

# Neighbourhood Policing - A Joint Agenda

Report of a Conference  
Held in April 2006





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# Public Service Reform

**'I am not talking about modest further reorganisation but something quite different and more fundamental.'**

**We are proposing to put an entirely different dynamic in place to drive our public services: one where the service will not be driven by the government or by the managers but by the user.'**

**Tony Blair**

Speech on public services – 23 June 2004



## **Citizen-focused Policing:**

A way of working in which an in-depth understanding of the needs and expectations of individuals and local communities is routinely reflected in decision-making, service delivery and practice.



# 1. Introduction & Aims of the Day

Acting Assistant Chief Constable Kath Govier, Thames Valley Police  
Sue Raikes OBE, Chief Executive, Thames Valley Partnership

On behalf of Thames Valley Police and the Thames Valley Partnership, we would like to welcome you to what we hope will be a great opportunity to learn and share both your and our experience.

I would like to start by considering what Neighbourhood Policing is and what it is not.

It may help more to be clear what Neighbourhood Policing isn't

- It is not a quick fix or a short term agenda
- It is not doing the same thing with the same people

In Thames Valley, by 2008, we will have 675 police community support officers on the streets. That's a huge opportunity to put a visible presence back into neighbourhoods and to engage on people's doorsteps.

- It is not a police agenda

Although it is widely known as Neighbourhood Policing, it is probably better named Neighbourhood Management.

What is important is that whatever the name, we all listen, respond, and feedback

- It is not soft policing
- **IT IS** about building trust with communities and working with others to find the right solution to the problem

That may mean:

- Enforcement – if so we will enforce
- Improving youth opportunities – if so we will help to identify them
- And if it's cleaning up estates, we have even been know to roll up our sleeves alongside everyone else

So what is the short answer?

- Locally accountable services
- Working with the community and other partners
- On the issues the community identify as most important to them

We need your help and support and we have been fortunate to have had a colleague, Bill Oddy, from West Oxfordshire Local Authority, working with our project team to review what the police approach has looked like from outside.

Today's event was Bill's idea to share learning and opportunities identified from our pilots with you.

We are very aware, though, that some of you may be ahead of us on this agenda and so we want to learn from you.

We started with early pilots in May last year. As we get more staff and partner support, the initiative will spread out across Thames Valley to meet the Government target of total coverage by 2008.

So

### **The Aims of The Day**

- To disseminate information and experiences from national and local neighbourhood policing pilots
- To provide information, guidance and networking opportunities to public and voluntary sector community safety partners
- To consider the implications for partners and other agencies and the voluntary sector

I hope you enjoy it and find it useful

I would now like to hand over to Trish Haines, Reading Borough Chief Executive...

## 2. The National Perspective

### Neighbourhood Service & the Local Authority Agenda

Trish Haines, Chief Executive, Reading Borough Council  
and National Neighbourhood Group

#### Neighbourhood Policing & The Local Authority

Trish Haines  
Chief Executive, Reading Borough Council  
Member of the National  
Neighbourhood Policing Programme Board



'Councils are to be kept at the forefront of  
Neighbourhood Policing'

'The Police and Criminal Justice Bill aims to  
strengthen relationship between police and councils'

'Ward councillors will be empowered to resolve  
problems on behalf of their communities and force  
issues onto the council's Scrutiny Committee for  
consideration.'

*Home Office Minister, Hazel Blears.*



Local Authorities must maximise this opportunity  
by:

- Developing the capacity and skills within their  
own organisations to ensure excellent joint  
working
- Revisiting the links to their other relevant  
priorities



Early joint working in determining Neighbourhood  
boundaries and matching up local authority service  
delivery boundaries:

- Streetcare
- Highways
- Warden Services
- Housing
- Youth Services
- Parks



Two way tasking:

- NIM process should include information from other  
partners to tackle Crime
- Same process for sharing information about  
environmental crime of significance



Joint working at ground level

- e.g. Neighbourhood Walkabouts - Neighbourhood  
Cleanups

Mapped Environmental Data:

- e.g. abandoned vehicles, drug related waste to  
validate hotspot areas for Partnership Interventions
- Engaging our "eyes and ears" in reporting in
- Ease of reporting
- Grot-spot reporting of FLAG issues



### Revised enforcement regimes

- New powers available to Councils for a range of environmental issues i.e litter and abandoned vehicles - Also available to PCSOs in Thames Valley
- Possible new powers available to Councils for ASB issues (via the Community Safety Accreditation Scheme) e.g. (Wardens in particular) seizing alcohol.



### Community/Voluntary Sector Involvement - must be from the outset:

- Forums
- Specific Interest Groups
- Neighbourhood Watch
- Local Influence
- Community Champions



### Joint ownership of CDRP/LAA targets and objectives:

- Delivery leads to come from a range of partners
- Awareness of key targets to be spread throughout both organisations
- Robust performance management regime with delivery leads held to account
- Performance results shared throughout
- Comparison to family groups to drive improvement



### Links to other priorities:

- Opportunities to influence community safety workstream within the Children and Young People's Plan
- Helps to focus the deployment of youth services & YOT
- Offers opportunities to help with the implementation of NOMS i.e. identifying sentences within the community, identified by the community
- Will assist the multi agency approach to tackling ASB and problematic families e.g. through housing/social care/education.



### Sharing and developing the "Neighbourhood" knowledge:

- Contact guides – key people and contact details
- Joint procedure guides – i.e. locally adopted procedures e.g.:
  - Dealing with age restricted products
  - Begging
  - Dealing with Noise Nuisance
  - Abandoned Vehicles
  - Various measures to deal with ASB



Trish Haines gave an interesting presentation on the National Perspective and the Neighbourhood Service to be delivered by Neighbourhood Policing, from the perspective of Reading Council.

She recognised that the Government Agenda was to reduce crime and the fear of crime and that Neighbourhood Policing had to deliver enforcement and reassurance to local

people in communities. This acknowledged that, although the British Crime Survey shows a reduction in crime, fear of crime remains high.

Trish recognised the enormous government investment in the roll out of Police Community Support Officers. However, if the Police are left on their own, they will fail. All organisations have a role to play.

Trish emphasised that Neighbourhood Policing was not about soft options, but rather intelligence led solutions, based on community concerns providing local accountability. She detailed several areas where Reading sought to focus delivery to match local needs and acknowledged that it would take time to align the delivery of services completely.

Ms Haines had no doubt, however, that Neighbourhood Policing is the way forward.



### 3. The Neighbourhood Policing Partnership Guidance What are the benefits of Local Authority Engagement?

Glynis Rogers, Partnership Manager,  
NPPT & Head of Community Safety, Bexley Council

#### This session

- Introduction to the Neighbourhood Policing Partnership Guide
- Some lessons on local authority engagement in crime reduction



#### Intro Key Points

- Neighbourhood empowerment
- Neighbourhood management
- Neighbourhood teams
- Community engagement
- Local Area Agreements



#### Why? Key Points

- Community safety not just policing
- Evidence shows that Neighbourhood Policing:
  - reduces crime and antisocial behaviour
  - increases public confidence in local services
- Working together can contribute to joint and individual partners' targets
- Compliance with Section 17 of the Crime and Disorder Act requires responsible authorities to work together in partnership



#### What? Key Points

- Information sharing to identify the immediate priorities of greatest concern to local communities
- Using the NIM approach police and partners can tackle current priorities
- Neighbourhood Teams bring increased capacity to engaging communities in the reduction of crime and disorder
- Partners from the VCS can often play a pivotal role in improving quality of life in neighbourhoods



