police service also play an important role in tackling ASB and it needs to continue to be considered as a whole-force responsibility.** The service needs to ensure its strategic capability, as well as team and individual capabilities, are fit for purpose in dealing with ASB and complementary to other programmes and reviews. The role of partners, especially local authorities, is crucial in appropriately sharing responsibility for dealing with it and this is discussed in Chapter three. **ASB will be strategically prioritised across the whole police service as well as by local partners to support the CSP minimum standards.**

1.32 PCSOs have a strong existing set of powers to deal with ASB. More could be done to raise awareness of what PCSOs do locally – the powers they have and the role that they play. The *Policing White Paper* confirmed that around half of PCSO powers would remain discretionary (and granted by the Chief Constable in each force). And it also committed to giving people more of a say over the discretionary powers that PCSOs are given. Doing so will raise awareness of what powers PCSOs have locally, thus removing some of the confusion about PCSOs that can impact on people’s confidence as well as giving people a voice if they feel their PCSOs do not have the right powers. Police Authorities have a role to engage with the community to inform the development of policing priorities. **Government will, in conjunction with APA, ensure that every police authority publishes the powers PCSOs have in their force area, and consults the local community on PCSO role and powers.**

1.33 **It is important that the public can easily access the police.** The police service has already taken great strides to make it far easier for the public to contact them and influence local priorities. Through the Policing Pledge each police force is committed to delivering monthly public meetings and the recent HMIC Inspection report sets out how these can be made more effective. Many neighbourhood policing teams are going well beyond this and using different and innovative methods to engage with different groups in their neighbourhoods. These include using Twitter or other social networking sites, organising street briefings or PACT meetings in supermarkets as they do in Matlock, setting up mobile police stations or stalls as they do in Watton, Norfolk or using PDAs to record peoples’ priorities when they meet them in the street as they do in Kent.

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37 In a recent survey, 33% of respondents said they know either a great deal or a fair amount about what PCSOs do in their local area, with non-white respondents having a higher awareness. M. Charlton, Public attitudes on neighbourhood policing – results from an opinion poll, Home Office, 2010.

38 *Her Majesty’s Inspectorate of Constabulary, Delivering the Policing Pledge: Early Findings*, HMIC, 2009.

1.34 From April 2010, Police Authorities will be under a duty to ensure that the public are offered a range of mechanisms to communicate issues and complaints to the force and authority. As with all areas of under performance, if the public feel that the police are not meeting with them regularly, the public have a range of ways in which they can have this put right, for example petitioning online for meetings with senior officers, and this is outlined on page 40.

1.35 We want the public to have an easier way to contact the police to report non-emergency crime and ASB. Learning from the recent implementation of ‘101 Cymru’ in Wales, the Home Office intends to work with ACPO and APA to develop the ‘101’ number as a national non-emergency number for contacting the police. This will enable the public to report non-emergency crime and ASB concerns and contact their local police force, using the same three-digit telephone number, wherever they live in England and Wales. It will support the 99 system and improve confidence in the way the police deal with issue of local concern. Forces will also have the option to work with other local agencies to deliver a partnership response to calls from the public; such as currently exist in Sheffield. As a minimum this will enable the public to:

- Report a non-emergency crime;
- Report ASB to the police;
- Report drunken or rowdy behaviour;
- Report dangerous driving;
- Contact neighbourhood officers or other policing teams; and
- Seek advice on policing matters.

1.36 We intend a national police non-emergency number to be in place by March 2012, to replace the many numbers that currently exist for contacting the police. This is subject to further work on the procurement of a suitable infrastructure which provides value for money for the police service, Government and the public.

Case Study: Balance your Bobbies, North Wales

People in North Wales can decide what they want their NPT to prioritise, for example more police on the streets, more police dealing with alcohol related disorder, more dealing with drug issues, graffiti or vandalism, or another priority.

The community have the facility to vote on-line, but must choose carefully, as their votes cannot add up to more than 100% of NPT time. The District Inspector has the discretion to change the service delivered in light of the responses from the community and provide an update to voters via the website.
Chapter 2: Neighbourhood Partnerships

2.1 Keeping neighbourhoods safe and confident is not just the responsibility of the police. Partners have crucial roles to play. And they can benefit from outcomes related to people being safe and confident, such as economic prosperity, social cohesion and health and educational outcomes. All partners are critical in helping identify issues early on and addressing their underlying causes. This is particularly the case with ASB where solutions often lie with agencies other than the police. And it is also true for types of crime that may not always be of concern for the majority but are extremely harmful to the minority who experience them, such as domestic violence or other safeguarding issues such as child abuse. Box 5 (page 32 and 33) sets out all the people who keep neighbourhoods safe and confident.

2.2 The public agree. In a recent poll, 58% thought that the council should be expected to play a key role in dealing with crime and ASB, and well over a third thought that schools, social services, drug and alcohol workers, magistrates and the probation service have a clear role to play.39

2.3 There is already a strong partnership framework at the local level which has helped drive improved outcomes through the Local Area Agreement (LAA). We want to encourage and enable a stronger partnership approach at the neighbourhood level as this is where services are delivered and people engage. Not by recreating a similar statutory framework but by enabling frontline partners to work together. This is already happening in many neighbourhoods. Some have been supported to get off the ground by Government, but many neighbourhood partnerships have been initiated locally. This strategy is about learning from this work to ensure this can happen everywhere in a way that is right for that neighbourhood.

2.4 We want to build on existing partnership work so that, wherever they live, the public can expect:

- **Neighbourhoods** to be well managed and for the priorities that matter most to the public to be resolved;
- **Victims** to receive a joined up response from the police and neighbourhood partners; and
- **Offenders** and those at risk of offending to be identified early and managed effectively.

2.5 To achieve these outcomes, neighbourhood partners need to understand their communities – the concerns of their neighbourhoods and priority individuals within them – and work together to tailor their services around them. Chapter three sets out how they will be supported to engage with their communities. This chapter sets out how partners will be supported to come together at the neighbourhood level, including:

- Referring to CDRPs in England – as we do in Wales – as Community Safety Partnerships (CSPs) to better reflect their role in keeping communities safe;
- Giving CSPs a clear strategic role in promoting and enabling neighbourhood partnerships that drive safe and confident communities and in working with LSPs/LSBs to link neighbourhoods to a shared vision for communities;
- Expecting key partners – local council, Children’s Services, health – to put in place clear, identified and named lead contacts for neighbourhood partners;
- Extending elements of the problem solving approach into magistrates courts.

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39 M. Charlton, Public attitudes on neighbourhood policing – results from an opinion poll, Home Office, 2010
Neighbourhoods that are well managed and the priorities that matter most to them to be resolved

2.6 Various forms of neighbourhood partnership working have developed over the years, varying by the issues they focus on, the partners they include and in the size of the ‘neighbourhood’. In some areas neighbourhood partners have forged their own links to create joint solutions, for example in Islington where St Mungo’s is providing a mental health referral service for the neighbourhood policing team and in Wakefield, where a housing association\textsuperscript{40} is providing improved home security for vulnerable people identified by Victim Support and the police. And some neighbourhood partnerships have been supported by Government, such as Safer School Partnerships and neighbourhood management.

Case Study: Nottingham City

Nottingham has a strong commitment to neighbourhood management and a clear focus on local delivery. To support this, Nottingham City Council has set up nine area committees, each geographically comprising of clusters of two or three wards, supported by a Neighbourhood Manager and a team, plus the neighbourhood policing team. Each area produces a Neighbourhood Management Local Community Plan containing actions and performance measures for both city-wide objectives, and the locally agreed area priorities.

Five neighbourhoods, identified as having more challenging issues, are piloting an intensive Neighbourhood Management approach to service delivery, which includes receiving a separate budget to help agencies change the way services are delivered to better suit the needs of the community.

2.7 Neighbourhood management and similar schemes, where local statutory and voluntary services work in partnership with residents, have received financial and practical support and now cover an estimated 4.2 million people in England. Since 2002, £106 million has been invested in 35 neighbourhood management pathfinder areas\textsuperscript{41}, a further £160 million has been invested in 84 local authority areas to develop similar forms of neighbourhood partnership, and £87 million has been invested in neighbourhood warden pilots.

2.8 We know that this neighbourhood approach works. Independent evaluations show that approaches like neighbourhood management have had a positive impact on people’s perceptions of where they live and their satisfaction with local services, including the police and neighbourhood partnerships, and their ability to get their voice heard when it comes to agreeing local priorities for action\textsuperscript{42}.