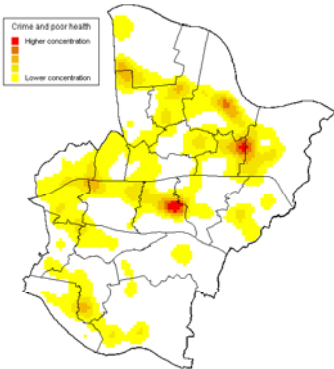
#### How? Key Points

- A range of approaches to involve local communities in identifying safety concerns
- Development of information-sharing protocols ensures resources are targeted
- Co-location of teams facilitates joint problem-solving and communication
- Joint training can be effective in agreeing neighbourhood priorities
- Keeping communities informed is key to increasing their confidence in neighbourhood services

## Benefits of Local Authority Engagement

Bexley's Experience

## Bexley's CSAZ Programme



### 2001 Crime Audit

- One third of crime and one third of offenders in one ward

### Community Safety Action Zones

- Followed by: 'Step Change' and 'Reassurance'

## What is a CSAZ?

**A multi-agency approach to delivering community led, sustainable solutions to local crime and disorder issues**

## Co-ordination

- **High volume of:**
  - Meetings
  - Press releases
  - Community engagement: Residents' Panels
  - Consultation and analysis (surveys, events, etc.)
  - Audit of the Ward's resources
  - Action planning
  - Co-ordination of response
- **Council can facilitate:**
  - Release Police time to patrolling
  - Smoother Elected Member involvement

## Early wins

- **Visible solutions**
  - Lighting
  - Alleygating
  - Graffiti removal
  - Cubit, licensing, no-insurance
  - Takeback
  - Licensing Act



## Questions

**Q1.** The first question addressed the difference between the experiences in large urban areas such as Reading and Bexley and how far this is relevant to smaller areas such as Pangbourne. The speakers emphasised the importance of using local networks including Parish Councils. All areas would also expect to do audits "where people are" such as the railway station, parents at the end of the school day, doctor surgeries and in schools. It is always difficult to reach the silent groups and it is important to know who they are.

**Q2.** The pilot area in Wokingham has about 30 to 40 meetings of 12 Neighbourhood Action Groups. This is a considerable investment of time. Neighbourhood Policing did not feel that they got much support from the Parish Council. The speakers emphasised the importance of working with a District Council. Glynis referred to the CSAZ co-ordinator and a multi-agency group with a devolved budget involving a wide number of partners. The key to Neighbourhood Policing is the devolution of responsibility and shared tasking.

**Q3.** The Probation Service raised a question about partnership working and highlighted examples of good practice including reparation and community punishment. However, the

Probation Service is struggling to maintain its input at the strategic level let alone in small neighbourhoods. It was also pointed out that intensive family support and work on anti-social behaviour could be done more locally. The speakers acknowledged the difficulty of organisations getting involved at both strategic and local level and suggested that it is important to focus on issues of shared concern and develop examples that do exist of good practice. There are also other structures such as the DATs and issues around treatment of alcohol which are of concern to local communities.

**Q4.** Milton Keynes Council Voluntary Organisations asked how local residents can genuinely get involved in local solutions. The speakers emphasised the importance of finding shared objectives and involving creating solutions to local issues. Local people know the problems and they also know the solutions, so problem solving approaches are usually effective in gaining support from local residents.

**Q5.** The next contributor raised a question about whether the title 'Neighbourhood Policing' is a problem because it identifies the initiative too closely with a policing approach and may give the impression that the work is police led and of less relevance to other organisations.

This was a theme that people came back to in a number of ways during the day. There are differences of views – some suggesting that it is important to identify this as Neighbourhood Policing because that is what communities want. They asked for more police on the beat and Neighbourhood Policing delivers greater visibility. Others felt that it would be better to call it Neighbourhood Management in recognition of the wider responsibilities of other agencies. It was widely recognised of course that it is not only the police that deliver Neighbourhood Policing but it is a question of terminology and branding.



## 4. "What does a Neighbourhood Action Group look like? Panel of NAG Members – Chaired by Chief Inspector Russ Wootton

### Respect Action Plan

"Poor physical environment – broken windows, litter, graffiti, and abandoned cars – are associated with fear of crime and neglect by authorities.  
They are strong signals of disorder increasing concern about neighbourhood safety and causing people to withdraw from public space.

Parenting programmes, family support projects, youth facilities, neighbourhood wardens and neighbourhood managers, **all working together**, need to be established where they do not currently exist or are not effective.


6 Chapter 1 **Respect and the case for change**

### Neighbourhood Action Group

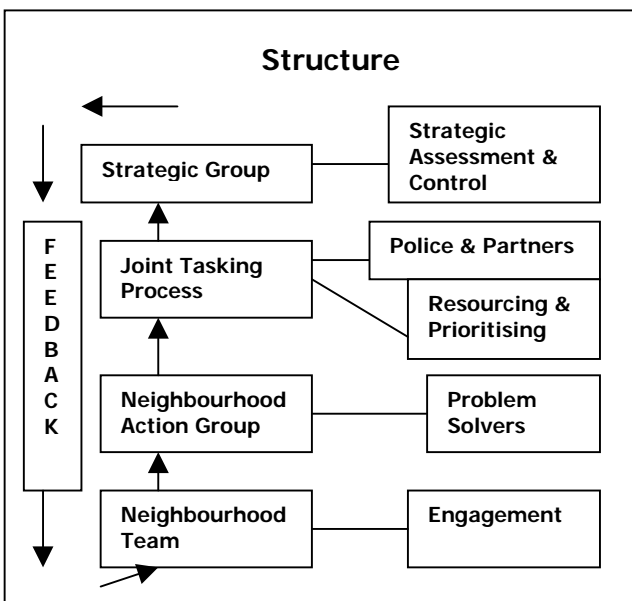
**YOU**

Members of the Local Community  
Faith Groups  
Local Councillors  
Housing Associations  
Schools  
Community Safety  
Thames Valley Police

Education  
Youth Offending Team  
Environmental Health  
Wardens  
Probation Unpaid Work  
Business



**INCLUSIVE NOT EXCLUSIVE**



### Process

#### Neighbourhood Priority Profile

**Scanning:**

- Description of the Problem
- Evidence of the Problem
- Intelligence/Information Gathering

**Analysis:**

- Underlying Causes of Problem
- Previous Responses

**Response:**

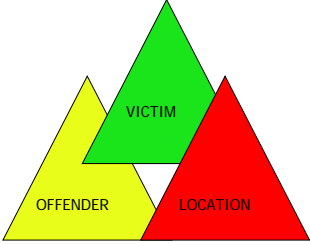
- Consider and Evaluate Options
- Record of Responses

**Assessment:**

- Options
- Overall Assessment

### From Words to Action

- Enforcement
- Prevention
- Information
- Communication



### Feedback = KIN

- Key Individual Network
- Representatives of wider networks
- Matched to demographic profiles
- Quality not quantity
- Regular Contact (monthly)
- 2 Way Communication to NAG
- Finger on the Pulse of Community

## What Have We Learnt

- People hate paperwork
- Its hard to keep residents
- Opportunity to build on existing groups
- We struggle to work in a common process
- What joint tasking process !!!!!!!
- We have a long way to go to get it right
- We may need to give people new skills
- We never knew there were so many of us in the same place
- Benefits can come quick

## The 'NAG' Panel

- Albie - Sergeant
- Angela - Community Mobiliser
- Bill - Community Safety
- David - Councillor/Chair
- Ricky - Youth
- Ady - Resident/Chair
- David - PCSO
- Joe - Warden
- Jules - Community Development

Russ, project manager for the implementation of Neighbourhood Policing in the Thames Valley, outlined the background issues including police reform, the national reassurance pilot schemes, the national community safety plan and the review of the Crime & Disorder Act. He said that the Respect Action Plan acknowledged the importance of anti-social behaviour as 'signals of disorder'. For this reason poor physical environment was a key issue as were the roles of other agencies. Essentially, Neighbourhood Policing needed to be a partnership with the other agencies and with representatives of the local community. Russ said that the terminology of 'policing' should not be allowed to become a problem and that effectively this work could be described as neighbourhood management. He described the NAP process as being identifying the 'doers'.