Case Study: Plymouth City

Two Neighbourhood Management initiatives are run in neighbourhoods that have poorer housing, health and educational achievement and higher levels of crime, and unemployment than other areas of the city. Each neighbourhood has a core Neighbourhood Management team of two Neighbourhood Wardens, a Neighbourhood Manager and an administrative assistant, who work closely with council partners and the neighbourhood policing team. Resident involvement is key, with people working together with service providers to tackle problems, build local capacity, improve local neighbourhood service provision, raise aspirations and expectations, and therefore improve overall quality of life. Neighbourhood Management works closely with community groups in the area and service providers to jointly develop and agree Neighbourhood Action Plans, which outline how and when improvements will be made, and who is responsible for making them.

\textsuperscript{40} Wakefield and District Housing


\textsuperscript{42} ibid
Elsewhere in 12 areas in England and Wales, neighbourhood partnerships that focus specifically on crime and ASB have been piloted with promising results. 60 further low confidence areas have been provided with £2.5 million funding to adopt the broad principles of neighbourhood partnerships and Box 4 provides some examples of how they are doing so.

**BOX 4: Principles of Neighbourhood Partnership**

How neighbourhood policing teams, local councils and other partners are coming together to use the Accelerated Neighbourhood Partnership Fund to develop these principles.

**Strong Local Leadership** – The Milton Keynes CSP has successfully worked to improve the perception of ASB by establishing a clear multi-agency model of governance at a local level in every neighbourhood, building on the relationship between borough and parish councillors, neighbourhood policing teams, and local authority officers.

**Clearly defined and agreed neighbourhoods** – In Warrington, a wide range of agencies have agreed the parameters of what constitutes the “town centre” so they can tackle confidence and other issues for local businesses, shoppers and users of the night-time economy. This is made possible by setting defined boundaries at strategic level across all agencies, and agreeing the deployment of resources to within these demarcations.

**Shared and publicly agreed priorities** – Partners from South Gloucestershire CSP are working closely together on a number of targeted projects to increase confidence by involving the local community in the planning process and delivery of these projects.

**Shared information, feedback and communication processes** – In Gosport, the partnership will form a small short term Neighbourhood Priority team to address community safety issues and improve perceptions of ASB by delivering a media and communications strategy, providing visible community safety activities and contacting and revisiting households and businesses to provide feedback.

**Co-location, if possible** – In Rushmoor, the council and police authority are funding the Heronwood Community Base – a new facility to be located in a former shop unit which will be used to co-locate a wide range of partners and community groups and assist with improving confidence in the immediate locality of the base.

**Multi-agency problem solving teams** – Hampshire Constabulary has developed a web based case management system that is accessible to all partners. It records problems and more importantly what each agency is doing to address issues around reducing crime. This includes records of community engagement and consultation.

**Evidence based deployment** – In Rochdale, partners will organise four weeks of action concentrating on ‘grot spots’ with the aim of building cohesion and feelings of local democracy, and report back to the community in order to increase public confidence and social capital.

**Joint engagement** – In Tower Hamlets, the council and police are planning a series of eight partnership joint deployment days of action to raise community confidence in partner agencies tackling crime and disorder. Activities will include disorder controls, environmental audits and high profile community engagement.

**Nominated Neighbourhood lead** – The success of the Thornhill Exemplar Site in Cwmbran, Torfaen in improving perceptions of ASB, has built upon the strong joint leadership of the elected member and the neighbourhood police sergeant. Together the two provide a clear direction and a recognisable point of contact for the community.
2.10 **So we want to encourage a stronger approach to neighbourhoods everywhere.** We expect the right mix of partners to work together at a neighbourhood level to agree and address the priorities that are of concern to that neighbourhood. Who this involves and how this happens needs to be flexible – the exact makeup will clearly vary from neighbourhood to neighbourhood, depending on what local people say are priorities, and may need to draw in different people as different issues arise (for example a bout of youth-related ASB over the summer holidays, or alcohol-related disorder in the run up to Christmas). A neighbourhood partnership in a rural area is likely to look very different from one in an urban area, and between single and two tier areas. Some areas will require a small number of partners working together and others will require a more intense model of partnership, such as neighbourhood management. But there are certain partners who will usually form integral parts – the neighbourhood policing team, local councillors, council and housing officers and health, family and social workers. Some existing models can be found at http://police.homeoffice.gov.uk/publications/community-policing/safe-confident-neighbourhoods/

2.11 **Strategic partnerships have an important role to play in managing neighbourhoods.** The partnerships of the CSP and the LSP/LSB have the leading role in developing and delivering a shared vision for their area, including creating safe and confident places. In England this is expressed through the LAA; while in Wales the Local Delivery Agreement will identify the key solutions to delivering better services for citizens through partnership action. They have a key role to play in understanding their different neighbourhoods, what partners are needed to drive the outcomes that particular neighbourhoods need and ensuring that their collective resources are used to best effect. In some cases this might mean prioritising particular issues and/or neighbourhoods, because the particular crime and ASB challenges are greater in some areas than others. Understanding neighbourhoods also offers a powerful way for strategic partners to link communities to the setting of more strategic objectives.

2.12 Total Place has provided the opportunity to look at the barriers which local partners are faced with – for example they can often feel that they are working to a range of different, competing priorities and reporting to different bodies and agencies which can inadvertently prevent partnership working. That is why we are looking to consider what structural and cultural reforms can be taken by Government and partners themselves to increase local freedoms and flexibilities to enable local partners and partnerships to work more efficiently and effectively together.

2.13 Strategic partnerships are also important in overseeing many other targeted programmes or locally created initiatives which bring partners together to address a specific purpose. For example, there has been targeted support to multi-agency initiatives around serious youth violence (TKAP)43, youth crime (YCAP)44, gun crime (TGAP)45, acquisitive crime (Vigilance)46, alcohol-related disorder, drugs (Forum42) and ASB. Linkage Plus47 ran in eight areas to get agencies to ‘do that little bit extra’ for older people. And many other areas are developing their own innovative ways of working in partnership: 12 have just been rewarded for doing so through the Local Innovation Awards.

2.14 **By working together partners can help each other to drive improved outcomes through the LAA as well as on a wider range of indicators contained in the National Indicator Set (both in England only), and other performance frameworks including those that apply in Wales.**

43 [http://www.crimereduction.homeoffice.gov.uk/tackling_knives.htm](http://www.crimereduction.homeoffice.gov.uk/tackling_knives.htm)
2.15 **As well as statutory services, the Third Sector is a vital partner.** Not only can it help partners to engage with hard to reach groups, but these organisations also provide volunteers who directly provide services that help keep neighbourhoods safe: for example, volunteer street patrols in a number of places or the St Giles Trust, which provides a ‘through the gates’ service where offenders are helped with practical issues such as housing and income on the day of release. Chapter three sets out how the Third Sector is being supported.

2.16 The Community Safety Accreditation Scheme (CSAS) is a powerful way for the police to work with partners and to make the most out of other people whose job is to keep their neighbourhoods safe by giving them a limited range of powers to tackle ASB. Over two-thirds of survey respondents agree. Between 2008 and 2009, three more forces joined the scheme and there was a 17% increase in the number of accredited persons meaning there are now around 1,700 non-police staff with powers to tackle ASB. The Government and ACPO will review CSAS to see how it can be expanded to more forces and organisations.

**Case Study: Kings Lynn**

In west Norfolk they have aligned the police’s nine safer neighbourhoods, with the work of the council and their partners through the Local Strategic Partnership (LSP). They have been able to use these to understand local needs and conditions of well-being beyond straight crime data. A proportion of funding is allocated to tackle local issues identified by these partnerships. From March they will use the LSP team to support these partnerships both in King’s Lynn (the principal town) and in the rural areas of the borough, therefore embedding neighbourhood management in the town and rolling out its principles across the borough.

**Case study: CSAS**

Southeastern Railway operates train services in south east London, Kent and parts of Surrey and Sussex. It has staff who have been accredited under the Railway Safety Accreditation Scheme since 2005 who can deter crime and provide a reassuring presence for passengers. Crime is now greatly reduced and surveys reveal that customer satisfaction and feelings of safety have significantly improved. Accreditation has helped to build strong working relationships between British Transport Police officers and the accredited staff who are embedded in the neighbourhood policing teams.

2.17 **To really resolve and prevent problems, partners need to tackle the root causes of crime and ASB.** This is known to many partners as ‘problem solving’ and there is a lot of good work being done already to make sure this approach is being used as a matter of course by neighbourhood partners. This includes the recognition of problem solving as a vital aspect of the ‘Appropriate Skills and Knowledge’ Hallmark, the renowned Tilley Awards and Home Office work with partners, such as the Jill Dando Institute, to establish a network of analysts, enabling them to collaborate and share best practice. And many officers and PCSOs have been using robust and systematic problem solving approaches for some time. But there is still more to be done.

The Home Office will lead a programme of work to embed problem solving in CSPs and their neighbourhood partners, including improving the analytical capacity of local partners. This includes £700,000 provided to CSPs in Vigilance areas to train 60 analysts, implement new technology and support border working between CSPs. **And the police will continue to promote the use of problem solving techniques more widely across the Service.**

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48 [Volunteer Street Patrols – Briefing](http://www.neighbourhoodpolicing.co.uk/doclib/doclib_view.asp?ID=1385)

49 [http://www.stgilestrust.org.uk/what/208628/through_the_gates_services.html](http://www.stgilestrust.org.uk/what/208628/through_the_gates_services.html)

50 65% said they supported or tended to support the police giving some limited powers to deal with anti-social behaviour to other people whose work contributes to community safety, such as park wardens or security guards. Ipsos-MORI Neighbourhood Policing poll, November 2009. [http://www.homeoffice.gov.uk/documents/mori-polls-2009/quarterly-tracker-november-20092835.pdf?view=Binary](http://www.homeoffice.gov.uk/documents/mori-polls-2009/quarterly-tracker-november-20092835.pdf?view=Binary)


52 The SARA model (Scanning, Analysis, Response, Assessment) is the most familiar, but not the only model [http://www.thersa.org/__data/assets/pdf_file/0006/274434/RSA-NPIA-Symposium-CampbellKeegan.pdf](http://www.thersa.org/__data/assets/pdf_file/0006/274434/RSA-NPIA-Symposium-CampbellKeegan.pdf)

Victims that receive a joined up response from the police and neighbourhood partners

2.18 Victims and vulnerable people should be identified early and supported. To identify the individuals, information needs to be shared freely between partners and within the police service. Lack of communication between agencies, and sometimes over-cautious interpretations of rules on data protection, prevent information being shared. But protection of the public and of vulnerable people should be a priority. We expect all frontline services to share information freely where the law allows them to and will support them, through guidance, to have the confidence to do so.

2.19 There are already effective systems that allow information to be shared about particular groups of vulnerable people (for example Multi Agency Risk Assessment Conferences (MARACs) for those who are at risk of domestic violence and Safeguarding Vulnerable Adults Boards) or people at risk of re-offending (for example Prolific and Priority Offender (PPO) schemes). The Home Office will build on these systems by introducing a new ASB case management system which will:

- Establish national case management principles for ASB;
- Develop new ways to record and respond to ASB incidents by police call handlers in local settings;
- Identify vulnerable and intimidated victims and witnesses through a shared risk assessment tool;
- Alert local partners when a victim of ASB has been identified in order to take swift action by sharing ASB incident data in real time.

2.20 Victims should receive a joined up service of care and support which takes into account the impact of crime they have suffered; this should be delivered at same level regardless of where they live. The Government is launching a National Victims’ Service to meet these aims. It will be delivered by Victim Support in partnership with other specialist organisations. The first stage, starting in March 2010, will ensure that families bereaved by murder or manslaughter will receive intensive support and care - tailored to their individual needs - beyond the conclusion of any investigation or trial. Services for all other victims of crime will be phased in from April 2010 with the most vulnerable being entitled to a one-to-one professional case worker to provide immediate support, work across public and voluntary sector organisations and commission other services necessary to meet their needs. And from July 2010, all victims of crime will be entitled to a dedicated point of contact who will guide them through the CJS, staying with them until they no longer need help.

2.21 Neighbourhood partners will need to work with the new Victims’ Service as it is rolled out, particularly to ensure that victims of ASB with the most acute needs are referred on – whether or not they formally report themselves as victims. PCSOs have a clear role to support victims and vulnerable people in their local area and are able to provide reassurance visits to places where there are vulnerable people or to victims themselves as part of their daily patrolling activities.

2.22 Restorative Justice is a powerful way to give victims a voice in how their offence is dealt with. It is proven to increase victim satisfaction and can provide cost savings through the reduced need for paperwork or custody time. New approaches being employed in some areas to address low level crime and ASB by young people include mediation and peer courts. Government and partners will promote Restorative Justice by:

- working with the Restorative Justice Consortium (the national umbrella organisation for RJ) to develop national accredited standards for RJ and a national register of accredited RJ practitioners (MOJ);
- taking forward the findings of the Youth Restorative Disposal which has been piloted in seven police forces (HO/MOJ/YJB);
- developing a standard approach for RJ across police forces – building on existing practice and the professional decision making pilots – and work with HMIC and HO to ensure it is appropriately reflected in performance assessments (ACPO).

raising the bar on enforcement activity for court-ordered compensation for victims of crime (HMCS)

Case study: Restorative Justice

In Cheshire, police officers are delivering restorative justice (RJ) – a quick and victim-centred form of justice. The impact RJ has been startling: victims often feel back in control and less fearful and offenders truly see the impact of their crime on the person that matters most, the victim. During the 12 months that Cheshire Constabulary have been conducting RJ meetings, there has been a reduction in re-offending rates for young people from 31% last year to 13% for those involved in RJ. And because RJ allows officers discretion to deal with crime in a proportionate way, there have been officer time savings amounting to £750,000 despite officers spending significantly more time with the victim than usual. Finally, there has been no adverse effect on the sanction detection rate, which Cheshire Police Authority has replaced with ‘positive outcomes’ (a combination of sanction detections and RJ disposals) as their performance measure.

2.23 Victims should expect the best service and have clear ways to challenge if they don’t get this. The Government wants victims of ASB to have equivalent access to information and support as victims of crime and will be exploring how it can extend the Victims Code to ASB during 2010 as well as looking at additional ways of helping victims of ASB.

Offenders and those at risk of offending are identified early and managed effectively

2.24 Partners can work together to prevent offending by identifying and supporting those at risk early on. Information sharing and assessing individuals’ needs applies as equally to offenders and those at risk of offending as it does to victims. Neighbourhood partners then need to be aware of and use the full range of tools and powers that they and other partners have in order to prevent crime and ASB or stop it escalating. Two thirds of people stop committing ASB after just one intervention, and 9 out of 10 stop after three.

2.25 Early intervention and prevention work can have a real impact on improving outcomes for young people and keeping them from being drawn into the CJS. Neighbourhood policing teams can use their unique position to gather intelligence, identify risk factors around vulnerable young people and families, and to link with partners who can get to the root causes of problems. Integrated youth support services bring partners together to deliver positive activities and other support to young people at risk of offending and Youth Offending Teams (YOTs) are the embodiment of partnership working for young offenders. Family Intervention Projects (FIPs – part of the ‘Think Family’ approach) have proven to be successful in dealing with problem families, breaking the cycle of ASB, truancy, drug and alcohol misuse, behavioural problems and poverty. They offer tough, intensive support with clear sanctions for families who refuse to change. The Government is expanding the programme, already present in every area of England, so that over the next five years it will have reached every problem family – 50,000 families – in England. By April 2010 we expect a FIP to be operational in every local authority in England that neighbourhood policing teams can refer to.

2.26 Alongside this strategy, joint guidance will be published for neighbourhood policing teams on early intervention and prevention of youth crime and ASB. The Government will be consulting on how Children’s Trust Boards could improve and articulate their early intervention arrangements in developing their new Children and Young People’s Plans in March 2010.

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55 ACC Garry Shewan Janes Police Review 2 October 2009
56 Ibid
58 A recent study showed that through the work of FIPs, families with systematic ASB reduced from 46% to 6%, families with discipline problems at school reduced from 56% to 25%, and with drug and alcohol problems reduced from 32% to 17%. Anti-social Behaviour Family Intervention Projects – Monitoring and Evaluation, Department for Children Schools and Families, 2009. http://www.dcsf.gov.uk/rsgateway/DB/RRP/u015883/index.shtml
2.27 Partners can work together to manage adult offenders, giving them tough choices but also supporting them to stop offending. As part of wider work on ‘problem solving’ the Engaging Communities in Criminal Justice Green Paper set out how the Government and its criminal justice partners are building on the success of the intensive problem-solving approaches pioneered successfully through the Community Justice programme. Community Justice Teams have now been introduced in 30 areas which suffer high crime. They bring a more intensive multi-agency approach to working with offenders to tackle the problems that lead them into a life of crime, by identifying a network of service providers they need to work with locally.

2.28 In addition, Her Majesty’s Court Service (HMCS) is developing a model to enable magistrates across England and Wales to tackle the issues behind offending behaviour by connecting them to external service providers who are able to accept referrals from court. This is currently being piloted in six Local Criminal Justice Board (LCJB) areas, covering 44 magistrates’ court and will help inform the Government’s aim to mainstream a framework for problem solving available to magistrates’ courts by March 2012.

2.29 The Government plans to link up this in-court problem solving with more intensive schemes such as Integrated Offender Management (IOM). IOM is the strategic umbrella or overarching framework across LSP and criminal justice agencies to prioritise intervention with offenders who cause crime in their locality (bringing together, for example Prolific and other Priority Offender and Drug Interventions Programme). Neighbourhood policing teams can work closely with probation workers in IOM schemes. This will be further strengthened from April 2010 as probation join CSPs and as Probation Trusts create Local Delivery Units which will be typically headed by a senior police officer.