Russ outlined the structure within which the Neighbourhood Action Group operated and the SARA approach that is Scanning (intelligence gathering, evidence of the problem and a description of the problem); Analysis (looking at underlying causes, looking at previous responses, looking at available options); Response (working out what would work in the locality and the particular circumstances) and Assessment (following up, evaluating, finding out what worked).

He identified a problem solving approach as being central to implementation in the Thames Valley and that in this the Key Individual Network was an important concept – this was all the key connections and individuals in a particular area, important to understanding how things work and how things might be improved.

Neighbourhood Policing acknowledges some of the challenges about involving local people – the fear of bureaucracy, the need to sustain interest, the need to build on existing groups and initiatives rather than impose new ones, how to make tasking work.

They also acknowledge that it might be important to give people new skills and that Neighbourhood Policing implementation was to be a long-term process. In Oxford City, NAG members and police had trained together and this had been useful. From the pilots and early implementation there were already some quick benefits.

Russ said that the panel members will tell you how it really is, "We can say what it is like from the centre but I would not be surprised if all the contributors say different things

because it is all about local implementation and flexibility and it is bound to be different on the ground.”

Signal crimes are those that really cause concern in the community. It is these signal crimes that create the fear and concern. Whether crime is going up or crime is going down it is the signal crimes which would create the impression and influence people’s attitudes to their own neighbourhood. Classically these are graffiti, anti-social behaviour, burnt out cars etc.

Russ introduced the panel of NAG members representing a wide range of organisations, ages and ethnic origin: -

- Alby – a police sergeant on the Lakes’ Estate
- Bill – a community safety manager and member of Witney NAG
- Angela – a community enabler on the Lakes’ Estate
- David – a member of the Pangbourne NAG and chair of Purley Parish Council
- Jules – Aylesbury NAG member and community development worker
- Ricky – young person working on the Olney NAG
- Ady – chair of the Carterton NAG
- Kam – member of the Britwell NAG
- David – a PCSO working with a NAG

In describing their reasons for involvement and their feeling about being involved, Alby said that he had grown up on the Lakes’ Estate and wanted to put something back in. He stressed the importance of knowing the area.

Bill said that he felt that he represented a number of interests on the NAG from his work as a community safety manager. The crucial thing is wide representation from different organisations and good communications using a variety of methods, newsletters, reporting things online, email etc.

Angela wanted to get involved because, like Alby, she was local and wanted to make a difference on the Lakes’ Estate. She also believed very strongly in community development and felt that those principles ought to be involved.

David said that some parishes had not engaged very willingly with Neighbourhood Policing. His parish provided the meeting room and clerk and that his involvement arose out of the parish planning process.

Jules lives in the area where she serves on the NAG and saw this work as relevant to her own job in capacity building and community development. A new resident’s association has grown out of the NAG.

Ricky became involved after a school visit. He also works on the local magazine and felt that he wanted to enable young people to get involved. He has particularly welcomed the time to speak and contribute his views in the NAG – unlike in formal council meetings.

David, the PCSO, wanted a chance to build bridges with other communities and with local businesses.

Ady found before NAGs were set up that if problems arose you got passed from agency to agency and this was very frustrating. Neighbourhood Policing would be a better way of joining different interests and concerns up. Kam stressed the importance of wardens.

The panel answered a further question about what the gains were, being asked to contribute a specific thing if possible. Kam pointed out improved information sharing and intelligence. Ady described an initiative on under-age drinking and young people, which involved a poster campaign, education about the dangers of alcohol, increased high visibility patrols, the training of door staff and some test purchasing. This meant that a number of agencies had been obliged to pull activities together. He said that many people had noticed improvements.

David spoke of graffiti work involving the local school. He particularly mentioned the extent to which probation through unpaid work had helped with the clean-up operation. Otherwise perpetrators had their work done with them and their family. Crimestoppers had been brought in to help. Ricky spoke of the action group at his youth club, which had arisen from NAG work and this was a valuable bridge to young people. He felt that the NAG was informal and accessible unlike more formal council meetings he had been to in the past.

Jules described Southcourt in Aylesbury where there had been no residents' association and from the public meeting they had actually got a residents' association together leading to a growth in local confidence.

David spoke of the Communities Against Speeding event which had taken place in Pangbourne and had involved a wide range of people. Pangbourne had been sealed off for a day and a number of speed indicator devices were used. This was linked up with the traffic police and there was publicity on TV and radio. Russ made the point that this demonstrated joint tasking very well.

Angela described joint partnership working on litter and that they had given prizes for good design work in this campaign. She said that incentives were important. Angela felt that wherever possible it was important to build bridges and that this approach had actually involved those doing graffiti in designing murals.

Bill said that he thought membership of the NAG was crucial and that he did not think professionals should be chairing or steering things. He said that he thought Bracknell Forest Council had a very good promotional website and also spoke of the DVD prepared in West Oxfordshire which had been produced by the Bubble Company who were attending the conference.

Alby said that he felt everybody had clarity about their individual roles and contributions on the NAG.

The panel moved on to wider questions as follows: -

- How many members of the NAG are genuinely from the community?

The answer from the panel indicated quite a lot – and there is a wide range of people to choose including faith groups, resident groups, community mobilisers etc. The point was made that parish councillors themselves were of the local community and should not be regarded as some separate category. The engagement of elected people and business was important too.

- How are hard to reach groups involved? How do we involve them?

In answer members described survey work, targeting key people who could represent for example young people. Ricky described how he felt he was reasonably representative and could act as a link to views. The point was made that involving the elderly was rather more difficult in a sustained way. Local magazines and publications were important.

Links between neighbourhoods which were adjacent were quite important as there was often blaming between areas and in Aylesbury neighbouring communities were beginning to link to each other because they had begun to see that they have the same issues and probably a more coherent response will be across the wider community rather than just one neighbourhood. Jim Weems of Wokingham said that of the 12 NAGs in their area they had 12 lay chairs and were going to do capacity building work with the chairs.

- A question was asked by a representative from Oxfordshire Fire & Rescue about the involvement of their service.

Alby spoke of a major event involving all agencies on the Lakes' Estate – the bonfire. This had been in response to previous major problems on bonfire night and the suggestion for a community bonfire had emerged from a problem solving discussion and agencies round that the table coming up with £6,500 each to make it happen. The result had been a major reduction in trouble and effectively estimated savings of £70,000 so the individual agency contribution had been good value. Angela from the same area stressed the number of volunteers who had been involved in all of this so that the initiative had been very community engaging as well. This had involved the preparation of 2,500 jacket potatoes! They had managed in a sensitive way to link this in with Duvali and Ede as well as bonfire night so the advantages of diversity had been stressed and a much wider range of people had been involved.



## **5. Strategic Partners Panel and Discussion**

Chaired by Sue Raikes OBE, Thames Valley Partnership

### **Panel Members**

**Assistant Chief Constable Nick Gargan, Thames Valley Police**  
**Geraldine White, Community Safety Manager, Bucks County Council**  
**Ian Boswell, Community Safety Manager, Bracknell Forest Borough Council**  
**Mike Simm, Oxfordshire Youth Offending Team Manager**  
**Riana Taylor, National Probation Service: Thames Valley Area**  
**Jean Chinery, Consultant, National Community Safety Network**  
**Barry Deller, ACTVaR**  
**David Livermore, Council of Voluntary Organisation**

### **Introduction**

All members introduced themselves:

Ian Boswell, Community Safety Manager, Bracknell Forest, 14 Bracknell Forest neighbourhoods – pilot area for Neighbourhood Policing

Nick Gargan, Assistant Chief Constable, Thames Valley Police, previously from Leicestershire. His previous role was Head of Learning and Development.