**Case study: Integrated Offender Management**

A PPO from a neighbouring district was a known drug-user and burglar. He moved to Tameside and was identified as a non-statutory case. There was a spike in burglaries in the area where he lived but no intelligence to suggest that he was involved. Police and Probation staff visited him at home and explained the role of the non-statutory caseworker. He was adamant that he had no issues. However, a few days later he contacted the Spotlight office and admitted that he did have a current drugs problem, requesting their help. He has subsequently successfully completed a voluntary drugs treatment course and is now in full-time employment.

**Enabling frontline staff to deliver**

2.30 Partnership working is essential to keep neighbourhoods safe and confident. But partnerships are complex – many of the different partners involved have different structures and priorities which determine how and where frontline staff deliver their services. We want to address this. Those working directly with the public will be supported by Government and national partners in the following ways:

- Local strategic level support
- A national joined up message
- Practical support and guidance
Local strategic level support

2.31 For neighbourhood partnerships to really work, they need active strategic level support. At a neighbourhood level, partners cannot always bring in more of their own service or other services (for example trading standards, transport or health) to deal with areas or issues of particular need. **CSPs will have a clear strategic role in promoting and enabling neighbourhood partnerships that drive safe and confident communities, working with LSPs/LSBs to link neighbourhoods to a shared vision for communities;** this will involve:

- Understanding their different local neighbourhoods using information from all partners and the community (using a range of joined up engagement methods)

- Ensuring there is the right mix of frontline practitioners providing services in the right neighbourhoods – and that their collective resource is used flexibly if necessary according to particular neighbourhood need;

- Engaging with a wider range of partners beyond the named responsible authorities – including housing providers, and voluntary and community groups – to support co-operation at the neighbourhood level;

- Tackling blockages to delivery where these cannot be resolved at an operational, neighbourhood level;

- Challenge and support to local neighbourhoods;

- Making links with relevant statutory strategies and plans; and

- Escalating issues where appropriate to the LSP/LSB.

2.32 In England, the LSP has a clear role in supporting this and, through the LAA and Sustainable Communities Strategy, developing and delivering a shared vision for their area, including creating safe and confident places.

2.33 In Wales, Local Service Boards are tasked with taking forward ambitious partnership working across public service bodies to secure better outcomes for citizens, including through Community Safety Partnerships. Through Local Delivery Agreements, each area is identifying key local challenges and developing solutions which engage all the partners. As in England, the focus is on breaking down the silos between services, strengthening engagement with citizens and improving delivery. **The Welsh Assembly Government will work to develop a neighbourhood approach with other local partnership structures.**

2.34 Police Authorities can also help support and where appropriate, facilitate neighbourhood partnerships through their statutory role on CSPs.

2.35 The Government will continue to provide a range of support for CSPs to ensure all are reaching the high standards of the best, including training, analytical support and guidance where appropriate, sharing effective practice and providing targeted support for areas facing particular issues, and support through the Government Offices and the Home Office Crime Team in Wales. The Government is also supporting the police and partners to conduct regular local surveys on levels of public confidence in their area – data will be available at CSP level for the first time from March 2010.

2.36 In addition, the Home Office has been working with the Society of Local Authority Chief Executives in Wales and ACPO Wales to develop a draft memorandum of understanding on partnership working on public confidence which sets out some agreed practical steps for how Welsh local authorities and other local partners can work with the police to help deliver the single target on public confidence.

2.37 As part of a wider consultation on removing barriers to more effective and efficient partnership working, as set out in the Policing White Paper, the Government will explore ways to ensure that CSPs are delivering against the priorities of their local communities and providing strong leadership and

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look at what more the Government can do to support partnerships and intervene where performance is poor. In response to the consultation, the Government will use guidance and legislation, where appropriate, to remove barriers, and to strengthen the accountability of CSPs and their Chairs.

2.38 CSPs must engage with the public in a meaningful way. Since 2007, they have been under a duty to ensure the public’s concerns are well understood and are what drive the work of the CSP – and now through their new role – neighbourhood partnerships. Through this duty and the Hallmarks of Effective Partnerships, CSPs need to engage with as many different people and groups as is reasonable, and to use a variety of engagement methods, e.g. PACT meetings attended by the range of local partners, as well as by senior partners getting out into the community to talk to people and hear their views first hand. They are also encouraged to increase the visibility of their partnership and the action they are taking to make communities safer. For example, in South Tyneside they have increased positive perceptions of public services identifying and acting on community safety and crime issues following a poster campaign on the side of public transport.61 And in Hastings improvements in perceptions of ASB have followed the introduction of TV, radio and internet campaigns which has increased the percentage of people who have heard of the Safer Hastings Partnership (SHP) from 58% in 2005 to 81% in 200962.

2.39 This more explicit neighbourhood role will help further promote the public profile for CSPs. So we will use more straightforward language to refer to all CDRPs and CSPs by the single term of Community Safety Partnerships.

A national joined up message

2.40 Through this strategy, the Government and its national partners are providing a clear, joined up message about the need for partners to come together to work at the neighbourhood level. The Government will promote this vision and work with its delivery partners to ensure that all services – health workers, social and family workers, local authority councillors and staff, housing officers, schools and Further Education colleges, can co-operate with and, with as much local flexibility as possible, be part of neighbourhood partnerships as appropriate.

By September 2010 in England:

- We expect each Local Authority, Children’s Trust Board (following becoming statutory bodies from April 201063) and Primary Care Trust to put in place clearly identified points of contact for neighbourhood partners including neighbourhood policing teams across their services;
- We will encourage local authorities to adopt a locality model of service provision where appropriate;
- We will encourage local councillors to be integral parts of neighbourhood partnerships; and
- We will encourage housing to be part of neighbourhood partnerships through the Tenants Service Authority standards.

Government will work the LGA to encourage local councillors to be integral parts of neighbourhoods partnerships.

We recognise that local authority, housing, health and Children’s Services are devolved in Wales. We are exploring with the Welsh Assembly Government whether and how this can be developed in Wales.

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62 http://www.saferhastings.co.uk/pdfs/reassurance.htm

63 Children and Young People’s Plans require a joint strategy to be produced setting out how their partners will cooperate to improve outcomes for children and young people.
http://www.dcsf.gov.uk/everychildmatters/strategy/managersandleaders/planningandcommissioning/cypp/cypp/
Mental Health and Housing tackle ASB

The Gateshead Housing Company found that they were struggling to take appropriate action to help both the victims and perpetrators of ASB following an increasing number of ASB cases that carried some form of mental illness which officers working on the estates often struggled to recognise. They have seconded in a Mental Health and Housing Link worker to their ASB team. Gateshead Housing Company has developed the support services further and now has a seconded Parenting Support Officer and Brief Intervention Alcohol support worker. These placements mean that the company can provide dual diagnosis intervention for tenants and residents and offer family support to address ASB at the earliest opportunity.

Practical support and guidance

2.41 It is important that local and neighbourhood partners continue to receive the right practical support and guidance. This is available from the NPIA, Improvement and Development Agency (IDeA), Regional Improvement and Efficiency Partnerships, the National Community Safety Network, the National Association for Neighbourhood Management and the Neighbourhood Training and Resource Centres. All of these organisations can provide ongoing and peer based support to ensure that neighbourhood partners have the skills and capability to work in partnership. Whilst some of these support mechanisms cover England and Wales, some are specific to England. We will continue to work with the Welsh Assembly Government and Welsh Local Government Association to ensure that appropriate support and guidance structures are in place in Wales.

2.42 In order to allow local flexibility and innovation, the Government and national partners should not prescribe how neighbourhood partners do their work. However they do have a clear role in learning and spreading effective practice through guidance such as the Communicating for Confidence toolkit. This needs to be joined up across agencies so that neighbourhood partners have clear and unduplicated messages. NPIA/IDeA will shortly publish guidance on effective neighbourhood partnerships – for both strategic and neighbourhood level partners.

http://www.neighbourhoodmanagement.net/
http://www.neighbourhoodalliance.org.uk/
http://www.crimereduction.homeoffice.gov.uk/learningzone/communicatingforconfidence.htm
Independent evaluations have found that crime rates in warden areas have fallen, that people feel safer, and that fear of crime has gone down particularly amongst older people.  

**Neighbourhood Wardens** are a highly visible, uniformed, semi-official presence in residential and public areas, that can help reduce crime and fear of crime especially among older people, foster social inclusion and care for the environment. In Newcastle, Riverside North East and Benwell joined forces to run a junior warden scheme in a bid to reduce antisocial behaviour. The project covered the affects of anti-social behaviour in the neighbourhood, and on local services and allowed the junior wardens to play an active role in the regeneration of the community.

**Locally elected representatives** are leaders in and champions of their local community. In Denton a Councillor has sat on the Safer and Stronger Communities Fund (Neighbourhood Element) Local Governance Group to maximise funding opportunities to tackle crime and community safety issues in Denton. This strategy sets out how LGA will encourage local councillors to be integral parts of neighbourhood partnerships.

**Teachers** can instil a sense of citizenship, responsibility and respect in young people, help young people deal with conflict and bullying and provide them with the necessary education and aspirations to prevent them from offending. **Local schools** can help improve relations between young people and the police, for example through a Safer School Partnership, such as in the MPS, West Yorkshire and Merseyside. The first SSP was set up in 2002 and the Government is committing to expanding them – with every school that wants one being able to have one, subject to local resources – and strengthening their links to NPTs.

**Health workers** can help prevent crime and ASB by tackling the underlying causes such as drug addiction, alcohol misuse and taking care of mental health needs. Prevention can also help to reduce the cost of treating long-term emotional and other health issues. In Cardiff and Hull, health is part of the neighbourhood partnership. This strategy sets out our expectation that every neighbourhood policing team has clear, identified health worker contacts.

**Street cleaners and environmental workers** can make sure the local area is kept clean and tidy and deal with graffiti related ASB – which contributes to reducing fear of crime. In West Liverpool, environmental workers provide an extra set of eyes and ears on the streets – not only helping to keep the area clean and tidy – but also challenging, and reporting, anti-social behaviour and helping to instil a sense of pride and ownership in the area. This strategy sets out our expectation that every neighbourhood policing team has clear, identified council worker contacts.

**Probation workers** make sure that offenders are carefully managed when they are in the community, either on community sentences or on release from prison. They make sure that offenders keep in contact with the authorities, undertake required community payback and take steps to address the underlying causes of their offending, such as getting training or housing. In Greater Manchester the Spotlight programme runs PPO and IOM surgeries, bringing together multi-agency parties to reduce the offending caused by those who pose significant risks to the communities in which they live. This strategy sets how links between probation and NPTs will be strengthened from April 2010 as Probation Trusts create joint local delivery units with the police.

**Family and Parenting support workers** can work with other agencies in projects like Family Intervention Projects help families overcome problems such as drug and alcohol misuse, mental health, domestic violence, poor parenting skills that can often lead to persistent ASB and offending. Sandwell Homes has successfully introduced a family intervention project which allows for intensive multi-agency support to families with complex needs and as a result there has been a 100% success rate in sustaining tenancies. This strategy reiterates the Government’s commitment to expand FIPs to cover 50,000 families in England in the next 5 years and sets out how neighbourhood policing teams in every local authority should have a FIP to refer problem families to.

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67 Independent evaluations have found that crime rates in warden areas have fallen, that people feel safer, and that fear of crime has gone down particularly amongst older people. Neighbourhood Wardens Scheme Evaluation. Office of the Deputy Prime Minister, Research Report 8, 2004. www.crimereduction.homeoffice.gov.uk/wardens/wardens32.htm

68 http://www.yjb.gov.uk/en/yjs/Preventions/SSP/
Social workers can also work with a range of agencies in Youth Offending Teams to prevent children and young people offending in the first instance and also work with children and young people once they have offended to reduce re-offending. In Wigan, YOT staff and council staff have been working together on a project where young offenders are supervised to clear a run down site which was being used by rough sleepers and substance users. This strategy sets out our expectation that every neighbourhood policing team has clear, identified social worker contacts (through Children’s Trust Boards).

Youth workers in integrated youth services teams can provide positive activities for young people which can prevent ASB and crime and reduce perceptions of crime and ASB. For the past year, Kirklees Young People’s Service has been the lead partner in a Friday night football project set up to combat high levels of anti-social behaviour and alcohol use. This strategy sets out our expectation that every neighbourhood policing team has clear, identified youth worker contacts (through Children’s Trust Boards).

Housing officers and social landlords have a number of tools and powers to deal with ASB, such as injunctions, demotion orders and eviction in extreme cases, as well as prevention and early intervention measures. Well-designed and managed estates can lead to less concentrated levels of crime. In Ashton-under-Lyne following residents’ complaints about a particular home, the police and the housing group used a range of escalating powers resulting in termination of the tenancy, which bought immediate relief to the neighbourhood. This strategy highlights the Tenants Services Authority new standards framework which will help strengthen links between housing associations and neighbourhood policing teams.

Neighbourhood managers lead a small professional team to work with community representatives and elected representatives to understand local priorities – including ASB – and make sure they are effectively dealt with. The South Ward in Weston-super-Mare has a neighbourhood management partnership which means more residents have a real say in local decisions and feel more confident in their ability to shape their neighbourhood. This strategy sets out our expectation that every neighbourhood policing team has a clear, identified council worker contact.

Fire and Rescue Services are often involved in work to help prevent and tackle ASB related arson and often act as a trusted service for hard-to-reach groups in the community to engage with. In Warrington, the Cheshire Fire and Rescue Service worked with local partners and schools to deal with nuisance caused by a group of children setting fires and making hoax calls. They worked to engage the group in positive activities at the fire station, which led to a reduction in the number of incidents recorded. This strategy sets out our expectation that every neighbourhood policing team has a clear, identified council worker contact.

Voluntary Sector provides a crucial way of engaging with many hard-to-reach groups in the community in order to get a representative understanding of local crime and ASB concerns, and often provides services to vulnerable or risky people to prevent crime and ASB. The Tameside (St Peter’s Ward) Homewatch in Cheshire works with the NPT though the PACT (Partners and Communities Together Network) to distribute crime reduction and safety information to all members of their diverse community. This strategy sets how neighbourhood policing teams will be supported to work closely with the voluntary sector.

Local businesses can fund PCSOs and accredit their employees under CSAS to ensure that there are people on the streets to deter and tackle ASB. Brunel University has had a number of its security officers accredited by the MPS as part of CSA, which has improved working relationship with the police and the local Safer Neighbourhood Team based on the university campus has helped to strengthen this relationship further. This strategy sets our commitment to expand CSAS.

Local Immigration Teams work alongside the police, HMRC and other partners to ensure compliance with and enforcement of immigration laws. In Southall the Safer Neighbourhood Team and Ealing Local Immigration Team agreed on a joint approach to tackle complaints of harassment by casual workers suspected of being immigration offenders and work is still ongoing to disrupt the collection of these workers.
We want to build on this so that, wherever they live, the public can expect:

- To know their entitlements and the standards of service they can expect to receive, and be reassured and kept informed of the action that services are taking (communities who are informed);
- To be able to have a say in how services keep them safe and confident – through monthly beat meetings, and innovative approaches like online voting – and be clear how they can challenge agencies if their expectations are not met, and what support they can get in doing so (communities who have influence); and
- To be confident and able to engage and play a full role in their own neighbourhood’s safety (communities who are involved).

3.3 This can all come together in a clear agreement at a neighbourhood level between the public and services which sets out individual partners’ responsibilities to the community and the community’s responsibilities to partners.

3.4 Frontline partners will be supported by Government and national partners:

- Funding 12 pathfinder areas and supporting more than 100 more interested areas to develop Neighbourhood Agreements;
- Strengthening the Neighbourhood Watch scheme to help more people become involved in keeping their neighbourhood safe;
- Setting out a minimum set of justice information that should be proactively communicated to the public on a regular basis in a medium that is accessible for all;

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69 Casey (2008)
• Repeat Community Cash Back with people being able to decide how a further £4 million of criminal’s ill-gotten gains is spent in their neighbourhood; and

• Extending Citizen’s Panels to all 60 Neighbourhood Crime and Justice Pioneer Areas by April 2010

To know their entitlements, and the standards of service they can expect to receive, be reassured and kept informed of the action that services are taking

3.5 The public should know what services are available and what standards they can expect because this drives confidence. The proportion of people who thought neighbourhood policing had made them more confident was higher amongst those who had heard of and knew a lot or a great deal about neighbourhood policing. They can be informed of any entitlements, agreed service standards and other information in a number of ways – a leaflet through the door can be extremely effective. Nationally, the Justice Seen Justice Done leafleting campaign has demonstrated this with awareness of the Policing Pledge, setting out what they can expect from their police locally, rising from 9% to 36%.

3.6 Because it is not just the police who are responsible for ASB, all areas have been challenged to set out ASB minimum standards by March 2010, with CSPs making clear how they will deliver these standards locally, working together to tackle ASB, support victims and jointly communicate the results to communities.