Riana Taylor, Thames Valley Probation Service – sees Neighbourhood Policing as an opportunity to bring partners into a more coherent framework

Geraldine White, Community Safety Manager, Buckinghamshire County Council – trying now to get more joined up view of how initiatives such as Neighbourhood Policing fits with Buckinghamshire County Council. Getting Closer to Communities is a current initiative of Buckinghamshire County Council which needs dovetailing with Neighbourhood Policing

David Livermore, Milton Keynes Council Community Mobilisers – manages Community Mobilisers Service – community development model, neighbourhood based working with children and families

Mike Simm, YOT, Head of Community Safety – how can we best combine efforts in three tiers neighbourhood management. There are challenges and opportunities particularly through reparation and youth offender panels

Jean Chinery, National Community Safety Network – interest in partnership working and community involvement in community safety. Co-location of strategic partners in Sutton has proved very effective

Barry Deller, ACTVAR – Local Government Association, voice for local government in Thames Valley. Neighbourhood Policing encourages joint working across boundaries. Role of elected members important.

## **Question 1**

### **How can Neighbourhood Policing help to deliver performance across the other agencies and agendas?**

**Geraldine White** – We need to enable communities to help deliver cohesive services. Co-operative tasking of PCSOs – county council can contribute to this and take tasks back. Role of county council in delivering LAA and PSA – could use NAGs to checkout progress, and they can be part of programme of delivery.

Partners need to define what performance means? Is it about speed of response/service, access, engagement? Complex process.

**Ian Boswell** – Unitary Authority – so co-terminous with some other services. Fire Service embraced Neighbourhood model – they chair A S B Group. Different agencies have different agenda but many overlap

**Nick Gargan** – Performance can mean all things to all people. Neighbourhood Policing gives extra dimension to performance - what the citizens see. Citizen wants joined up effective services. Must be something in it for the partners. Must deliver to all partners' agendas. Need clarity, clear products and clear outcomes.

There are benefits to the partners – what does performance mean to individuals/organisations?

**Jean Chinery** – Main Issue – was the full agency committed to the process – from top and from all departments/agencies? How do we capture what's coming up from neighbourhood level and feed it up to influence strategic service plans. Important how to signpost people – implications for multi-agency training. Co-location of teams crucial.

## **Question 2**

### **How do NAGs manage to represent the public?**

**David Livermore** – Name is important. Not to over identify with police. Look at the agenda and what are we there to achieve – issues surrounding the term 'Policing'. Be flexible in meeting community needs. Cross agency involvement of public requires NAGs to be flexible in response.

Representation – there are issues – how representative can an individual be? On behalf of the whole community? Agenda trying to meet – is negative to a certain extent – problem solving. Try to focus more on positives e.g. graffiti removal – can involve residents in improving urban art – positive approach involving young people. Need for positive changes not negative impact.

**Barry Deller** – Emphasising positive. NAGs don't represent the public - elected members do that. Need to have feel in NAGs that there is broad public representation. Loads of potential in NAGs.

**Tony Welch** – Britwell Estate - Major challenge getting public to take some responsibility for this community. Managed to get a variety of NAG members – including ex-offenders – need to go out and find them.

### **Question 3**

**How does Neighbourhood Policing become invaluable, given the range of costs and resources involved?**

**Nick Gargan** – PCSOs additional resourcing if deployed well will be of huge benefit and should help sustainability. We need to hold our nerve. Neighbourhood Policing is the thing of the moment – it may not be next year. We have a responsibility to keep our eye on the Neighbourhood Policing ball. Must deliver against realistic expectations so partnerships are enduring.

**Riana Taylor** – Needs clarity to take forward if it is sustainable – if too broad an agenda it won't be a panacea for everything. Really important that Neighbourhood Policing addresses real issues for communities – especially the difficult agendas – serious offenders live in communities – need to break through those barriers.

**Mike Simm** – Need for consistent engagement and re-orientation of resources – there has to be something in it for agencies. Need therefore to deliver across agendas to get significant buy-in. Children's services reorganisation also to be delivered into local communities and extended schools also expected to be focus for communities. Don't marginalise key agencies who can deliver at earlier intervention.

### **Question 4**

**How are we to manage public expectations?**

**Ian Boswell** – Tricky question! We have consulted public then there is an expectation that something will happen. 14 forums in Bracknell – 4 issues: anti-social behaviour, anti-social behaviour on motorbikes, environmental – litter, graffiti, traffic and parking. Need to manage people's perceptions of the issues. Some issues quite difficult – need to achieve some quick wins. Encourage process for things to be reported. What can neighbourhood do for themselves? Eg., community pride initiative, maintaining speeding themselves.

**Geraldine White** – Three key things in managing expectations:

1. Be honest, give people the facts. Clear data on reality and how services are developed.
2. What is actually being done for them on the ground – why, when and how?
3. What they can do for themselves and how.

Neighbourhood Policing is about how? Clear communication strategy crucial. Respond appropriately and differentially to certain issues. Can initiate county-wide initiatives if appropriate for economies of scale.

**David Betts** – Managing expectations and resourcing. Neighbourhood Policing is not so good if local police team members are always being abstracted. Encouraging public to report could lead to police overload.

**David Livermore** – Need to be enough of the right people around the table – sometimes goes outside of police remit. In Milton Keynes – year of localities and neighbourhoods – police leading. Need to find appropriate solutions with public involvement. Need sign up of all agendas or contradicting themselves.

### **Question 5 & Question 6**

**How does Neighbourhood Policing fit in with other community initiatives and established groups?**

**How does Neighbourhood Policing fit with the role of elected representatives at up to three levels?**

**Barry Deller** – Not starting with blank canvas – most organisations are working in localities – could become crowded? Not one size fits all - need to be responsive to landscape – it will look different in all areas. Co-terminosity helps – get maps together. Parish/town councils are very active. Role of elected members – “ward councillors to have key role in the process” and local authority scrutiny committees. Councillors are elected to represent whole community – must engage them. Lot of them in 3 tier system. We won't succeed without them.

**Riana Taylor** – Need to be careful not to create whole new load of structures and complicate the landscape. NAGs need to map out what already exists – to avoid duplication. Audit local resources. Needs to be more streamlined and co-ordinated.

**Jean Chinery** – Audit Commission have been looking at value for money in neighbourhoods. Audit Commission looking at tools to do this – cost benefit analysis. Make sure longer term prevention agenda is taken into account.

**Mike Simm** – Caution about trying to map provision – need to look at future mapping – what's happening in other agencies. Need for neighbourhood co-operation – but also strategic co-operation.

### **Question 7**

**What are the main issues about empowering and sustaining communities?**

**David Livermore** – Need for consistent messages from all the authority figures – police, health etc all on message. Achieve this through LSPs and filter down. Don't 'do to' people – involve them in their own community.

## **Floor**

**Sharon Giddings** – We can ask the public about their top of priorities – but how do we take a priority and then say we can do nothing!

**Ian Boswell** – Will struggle to deliver on some issues. Need to try and solve problems – some quick wins but other long-term issues, which may not be solved easily. CADIS – community data sharing could help - some issues may be entrenched.

**Barry Deller** – Parking problems – planning laws building in the problem by restricting parking. Bring planning officer in to explain the policy – this is a big political issue (ODPM).

**Sandy Nicholson** – Neighbourhood Policing is about dealing with issues of local community – it's a problem solving process, which will include information giving, managing expectations – don't promise too much.

**Nick Gilbert** – Simpler – if you're realistic – some problems are long-term.

**Peter North**, elected member of Bracknell – "Only fight battles you can win!" Quick wins are crucial but some issues are very difficult, entrenched. Neighbourhood Policing is making councils/officers and members think.