3.7 The public should be reassured by seeing partners working for them. Research has revealed time and time again that seeing police on the streets is the number one thing that reassures them. People also want those police to be recognisable and familiar. There are a number of ways that police visibility can be increased such as: single patrolling strategies; joint tasking for partners who patrol; innovative use of technology (including Home Office funded PDAs) and buildings so the police and partners can remain out and about as much as possible; and better use of the wider police force through co-locations of teams and allocation of response teams to specific neighbourhoods. The police will seek these opportunities to maximise visibility and deliver efficiency at the same time.

3.8 Community Payback has been made more intensive (with the minimum number of hours per week increasing from six to eighteen for unemployed offenders convicted of possession of a knife or sentenced to more than 200 hours of payback) and more visible to the community (with offenders being required to wear distinctive orange high-visibility jackets since 2008). In the last quarter of 2009, almost 80% of hours worked on projects in potential view of the public were undertaken using the distinctive jackets. Paragraph 3.20 describes how public involvement in Community Payback has also been strengthened.

71 Casey (2008)
72 Charlton (2010)
And over two fifths surveyed said receiving a newsletter would reassure them: M. Charlton, Public attitudes on neighbourhood policing – results from an opinion poll, Home Office, 2010
74 http://localcrime.direct.gov.uk/
75 Home Office polling, December 2009
76 72% of those who think it is important to regularly see police officers patrol in their local area think that it is important that they are able to recognise them. Charlton (2010)
77 Unpublished administrative data from probation areas. During the quarter October to December 2009 78.6% of hours worked on Community Payback projects which were potentially in view of the public were undertaken with offenders wearing the high visibility jackets
3.9 **The public should also be told what is happening to address their concerns.** The work that happens ‘behind the scenes’ needs to be communicated as well. The *Engaging Communities in Criminal Justice Green Paper* consultation found strong support for more information about how the CJS works, what is being done to tackle issues of local concern and about the outcomes in particular cases of interest to communities, as well as appetite for greater access and influence over how the justice system works. A summary of responses to that consultation can be found here [http://consultations.cjsonline.gov.uk/engagingcommunities](http://consultations.cjsonline.gov.uk/engagingcommunities).

3.10 More information than ever about how crime is tackled and justice has been done is communicated to the public. Over 10 million pages of information have been viewed by the public through the national crime map website which can now be accessed on mobile phones[^78]. These pages are linked to justice maps for each of the 42 LCJB areas showing justice outcomes for the same range of offences: burglary, robbery, vehicle crime, violence and all crime. Since October 2009, HMCS has been providing a service to neighbourhood policing teams, letting them know 3, outcomes of crimes identified as local priorities, which they can then be made available through neighbourhood policing websites, newsletters and at local meetings. **As a next step, HMCS is developing a public-facing web facility which will allow magistrate court case outcomes to be available online to communities on a regular basis by the end of 2010.**

3.11 Following the *Engaging Communities in Criminal Justice Green Paper consultation*, the **Government will now recruit a Community Justice Team coordinator for each of the 30 teams** to track cases of interest and ensure that information about the case outcomes is available to criminal justice services and the community. We will evaluate the impact and benefits delivered by the initial 30 teams to inform future decisions on Community Justice.

3.12 Partners working directly with the public should be able to pass on messages about their own and other partners’ activity and answer questions about local crime and justice issues. To do this, frontline staff need to be provided with the information or have it readily available at their fingertips. They should not have to spend lots of time on the phone or on the computer hunting for it.

[^78]: [http://maps.police.uk/](http://maps.police.uk/)
3.13 So as part of the joint CJS Offer set out in the Policing White Paper the Government will set out a minimum set of justice information that should be proactively communicated to the public on a regular basis online and in other media that is accessible for all – and the expectation that LCJBs put systems in place to ensure that this happens. This is set out in Box 6 below, and more detail will follow for LCJBs.

3.14 Magistrates already play an important role in engaging with the public through their work and helping to inform communities about the CJS. The Government will invite chairs of magistrates benches to make appropriate arrangements by which magistrates could be involved in neighbourhood partnerships in their areas whilst protecting judicial independence and avoiding any perception of bias.

**BOX 6: Information Offer for the Public**

We expect the minimum set to include:

- The court outcomes of high profile individual local cases, such as a repeat offender persistently causing the community concern;
- Numbers of certain common crimes brought to justice, such as the key crime types outlined on the CrimeMapper website, of burglary, robbery, vehicle crime and violence;
- Information on use of out of court disposals and the types of offences for which they have been used;
- Asset recovery seizures, for example where ‘Mr Bigs’ have their expensive cars and houses – all bought through ill-gotten money – taken off them;
- How criminal justice agencies are performing on local concerns, for example breaches of ASBOs; and
- The results of community payback – showing how offenders have worked for free and how people can nominate improvements to the local environment.

We are also looking to include in the minimum set as soon as possible:

- Information about victim/witness support services, including how people can contact the new National Victims Service; and
- Explanations of how the justice system and sentencing works, including how effective sentences are and what sentences actually mean.
3.17 Community Impact Statements have also been trialled to feed community views directly into the justice process, and in some areas there has been a real impact as a result of their use. We intend to continue testing and consider further rollout, subject to evaluation in January 2011.

3.18 The public should also be able to influence how services are delivered. In England and Wales there are now ‘Councillor Calls for Action’ and Overview and Scrutiny Committees, which are made up of councillors and are responsible for scrutinising the council’s executive and other local public service providers on behalf of the public. In England, the Government is enabling members of the public and community groups to be co-opted onto Overview and Scrutiny Committees which deal with crime and disorder issues. The Government and partners are introducing petitions in England and consideration is being given to how they will be introduced in Wales. These tools empower local people, through their democratically elected representatives, to influence and challenge the way in which local public service funding is spent, delivered & prioritised. This could, for example, include decisions about the level of policing, positive youth activities available, or the use of CCTV – an issue which 81% of the public feel they should have a say in. Under the new local authority petitions duty – from this summer – the public will be able to call for action on the use of CCTV and the council will be required to respond. In addition a petition with significant support will trigger the full council to publicly debate the issue.

3.19 In England, building on this important role, we are supporting a Private Members Bill which develops proposals from the Strengthening Local Democracy consultation to further enhance local government scrutiny powers (summary here). In Wales, the

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**Case Study: Poplar HARCA**

In 2008 east London Housing Association Poplar HARCA asked their residents how they would like to spend £100,000 to improve services in their community. Residents voted overwhelmingly to invest £70,000 to pilot the introduction of the Family Intervention Project (FIP). They believed the wider Poplar community would benefit from a service that gave intensive support to families creating anti-social behaviour.

In just one year seven families have engaged with FIP, with contracts that address each family member’s needs in a holistic manner. Prior to FIP, the final resort would have been to ask the court for possession. All families have made progress and imminent evictions have been avoided. Other outcomes are improved attendance at school by the children, improved parenting skills and reduced anti-social behaviour.

The public should be able to have a say in how services keep them safe and confident and be able to challenges agencies if they are not doing so.

3.15 The public should be asked what issues matter to them most so services can be provided which are more responsive to local people and therefore satisfactory and efficient. Huge steps have already been taken across the board. Through the Policing Pledge and, from April 2010, the Duty to Involve, the police and partners involved in LAA negotiations in England are already committed to understanding and dealing with local concerns.

3.16 The CPS has introduced Community Prosecutors in 49 locations to ensure that the voices of local people are sought to inform charging decisions; when prosecuting cases in courts; and when criminals are sentenced. Early signs are encouraging and a difference is being seen with the CPS working more closely with police and other service providers and communities to identify and address local issues. Subject to the evaluation which is due to report in July 2010, the Community prosecutor approach will be rolled out across the remainder of England and Wales from October 2010, to achieve national coverage by March 2011.

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79 Charlton (2010)
Assembly Government are consulting on how to strengthen the ability of scrutiny committees to effectively monitor the whole of the public sector in their area and to work with other local authority scrutiny committees on issues which cross their boundaries.

3.20 There are a number of ways in which the Government is supporting local partners to give people more of a say on how services to tackle ASB and crime in particular are being delivered:

- As part of the Engaging Communities in Criminal Justice Green Paper, 30 areas have put in place arrangements to enable local people to suggest projects they would like completed through Community Payback. During October 2009 over 1,450 Community Payback work projects were nominated directly or indirectly by members of the public at https://communitypayback.cjsonline.gov.uk/. The Government will support Citizens’ Panel in all 60 pioneer areas over the next year.

- In the first year of Community Cashback, over 70,000 members of the public visited the national website and suggested over 2,912 projects which 45,500 people voted online for and resulted in 283 community projects across England and Wales receiving a combined total of £4 million of recovered criminals’ assets. These included Friday and Saturday night activities for young people and restoration of green spaces to prevent ASB or drug use so more people can feel safe using them. The Government will repeat this successful scheme with a further £4 million of criminals’ ill-gotten gains available for local people to decide how it should be spent on projects in their neighbourhoods in 2010/11.

- The Government is supporting 10 areas to run Participatory Budgeting initiatives which directly involve local people in making decisions on the spending of a defined public budget, helping to tailor services closer to local needs and giving people more ownership of the actions and outcomes. This includes using the internet to allow people to vote and with money often coming from partners’ pooled budgets. Participatory Budgeting have been found to improve confidence in how crime and ASB is being tackled. The Government will provide a further £250,000 so people living in areas with low levels of confidence and empowerment can vote online on how this money should be spent to keep them safer and more confident.

- The £12 million Connecting Communities Programme is providing support to over 160 wards and neighbourhoods in England to give people a greater say in local issues such as access to housing and jobs, provision of activities and services for young people, and how crime & ASB is tackled. A further £20 million for 2010 is planned to continue support for this important programme of work.

3.21 Communities should be able to get things put right as part of how they can influence services. Box 7 sets out clearly how they can do this if they do not feel services are keeping them safe and confident e.g. if they do not have regular PACT meetings with the police AND other partners.

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81 unpublished administrative data
82 All figures related to Community Cashback are management information, provisional and subject to change. They are for internal use and provided here for illustrative purposes only. Every effort is made to ensure that the figures presented are accurate and complete. However, it is important to note that these data are derived from the operation of the scheme in its first year. Care should be taken to ensure data collection processes and their inevitable limitations are taken into account when those data are used.
BOX 7: Redress for Neighbourhood Partnerships

There are clear routes of accountability/redress if neighbourhood partnerships are not in place or effectively dealing with the issues that matter most locally. Community Safety Partnerships must meet existing statutory duties to address crime, disorder, ASB, substance misuse and reoffending (from 1 April) in their local area. In England, the Comprehensive Area Assessment (CAA) process evaluates the progress which local partnerships make against the priorities set out in Local Area Agreements. Where the CAA identifies a high risk that local partners are failing to address local concerns about crime and ASB, there may be a further investigation and partners are offered support to make improvements. An additional scrutiny of CSP activity is carried out by the crime and disorder Overview and Scrutiny Committee of the local authority. There are a number of routes that a member of the public can take if they think that local priorities are not being addressed or their neighbourhood partnership is not working well:

In the first instance, the member of the public should raise the issue at a PACT meeting with partners responding to resolve the matter.

If it is an issue for the Police, the Policing White Paper provided a clear escalation route for having concerns dealt with, with members of the public being able to petition – including online – for a public meeting with their BCU commander. The member of the public could also raise the issue with their local Police Authority member or councillor who should be an integral member, or be able to influence their local neighbourhood partnership.

If the member of the public feels the issue is still not resolved, they can ask their local councillor to start a Councillor Call for Action (which can lead to an Overview and Scrutiny Committee assessment of the CSP work (on some occasions they can approach the Overview and Scrutiny Committee directly).

They could ask their local MP to take action to deal with the complaint. In Wales they may also wish to approach their Assembly Member.

In the future, through the proposed petitions duty in England, if the community feels that the matter has not been resolved, they will be able to organise a petition to the local council, to which the council will be required to respond.

To be confident and able to play a full role in their own neighbourhood’s safety

3.22 Through greater engagement, communities themselves can play a more active role in keeping themselves safe and confident. As well as influencing and challenging how services are delivered, this could be giving up some of their time to play a role in keeping their neighbourhood safe and confident or be as simple as reporting crime and ASB when they see it and acting responsibly.

3.23 There is variation in levels of confidence and engagement across different groups. It is particularly important that neighbourhood partners engage with hard to reach groups as well as those who readily put themselves forward to play an active role. Neighbourhood partners have to know and understand all of their community, including those groups who have traditionally found it hard to be heard. This is critical to ensure that issues do not remain hidden within communities and that services

83 ‘Partners and the Community Together’ meeting
84 Having the right to question a senior police officer responsible if the police consistently failed to deal with persistent local problems identified by residents was the most popular form of redress for local residents (39%): M. Charlton & M. Mason, Public attitudes on redress and complaints against the police – results from an opinion poll, Home Office, 2009.
can reach those in most need of protection and be responsive to all. These could be particular ethnic groups, those with particular health needs and older and younger sections of the population. PCSOs and neighbourhood wardens, because of the time they spend in and with their communities, are an effective means for making connections within communities and – for PCSOs – acting as a bridge to build a community’s trust and confidence in the police.

3.24 Neighbourhood Profiles help neighbourhood policing teams to understand who is in their neighbourhoods so they can work out the best way to engage with them. Creating and using these jointly – drawing on information held by a range of partners and parts of the police – can not only provide the basis for joint engagement, preventing duplication of effort or ‘consultation fatigue’ but can also allow them to feed into other strategies, such as creating cohesive communities.

3.25 Part of this is knowing how to engage with the Third Sector. As well as being an independent partner in delivering services, the Third Sector is also a crucial avenue for services to engage with people who are more difficult to reach and to better understand their needs. The Third Sector can also help raise awareness of the services people are entitled to, how they can access and influence them, and provide a support and advocacy role. ACPO are now signed up to the Compact which should solidify these links and are working with NPIA and the HO to support neighbourhood policing teams in working with the Third Sector, volunteer and faith organisations.

3.26 It is important that the Third Sector is supported. In England, the Government has invested £70 million in the Community Builders fund which is investing in the future strength and sustainability of multi-purpose, inclusive community-led organisations operating at the local level (known as community anchor organisations) and £9.25 million through the Empowerment Fund in 21 Third Sector organisations to assist local communities take forward key empowerment themes such as Community Leadership and Voice, Community Development, Community Involvement in Planning, and Social Entrepreneurship. In Wales, more than 150 Communities First areas are working to mobilise and enable local people to contribute to the regeneration of their communities in practical ways, in line with their local priorities.

3.27 By engaging with communities – including those hardest to reach – neighbourhood partners can play a huge role in changing people’s attitudes and behaviours, turning communities around and raising aspirations for all.

3.28 This is particularly important for young people. Street-based teams engaging directly with disaffected young people are not only important in tackling youth offending and ASB but, when assisted by participation in positive activities run by Local Authorities or by voluntary organisations such as Positive Futures, they are also a powerful way of connecting young people with services and raising their aspirations. The Young Advisors Charity supports 43 Young Advisor schemes across England where young people aged between 15 and 21 show community leaders and decision makers how to engage young people in community life, regeneration and renewal. And many police forces have developed innovative ways of engaging with young people, for example “Young Dragon” police cadets in North Wales and Gwent, Crime Stompers pre-cadet schemes in Hartlepool, ‘adopt a school’ initiative in South Yorkshire and Chiltern ‘cop cards’ scheme to name but a few.

3.29 The Metropolitan Police is bidding to use the Government’s Future Jobs Fund – which provides employers with funding for new roles created for 18-24 year olds who have been out of work for over 12 months – to recruit 337 people as Policing Pledge Support Workers. As part of their training, they will complete a qualification in Police Practice and Law.

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86 http://www.chilterncopcards.co.uk/
which is a mandatory entry qualification for recruits to the Metropolitan Police, and increasingly across other forces. The Government will support forces in England and Wales to partner with voluntary and private organisations so that they can benefit from the Government’s Future Jobs Fund to employ young people to work alongside their neighbourhood policing team. ACPO will work to promote internships, cadet schemes and use of the Future Jobs Fund to support engagement with young people and help raise young people’s aspirations.

3.30 We know that local communities are at their strongest and most confident when residents themselves come together, work to shared goals and are active in helping to solve problems that affect them. So as well as ensuring services engage with communities, we want to support and back those people that want to make a difference in their community by giving them the training and hands on support they need to work together to solve problems.

3.31 The Connecting Communities scheme in England will offer areas the opportunity to take up ‘Community Champions’ training, enabling tenants and residents to facilitate discussions between agencies and residents, hold services to account and help lead local engagement activity so that the wider community feel a greater sense of control over their neighbourhoods and estates.

3.32 In areas in England where ASB perception is highest CLG is providing training for up to 1,000 residents to become ASB champions to challenge local agencies on their approach to ASB. This targeted training for residents is being supplemented by nearly 30 events around the country which provide the public with an opportunity to discuss ASB challenges within their communities and understand how they might be addressed. This is in addition to 85 ASB Victims Champions and over 3,900 Community Crime Fighters which make up part of this active group of people who have the training and knowledge to challenge for better services across crime and ASB locally. Together, we will ensure that up to 10,000 frontline staff and community champions will be equipped with the confidence and know-how they need to join together and take a stand against ASB.