## **6. Workshops**



## **6.1 Impact on Performance**

Tony Welch, Thames Valley Police; Kam Bhatti, Community Warden  
Slough Borough Council; Yvonne Roles, Britwell resident;  
Harmeet Sohal, Police Community Support Officer

The Neighbourhood Policing pilot in Britwell grew out of its background as a Policing Priority Area. There had been a number of attempts to tackle local problems but no real engagement between the police, the neighbourhood wardens and the public. The introduction of Neighbourhood Policing has led to considerably better working arrangements between the different organisations, enhanced by a weekly joint briefing. There have been some quick wins and a greater capacity to focus on acceptable behaviour contracts and problem tenancies. The NAG also enables information sharing on individuals through case conferences. Neighbourhood Policing has a can do approach "never say never". There are significant impacts on crime, and visual audits are also a good way of demonstrating tangible results.

The workshop also heard from two neighbourhood wardens and a local resident who reinforced how much had changed on the estate. Despite much intervention in previous years, the Britwell has always received poor press. It was felt that nobody cared and that there was no real respect amongst local residents for their local area. Neighbourhood Policing has meant that people now see police officers and community support officers around on the estate. They feel that 'policing' is the right word – that is what the people of Britwell asked for and Neighbourhood Policing has given them that. There is now a greater pride in their area and a sense that the local community can actually do something to improve their own situation. Examples include 24-hour graffiti removal, football matches between young people and the police, tackling local truancy, a community litter pick, a new fence. There are also actual reductions in crime (which went down in the first year but have now gone up by about 10 percent).



## 6.2 Planning and Implementation in Single & Two-tier Authorities

Geraldine White, Ian Boswell and Alan Haines

### Background

Proposals for police reform were outlined in the White Paper 'Building Communities, Beating Crime' (November 2004). This paper identified the need to improve services delivered to local communities through localised and more visible policing, enabling greater engagement with local communities as to how their neighbourhoods are policed.

Thames Valley Police (TVP) has responded to this government lead initiative through the 'Challenge & Change, Closer to the Citizen' programme, in which the principles for Neighbourhood Policing have been identified. For the purpose of implementation, neighbourhoods have been identified as,

"A geographic area defined through local agreement of police, partners and citizens and of a size and character that best serves the needs of the local community and permits effective delivery" (source; Thames Valley Police).

### Neighbourhood Pilot

The Neighbourhood Policing pilot for Buckinghamshire commenced in April 2005 covering the geographic areas of Southcourt, Walton Court, Fairford Leys and Cold Harbour within the Vale of Aylesbury. It is anticipated that the Vale will have seventeen neighbourhoods, representing both rural and urban communities. In order to prioritise the needs of the neighbourhoods the following factors have been considered through research and consultation with partners and the public;

- Levels of crime, including signal crimes
- Social deprivation
- Community Safety Partnership's data
- Local boundaries, ward or parish
- Existing community resources, including capacity
- School catchments

The information gathered provides an overview of the areas and establishes baselines from which to work. It also allows local people to identify the main issues that have a detrimental effect on their community via a public consultation process. The priorities are then fed into the tasking process of the Neighbourhood Action Group (NAG).

### Neighbourhood Action Group (NAG)

The Neighbourhood Action Group (NAG) is made up of representatives from statutory and non-statutory agencies, including local people. The role of the NAG is to take action in order to address the priorities of the neighbourhood. It is anticipated that the NAG will meet on a 4 to 6 weekly basis.

## **Buckinghamshire Roll Out**

Following evaluation this model will be replicated across Buckinghamshire through a phased delivery process, due for completion by the end March 2007, a year earlier than the government has stipulated. It is anticipated that across Buckinghamshire there will be differing needs but a shared expectation of a common standard of service response from the Police, County Council, Partners and Local Representatives.

### **Police Community Support Officers (PCSO)**

Police Community Support Officers (PCSO) together with Neighbourhood Police Officers (NPO) will have a key role to play in the problem solving and engagement processes with local people, within the context of Neighbourhood Policing (NP). Buckinghamshire currently has 45 PCSO to 24,000 nationally by the end of March 2008 (source: National Community Safety Strategy 2006 – 2009). It is therefore anticipated that Buckinghamshire will see a significant increase in the number of PCSO as a result.

### **The Role of the County Council**

The County Council's aims are enriched by the principle of Neighbourhood Policing. Within the County Council's Corporate Plan 2005 – 2009 the vision statement identifies a responsibility for;

'Working with customers and communities to deliver the services the need'.

Council Aim 1 commits us to involve and listen to local people. Two key corporate initiatives are significant here:

- Getting Closer to Communities
- "Stronger and Cohesive Communities in Bucks" framework for equalities and cohesion

Council Aim 6 'Build with you safer, stronger and healthier communities' looks specifically at issues that impact on the quality of life of individuals and communities. Notably the following target has been set with regards to PCSO;

'Direct Police Community Support Officers to areas of greatest need'

The Council approved a revised Safer and Stronger Communities Plan in April 2005 and this contains a range of objectives and priorities that can be influenced and delivered by Neighbourhood Policing.

- In identifying the County Council's response to Neighbourhood Policing, it is recognised that it is about more than just addressing crime and disorder; it reflects the broad needs of communities, as identified in the Corporate Plan.
- The County Council has a significant role to play not only through a statutory responsibility as a service provider and a partner to prevent crime and disorder, but also through its community leadership role.

- The impacts of wider service delivery, at both a strategic and operational level, are central to delivering improved services to local people.

## Key Questions for the County Council

- **Representation:** Consideration needs to be given to the level of County Council representation at both Member and Officer level on the Neighbourhood Policing Boards [need to describe what these are and their role] and on the Neighbourhood Action Groups.
- **Performance Management:** Development of joint performance measures, or alignment of existing priorities, for example the Local Area Agreement.
- **Priorities for PCSOs/Neighbourhood Officers:** Consideration of Services' requirements from PCSOs in order to deliver existing priorities, for example: under age sales, anti-social behaviour and truancy.
- **Internal Co-ordination:** Establishing a common mechanism co-ordinated through Community Safety Team for Services to feed into the tasking processes.
- **Community Outcomes:** Consideration by Members and Services of what their areas of greatest need are within local communities so that we can influence the delivery of Neighbourhood Policing.
- **Getting Closer to Communities:** An understanding about how the Neighbourhood Policing process will link with Getting Closer to Communities, including issues such as the boundaries of local communities, the extended role of local committees and supporting the representational role of Members.

## Conclusion

The County Council is a key partner for Neighbourhood Policing and we are well placed to be represented within the Neighbourhood Policing arena, through the development of enhanced roles of members and Officers, all of whom are committed to the delivery of existing priorities. These include the Local Area Agreement (LAA), Local Public Service Agreement (LPSA), Getting Closer to Communities (GC2C) and the delivery of the Sustainable Communities Strategy, all of the which have existing frameworks in place, established baselines and clearly identified performance measures.

As a result of the public consultations undertaken so far, the priorities identified by local people are much wider than just crime and disorder: concerns included speeding, youth issues (including underage drinking), fly tipping, substance misuse and anti-social behaviour. These and other issues are already being addressed by County services and so Neighbourhood Policing is an opportunity through which the County Council can further deliver these and other priorities and influence Thames Valley Police.

COMT is invited to consider the key questions set out above and any others to inform a paper to Members on the way forward.

Ian Boswell mentioned the difficulties of joining together the differences between council and police working.