3.33 Neighbourhood Watch has a key role to play in tapping into the energy and enthusiasm of an estimated 3.8 million current households and others who wish to get involved. Its members can provide local intelligence, assist with planning and delivering campaigns (for example on home security), volunteer and act as a bridge between services and the community. In particular these could be older people who, by engaging with services, could feel more secure in their homes. The Government will invest a further £180,000 to support the development of the Neighbourhood and Home Watch Network to work with and support volunteers in areas of greatest need, ensure they work closely with neighbourhood policing teams and promote these schemes to the public. Additional funding has already been provided for Age UK to work with Neighbourhood Watch to encourage larger numbers of older people to become involved and train co-ordinators to identify and work with the most vulnerable old people in their communities.

A clear agreement at a neighbourhood level between the public and services

The approach set out in Chapters two and three can come together for local people in a clear offer or agreement at a neighbourhood level akin to a

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67 Front line staff will include local authority officers, community volunteer/voluntary sector organisation worker, housing practitioners, landlords, police officers and staff members, wider Community Safety Partnership representatives, councillors, community group representatives, and neighbourhood wardens


Neighbourhood Agreement or a Community Contract. These take national standards like the Policing Pledge and local standards like ASB minimum standards further to the neighbourhood level so that the community can be more involved in negotiating both what the standards are and the role they can themselves play. Setting out a public commitment will drive partners to join up ‘behind the scenes’ so that local problems are dealt with and action communicated in the way the public wants.

Case Study: Barnsley

In Barnsley, residents were concerned about vandalism and litter problems. They worked closely with their council on an agreement to clean up their neighbourhood, including tackling issues of vandalism, grafitti and litter problems. A wide range of residents, including young people, now act as community champions and provide regular feedback to service providers about the state of their neighbourhood, helping them to better understand the issues that are affecting the area at a particular time. Partnerships have in turn improved the standards of service they are providing locally and ensured that members of the public know who to turn to if these standards are not being met. This has made a real difference – local residents report that vandalism, grafitti and litter problems have reduced and the percentage of people saying they are satisfied with local services has increased.

3.34 Based on where this type of agreement currently exists, a good local offer would apply the following key principles:

3.35 Local partners working alongside their community to agree individual partner’s responsibilities to the community and the community’s responsibilities to partners (in this case to keeping themselves safe and confident);

3.36 The inclusion of clear service commitments that the partnerships will deliver locally (building on other local or national service standards and linking up to wider strategic objectives); and

3.37 Local publicity on the agreed offer (e.g. online or through leaflets and discussions at PACT meetings) and inclusion of a clear local system to allow members of the community to get dissatisfaction or concerns resolved quickly and effectively.

3.38 The Home Office and Communities and Local Government are funding 12 pathfinder areas to test crime and ASB related neighbourhood agreements (Box 8), and will offer support to over 100 other areas who have expressed an interest in developing local offers with their communities.

BOX 8: Neighbourhood Agreement Pathfinder areas

- Corby, Northamptonshire
- Tower Hamlets, London
- Newport, Gwent
- Berwick, Northumberland
- Charles Dickens Ward, Portsmouth
- Cornist, Saightney and Sealand Manor wards, Flintshire
- Hodge Hill, Birmingham
- New Addington and Fieldway wards, Croydon
- Newquay, Cornwall
- Meriden Estate, Watford
- Portobello Estate, Wakefield
- Westminster Estate, Kirkdale, Liverpool
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<th>Term</th>
<th>Definition</th>
<th>Website (where applicable)</th>
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<td>ACPO</td>
<td>Association of Chief Police Officers</td>
<td><a href="http://www.acpo.police.uk">www.acpo.police.uk</a></td>
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<td>ADR</td>
<td>Annual Data Requirement</td>
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<td>ANPF</td>
<td>Accelerated Neighbourhood Partnership Fund</td>
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<td>ANPR</td>
<td>Automatic Number Plate Recognition</td>
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<td>APA</td>
<td>Association of Police Authorities</td>
<td><a href="http://www.apa.police.uk/apa">www.apa.police.uk/apa</a></td>
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<td>ASB</td>
<td>Anti-social behaviour</td>
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<tr>
<td>BCU</td>
<td>Basic Command Unit</td>
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<tr>
<td>BTU</td>
<td>British Transport Police</td>
<td><a href="http://www.btp.police.uk/">www.btp.police.uk/</a></td>
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<td>CAA</td>
<td>Comprehensive Area Assessment</td>
<td><a href="http://www.communities.gov.uk">www.communities.gov.uk</a></td>
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<td>CAPS</td>
<td>Chicago Alternative Policing Strategy</td>
<td><a href="http://www.communities.gov.uk">www.communities.gov.uk</a></td>
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<td>CDA</td>
<td>Crime and Disorder Act 1998</td>
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<td>CDRP</td>
<td>Crime and Disorder Reduction Partnership (now CSP)</td>
<td><a href="http://www.crimereduction.gov.uk">www.crimereduction.gov.uk</a></td>
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<tr>
<td>Citizen Focus</td>
<td>A way of working that routinely understands and reflects the needs of the public in service delivery.</td>
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<td>CJS</td>
<td>Criminal Justice System</td>
<td><a href="http://www.cjsonline.gov.uk">www.cjsonline.gov.uk</a></td>
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<td>CLG</td>
<td>Communities and Local Government</td>
<td><a href="http://www.communities.gov.uk">www.communities.gov.uk</a></td>
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<td>Compact</td>
<td>Agreement between government and the third sector in England for effective partnership working</td>
<td><a href="http://www.thecompact.org.uk/">http://www.thecompact.org.uk/</a></td>
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<td>CPS</td>
<td>Crown Prosecution Service</td>
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<td>CrimeMapper</td>
<td>Website providing information on crime and antisocial behaviour in your neighbourhood</td>
<td><a href="http://maps.police.uk/">http://maps.police.uk/</a></td>
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<td>CSAS</td>
<td>Community Safety Accreditation Scheme</td>
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<td>CSP</td>
<td>Community Safety Partnership (previously Wales only)</td>
<td><a href="http://www.crimereduction.gov.uk">www.crimereduction.gov.uk</a></td>
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<td><a href="http://www.hm-treasury.gov.uk">www.hm-treasury.gov.uk</a></td>
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<td>IOM</td>
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<td>PSA</td>
<td>Public Service Agreement</td>
<td><a href="http://www.homeoffice.gov.uk">www.homeoffice.gov.uk</a></td>
</tr>
<tr>
<td>RIEP</td>
<td>Regional Improvement and Efficiency Partnership</td>
<td></td>
</tr>
<tr>
<td>RSL</td>
<td>Registered Social Landlord</td>
<td></td>
</tr>
<tr>
<td>Senior Appointments Panel</td>
<td>An independently chaired tripartite body that appoints chief police officers.</td>
<td></td>
</tr>
<tr>
<td>SOCA</td>
<td>Serious Organised Crime Agency</td>
<td><a href="http://www.soca.gov.uk">www.soca.gov.uk</a></td>
</tr>
<tr>
<td>TGAP</td>
<td>Tackling Gangs Action Programme</td>
<td></td>
</tr>
<tr>
<td>Third sector</td>
<td>Voluntary and community sector</td>
<td></td>
</tr>
<tr>
<td>TKAP</td>
<td>Tackling Knives Action Programme</td>
<td></td>
</tr>
<tr>
<td>Total Place</td>
<td>Pilots have encouraged areas to understand their combined resources and how they can provide a better and more efficient service by reducing duplication and overlap.</td>
<td></td>
</tr>
<tr>
<td>VCS</td>
<td>Voluntary and community sector (also known as third sector)</td>
<td></td>
</tr>
<tr>
<td>VFM</td>
<td>Value for money</td>
<td></td>
</tr>
<tr>
<td>WAG</td>
<td>Welsh Assembly Government</td>
<td></td>
</tr>
<tr>
<td>YOT</td>
<td>Youth Offending Team</td>
<td><a href="http://www.youth-justice-board.gov.uk">www.youth-justice-board.gov.uk</a></td>
</tr>
</tbody>
</table>
THE POLICE SERVICE IN ENGLAND AND WALES WILL SUPPORT LAW ABIDING CITIZENS AND PURSUE CRIMINALS RELENTLESSLY TO KEEP YOU AND YOUR NEIGHBOURHOODS SAFE FROM HARM. WE WILL:

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and:
   • If you are vulnerable or upset aim to be with you within 60 minutes.
   • If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes.
   • Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
   • If agreed that attendance is not necessary we will give you advice, answer your questions and/or put you in touch with someone who can help.
7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
9. If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

WE WANT TO DO OUR BEST FOR YOU BUT IF WE FAIL TO MEET OUR PLEDGE WE WILL ALWAYS EXPLAIN WHY IT HAS NOT BEEN POSSIBLE ON THAT OCCASION TO DELIVER THE HIGH STANDARDS TO WHICH WE ASPIRE AND YOU DESERVE.