### Opportunities

- Engagement with Local Communities
- Exposes hidden issues
- Prepared to challenge the delivery of services
- Empowerment of communities and community responsibility
- Joint two-way communications
- Member engagement
- Rationalise the structures

### Challenges

- Commitment from partners
- Managing expectations
- Effective communication and feedback
- Prepared to change the delivery of services (undermines existing structures)
- To balance priorities
- Resourcing
- Performance measurement
- Educating members, inter-agency co-operation
- Partnership working – data sharing, cultures and protocols, joint thinking
- Co-terminosity
- Lack of strategic buy-in by other organisations (at member level)
- People threatened process
- Internal co-ordination

## **Priority Process**

### Opportunities

- Two-way communication
- Empowering Communities and community responsibility
- Engagement with local communities

### Challenges

- Commitment from partners
- Resourcing
- Lack of strategic buy-in

## 6.3 Communications

Monica Downton, Nick Gilbert and Victoria Bartlett

Facilitator: Monica Downton, West Oxfordshire District Council

The session began with all the participants saying what they hoped to get out of the workshop.

- Members wanted to learn more about:
- Better engagement with the public and partners
- Overcoming communications barriers
- Sharing media skills
- Improving communication to organisations
- Breaking public perceptions and increase public imagination
- New ways to get ideas to those who don't want to listen.

The session then held a brainstorming session in which participants discussed ways of getting communications out (and internally within and between partners). Participants made the following suggestions:

- Don't forget notice boards. A parish notice board can often be well watched, especially if it is kept up to date.
- Local papers can be a lot more successful than national papers in terms of the number of local people who will read them. Parish papers will often take your announcement directly into their paper without editing it at all. Participants pointed out that it is important to give them the material in the format they can use most easily. PDFs and e-mails may be more difficult for the editors than a fax or even a letter.
- Sometimes, placing a notice on a website will only reach a small number of people in the target audience as many people do not have regular access to the web. However it is worth putting notices on the internet as well as elsewhere, as one participant pointed out, 'it is better to get the message out than not at all'.
- One local crimestoppers used three innovative approaches to get their message out.
- They placed stickers on skips which are often left in one area for a number of days and is unusual and draws attention.
- A local cinema allowed them to place a 30 second ad before the movie for free.
- Crimestoppers information was flashed onto a wall in the town centre.

It was pointed out that the media are beginning to tire of neighbourhood policing so it is important to think outside the box.

After the brainstorming the discussion moved to the experiences of the team in West Oxfordshire who had a successful communications policy.

There was a project group who met fortnightly and this helped to keep everyone up to date. As time went on more people joined up from new neighbourhoods, which were beginning their rollout.

Early on in the process the group had a joint seminar between the police and partners and it is important to note that as the rollouts continue, you need a project plan. The use of defined roles for those within the group made communication easier.

The police cannot take on all the communications for 'neighbourhood management'. Neighbourhood policing can be conducted by partners although some partners find that the police are reluctant to allow partners to take on communications responsibility.

In West Oxfordshire there was a strong working relationship. This was partly because the CDRP was well organised and the communications work began before neighbourhood policing was rolled out. They felt that it may be more difficult to run neighbourhood policing communications if the CDRP is not developed properly.

Whatever the situation with the CDRP, it is important to work together to understand each other's problems and perspectives. It is important to develop a consistent set of policies agreed by the partners. Internal communications need to be working well. You have to be able to communicate with each other if you are to be able to communicate with the public.

Perception is key. One participant said, 'the public think we know everything. They don't know how chaotic it is'. In dealing with perception you must remember that while it takes a long time to chip away at the reality of neighbourhood management and partnership co-operation, you must convince the public that you are working together. It is hoped that the single contact phone number for neighbourhood management will help provide a coherent one-stop shop for neighbourhood issues. However, this number is still a long way from implementation.

The West Oxfordshire team described holding Monday meetings with their community safety officer and discussing all the incidents that had occurred during the week. They felt that it was important to engage the personalities who are involved in the partnerships. For example, the team felt that journalists were an important part of their neighbourhood management partnerships. For this reason they held a monthly meeting with the journalists and kept them up to date with what was going on in the area. They felt that they had successfully cultivated a good relationship with the media based on trust. These meetings actually meant that time was used more efficiently by speaking to many journalists at once rather than sending multiple press releases and chasing up journalists during the month.

The team gave an example of the local paper working with them to kill an incorrect story. There had been a Ringmaster message sent to members of neighbourhood watch in Leicester, which said that there were bogus firemen calling on homes pretending to make routine fire extinguisher checks and stealing from the homes. The story made it to West Oxfordshire and it was due to be published by the local press. Because of the positive relationship that had developed with the media, the team were able to ask them not to print the story and prevent the story damaging the reputation of the fire service. This was considered a good example of the successes that can be achieved through carefully working together.

If you have a co-operation strategy but your partners do not you may need to approach the partners and find out who would be best to deal with communications. You may have to take responsibility for cultivating relationships with appropriate people in the partner organisation. It is important to remember with communications strategies, that not everything needs to start from scratch, you can borrow from other working examples and improve the strategies and policies as you go along.

Finally, it is important to note that when you are operating in a partnership framework, you need to be in agreement about communications and what the overall partnership is saying. The polite thing to do is to talk to your partners about what messages each is sending out so that the message is consistent and all partners are clear about what is going on.



## 6.4 Reaching Diverse and Hard to Reach Groups Through Consultation

Adrian Bhatti, Jim Weems and Anne Jones  
Thames Valley Police

**Facilitator:** John Hedge, Thames Valley Partnership

**Presenters:** Inspector Anne Jones, Neighbourhood Policing Team  
Inspector Jim Weems, Wokingham, Neighbourhood Policing Team  
Adrian Bhatti, Force CADO, Thames Valley Police

**Scribe:** Anne White, Thames Valley Police

John explained that the purpose of the session was to look at experiences so far and focus on how we can engage with the diverse and hard to reach and also keep them involved. He added that the general public opinion regarding the criminal justice system is that it only involves Police – public are not aware of other agencies being involved.

### Inspector Anne Jones, Aylesbury

Anne informed the group that the process of engaging with hard to reach groups has been difficult, mainly because they had not linked up with Partners at the start of the process.

Communication for public meetings was through leaflet drops and adverts through local media. Advice was sought from the CARRO who recommended the leaflet was available in Urdu.

The majority of attendance at the meetings, however, were white, English, middle class groups.

Anne's team then identified a partnership and information sharing opportunity with Buckinghamshire Adult Education Authority, where they were able to target immigrants and adults with learning difficulties. The authority was able to facilitate the process of finding out three things they like about their neighbourhood, and three things they would like to change. The results were then fed back to Anne's team.

The information was collated along with the information received from the public meetings.

Opportunities were also identified through working with Buckinghamshire County Council to target the older community. By working with carers, information was gained regarding issues the older community felt were important.

The opinion of young people was captured by putting together a survey and asking the young people who attended the NAG to circulate. This gained approx 750 responses and also gave the young people greater ownership of the process.

Residents who attended the NAG were also given surveys to circulate to their neighbours and the general public through distribution and asking members of the public in shops etc. The survey asked for their opinion about policing and problems they identified as being priority issues.

Anne's greatest problem in this process was the pressure of deadlines and lack of time. She felt engagement with hard to reach communities was carried out on a very piecemeal basis and recognised that the process could have been easier and less time consuming had they engaged with their partners earlier in the process. Anne will be happy to share her experiences and offer any advice.

Anne Jones telephone number is 01296 396286.

### **Jim Weems, Inspector, Wokingham**

#### **Handout – Wokingham District, Local Police Area, 'Consultation':**

#### **Consultation and Community Surveying, Wokingham LPA**

##### Before the Neighbourhood Policing Pilot

- Engagement and Consultation conducted by way of public meetings known as Police Liaison Groups.
- The PLG's were chaired and run by independent members of the community who formed a committee to oversee the running of the meetings.
- The PLG's were managed by Wokingham's partnership and consultation manager (Sharon Giddens).
- Eight committees (covering several beat codes each) would hold three public meetings a year. This resulted in twenty four public meetings across Wokingham each year.
- The format of the meetings would include an open by the chair (member of the community), presentation by the local Inspector or Sergeant, a presentation by a guest speaker (district council, crime reduction etc.) followed by an open forum of questions and answers to the police and guest speaker.
- A contact sheet would be given to each person attending seeking any outstanding questions.

##### Strengths of PLG's / Public Meetings as a means of consultation and engagement

- Structured chaired meetings.
- Regular.
- Generally well attended (40 plus).
- Minutes taken and circulated to all attendees.
- Database developed of all persons who have ever attended.
- Police publicly held to account.
- Opportunity to introduce outside speakers and useful / interesting themes.
- Attendees empowered to challenge policing in their area.

## Weaknesses of PLG's / Public meetings as a means of consultation and engagement

- Police dominated and no mechanism for problem solving.
- Limited number of partners in attendance (only District Council).
- Blame culture, every issue was a police problem.
- Personal agendas and single issues by forthright persons dominated meetings.
- Audience addressed only by police supervisors – ABO's often sidelined.
- Poor attendance by broad cross section of the community – meeting attended by mainly elderly, middle class couples.
- Nature of engagement and venue specified by police and committee.
- No mechanism for reporting back issues raised at previous meetings and positive outcomes.

## Objectives of intended consultation process for NHP Pilot

- Consultation should take place where the community are, they should not have to come to us.
- One to one consultation preferred – no possibility of community being contaminated by views of others.
- An unobtrusive process that records sufficient detail to identify the concerns of the community without being too verbose or time consuming.
- Ability to record ethnicity, age range, gender and dependents.
- Ability to record the top three priorities or concerns of the community member without being persuaded or encouraged to provide a specific response.
- To assist with data collection post consultation and allow us to swiftly identify the top three priorities of the community regarding quality of life issues.

## Initial Method of Consultation During NHP Pilot

- Police officers in uniform armed with surveys went to locations where cross sections of the community gathered (Shops, Railway Station, Cinema, Schools).
- District Council community wardens assisted with the consultation.
- Two public meetings advertised and held to test public responses.
- Approximately 100 to 150 surveys completed per NAG area.
- Street briefings planned and held during the summer and autumn.
- Radio and Local Newspaper publicity.
- Analysis of data following consultation by hand according to NHP model.
- Consultation takes place once a year.

## Lessons Learnt

- Police carrying out consultation was time consuming and encouraged a policing type issue to feature heavily in the top three priorities rather than genuine quality of life issues.
- Consultation more effective when police / partners go to identified community locations rather than public meetings (which were poorly attended).
- Questioning had to be more specific to better define top three priorities.

- Officers and partners in plain clothes attracted a broader quality of life response (i.e. litter, dog fouling, fly tipping, lighting) - uniformed officers tended to receive police related issues (ASB, speeding, parking).
- By using mainly finite police resources, consultation was laborious.

### **Questions following the handout –**

- Did you find different priorities were identified from different groups?

Jim responded that the location where questions were asked made a difference. For example, if questioning was carried out at the school gates, the main problems identified would be with regards to parking, traffic congestion etc. This would not give a true representation of the local issues. They started to concentrate on doing 1:1 sessions. Managing the public's expectations was a big part of this process.

Jim Weems telephone number is 0118 936 5910

### **Adrian Bhatti, Force CADO, Thames Valley Police**

Adrian commenced his presentation by asking the group –

#### **What makes a group hard to reach?**

Are there really any hard to reach groups? He believes it is a complete myth that any group is hard to reach.

- **Language**

Why? Difficult to communicate in different language, youth, old, accessibility to communications, literacy, organisational language

- **Culture**

Large percentage of European workers (Polish ethnicity) – requirement to learn about other cultures – how do we talk to them?

- **Preconception/Expectation**

How do we manage existing and new community expectations?

Example in Chiltern – established Polish Association and W.Oxon, Cherwell – communication gained through Polish Priest.

Anne Jones raised the issue of timescales for setting up links with hard to reach groups – this was a challenge. It was raised that by using already existing volunteer groups and public agencies – the links are already set and this reduces workloads. The group agreed that for the LPA's that had not yet started the roll out of NHP – this is now an opportunity to learn from the pilot groups and be able to engage with hard to reach groups from the outset through partnership working. The emphasis should be on producing a quality product, rather than rushing to keep up with deadlines.

## **How hard are we trying?**

Adrian underlined that the force CARRO's are working really hard to establish and maintain links with BME communities and have all recently undertaken NHP training. Adrian advised making contact and using the CARRO's in the NHP roll out process. He highlighted their potential for use with the development of the Key Individual Network – they already have established key independent contacts and could be tasked with maintaining and extending the network.

Jim Weems added that he thought that the CARRO's should proactively contact the Neighbourhood teams to advise how they can aid the process. Adrian Bhatti will contact Russ Wootton to discuss.

John Hedge made the point that with partnership working we need to set clear expectations and realistic timescales, given the sometimes small size of the public agencies and volunteer groups.

While NAGs should involve all groups of the community, Anne Jones highlighted that through experience not all groups want to be inclusive.

The session ended with the agreement that the engagement of hard to reach groups should be seen as a progressive journey which will need to be adapted, improved and dynamic. The NAGs will be central to the management of tensions and integration possibilities.

Adrian Bhatti's telephone number is 01865 846535.



## 6.5 Joint Agency Tasking

Bill Oddy, Kay Aitken, Ady Coomber and Clare Mackintosh

Below is a list of some of the questions/issues that members of the workshop wanted to find out about:

Improving communication amongst various agencies

How to get young people involved in NAGs

How will the tasking for Neighbourhood Management be different from what we do already?

Role of NAGs in relation to arson incidents

How can NAGs link in with a number of different agencies especially voluntary agencies?

How do the results of the Neighbourhood Policing consultations feed into CDRP resourcing?

**Ady Comber** – Chair of Bampton, Burford and Carterton NAG

At NAG meetings actions are assigned to individuals within the group and updates are reported back at the next meeting. All issues/priorities are problem solved using the PAT (Problem Action Triangle) model which looks at the offender, victim and location of a given issue. There is the opportunity within the NAG to include issues which have not been identified as a priority for the area, a member of the group may be tasked with researching other issues as and when they arise.

Ady gave an example of how members of the NAG problem solve at a local level with local agencies: a young person threw a bottle which smashed a car wing mirror, through the local under 18's disco the NAG member was able to identify the young person involved. The disco organisers paid the damages but the young person worked in order to pay them back any costs.

Issues were discussed in relation to the capacity of groups to carry out work/actions. In the South Oxfordshire and Vale of White Horse District there are thematic groups which implement actions related to crime and disorder. In West Oxfordshire, apart from the DAAG there are no thematic groups, just geographical groups (NAGs). The group also discussed the issue of getting members to look at the bigger picture i.e. not looking at issues/priorities just within their community but across a larger area i.e. dealing with issues that effect 'neighbourhoods' in Bampton, Burford and Carterton and not just on an individuals housing estate.

**Clare Mackintosh** – Neighbourhood Manager, Chipping Norton NAG

Clare gave a police perspective on joint agency tasking. A copy of the 'Neighbourhood Priority Profile' was handed out to the group. Each priority identified by the NAG is a task and has to be logged on a Neighbourhood Priority Profile which looks at the response to the priority and evaluates that response. The actions relating to the priority need to be resourced; there is an internal tasking document which is completed by the Neighbourhood Manager which feeds into the weekly tasking meeting. Any action too

extensive to be resourced at a local level will go to the fortnightly tasking meeting for a decision as it may need to be funded. Neighbourhood Officers are not ring fenced, abstractions are being monitored very closely as they do have an impact on service delivery.

### **Kay Aitkin** – Aylesbury Vale District Council

PCSO's in Aylesbury are jointly funded but there is a recognised need for joint tasking of PCSO's from the district council and not just the police. The district council also wasn't having much of an input into the police tasking meetings making the district council issues appear insignificant compared to higher level policing. It was decided to split the police meeting into two parts, the first hour was for police tasking/issues and the second hour was for neighbourhood/district council issues. As it happened some issues raised at the second meeting needed to be brought forward to the first meeting.

In Neighbourhood Policing elected members sit on the NAGs as there aren't enough officers to resource each NAG. In Aylesbury there are 57 members attending NAG meetings and feeding back issues/actions to the district council. As such there is a need to prioritise actions through joint tasking which is what the district council is currently looking into but there is a lack of resources. The CDRP looks at what it can do in relation to support NAGs without putting an officer into each one – this is still a work in progress.

## 6.6 Engaging Young People

Albert Bernard, Angela Corrado and Ricky Mason

### Engaging Young People

For your information:

- Angela Corrado – Community Mobiliser 07738 405419
- Albert Bernard – Police Sergeant 07800 703701
- Sound Storm – Urban Art Projects 07737 420561
- [www.encams.org](http://www.encams.org)

### Why get involved with a N.A.G?

- To help communities improve.
- To hear what “real” people want and help them make changes.
- To get various agencies using their expertise and resources.
- To help make a difference.

### **What do we do different?**

- We listen to communities and help them find their voice.
- We “mobilise” communities to find solutions to challenges.
- We encourage local people to participate and take ownership regardless of age.

### **What are we doing Now?**

- Residents have voiced certain areas of their estate need to be improved
- Problems such as Anti-Social Behaviour has been documented by local residents

- Works with 5-13 yr olds, funded by Children Fund
- Attendees reassuringly interested in engaging young people, not penalising.

Presentation (see slides) – additional:

- Ensure people are fully engaged to ensure sustainability
- Community ask for facilities for children as young as 2yrs
- Video of bonfire night – demonstrates multi-agency approach, included fire safety display, all free - 2,500 potatoes, 3,500 thousand attended – 6,000 on estate. Asian/white racial tensions addressed by joint videos. An example of a number events held over year
- Have had to overcome previous “broken promises”
- Must ensure community involvement and ownership – no good doing it for them
- Activities for young people prevents a lot of problems – but they must be consulted
- You need to understand the area of the NAG – “dedicated team” must be people who care about what they’re doing – must be right people
- PCSOs are a real benefit – go into schools – make police more approachable

- NAG is middle of day, makes it hard to get young people involved also for working residents, I would think)
- Do groundwork before first NAG so have some idea of things that will come up
- Invite in specialists as appropriate
- Olney is a very different area – have got head teachers along – but no facilities for young people, e.g., no cinema. Young person involved has always been an ‘organiser’ – say NAG as great opportunity to state views, has had lots of support and been enabled to get to meetings etc eg., council
- Because he is well known in the area kids ask him to suggest things – including kids he doesn’t mix with.
- Youth reps need to be able to represent all, no good just selecting the “goody-goody” kids
- Engagement with young people is important – no good just handing out questionnaires
- Without a community facilitator, how do you engage?  
Answers: Existing networks  
Youth service  
Schools  
Play bus  
Ensure young people are engaged in street meetings

Question: Anti-social use of bikes

Answer: If it’s because there’s nowhere to go, find somewhere  
Problem solve with young people  
Reward good kids (eg. set up a boxing club)

- You need to be creative with fund raising
- Uses school as centre of community
- Young people are going to evaluate the ‘project’
- Used ‘Storm Crew’ (graffiti) community art people assisted young people to design graffiti art – engage not impose ideas
- Richy circulated his article in local paper about youth approach
- Many organisations will be prepared to offer support if they are approached in the right way
- Create the right environment and you will really get results

## **6.7 Policing Together – Wardens and PCSO's**

Sandy Nicholson and Jon Smith, Thames Valley Police;  
Steve Kilsby and Richard Adams, Oxford City Council

Bob (Oxford City Warden) - Wardens working with PCSOs. After initial issues there is now a good flow of communication and working closely. Public do tend to speak to the Wardens so they are picking up intelligence and use the CID72 process to pass the information on.

Alex (Assistant Community Safety Manager – West Berkshire Council) - PCSOs and Wardens are involved in the weekly neighbourhood tasking meetings with other partner agencies.

Andy (Manager of Neighbourhood Wardens, Sovereign Housing, West Berkshire) - Wardens and the Police work very closely as neither can do it independently.

Slough - have 2 PCSOs and Wardens have downsized from 15 to 8. There are grey areas of overlap and tend to spend half their time on environmental crime. Other agencies have let them down by not actioning problems they have identified. There is a big expectation from Members and local residents. They will be working with the Public Health Team and new powers have been agreed. Trading Standards are very active and link in with alcohol and distraction burglaries which also link to community safety. Trading Standards and Environmental Health are also involved in enforcing the law in regard to underage sales and noise abatement.

Name of Safer Neighbourhoods came from the Met - the name does not matter it's the process.

Does PCSO/Warden Patrolling work?

Slough - sensitive issue and don't want to be aligned too closely. Have done it for specific areas i.e. abandoned vehicles. Questions around what do public health do/PCSOs do/Wardens do?

Reading - PCSOs have not started out. 4 PCSOs will go to the Town Centre with Wardens and Police and there is uncertainty as to how it is going to work. Positive that more things will get done. The right personalities are critical.

Training is changing for the Police. Probationers will now spend time with Wardens and more community based contacts and neighbourhood policing teams which should help relationships.



## 7. Feedback Evaluation

### **Was the conference successful in sharing information and experiences about Neighbourhood Policing from national and local pilots?**

- Yes, good practice was shared and obstacles raised. There were no practical solutions for these obstacles
- Yes, but the steer was mainly strategic – needed more ground roots experiences of what hasn't worked as well as others so that others could learn from it
- Partly, Very strategic. Would have been useful to have had some input from an Inspector and local authority member who had completed a project
- Yes, especially Neighbourhood Action Groups
- Yes, useful to hear from different partner agencies, not just the police
- Yes, very useful to hear from across the Thames Valley how Neighbourhood Policing is working
- Yes, the representation at the conference was very well balanced
- Yes, good wide range of perspectives from different partners
- Thought the venue and organisation were very good. Good topics and good speakers
- Yes I think so. I do feel that Bexley was slightly misleading though as the work they are doing there has been going on some time; way before NHP was introduced. Although I do agree CZAS has some of the outcomes that NHP wants to achieve.

### **Did the conference enable partners to contribute their experiences and raise issues?**

- Yes
- It was very useful seeing all the partners working together to promote the same thing
- Yes, but would have been helpful to have more time to ask questions and more time in the workshop sessions
- Yes, it was useful as there were a variety of agencies present who all have a role in the Neighbourhood Policing process
- Very open forums allowed participants to provide input
- Yes very much so

### **What has been most useful from today?**

- Networking
- All the practitioners sat on the panel asking questions (am session)
- Morning period
- Large panels, although morning worked better than the afternoon
- Hearing from active NAG members
- Workshop – engaging young people
- Networking sessions
- Networking with people from other agencies
- Hearing experience from fence level
- Developing assured understanding of some of the key issues in making this agenda work

- Listening to the experiences of existing NAG members and the positivity that came from them about Neighbourhood Policing
- Learning from experience of existing NAGs
- Meeting with my local police and council officer responsible for safety. Hearing the wide range of speakers
- NAG members panel at 11.45am – good practical experience and ideas
- Hearing what other authorities are doing, particularly where they are crossing barriers and being open minded. It's amazing what can be achieved when partnership really works

### **Are there issues that you wish to see addressed by the Thames Valley Police or suggestions for improvement?**

- Multi agencies (including TVP) develop a better understanding of the fundamental ethos of Neighbourhood Policing
- A discussion workshop comparing difficulties/successes of the pilot LPAs
- An overview of where all pilots and BCU's are
- Workshops – I went to Impact on Performance and it wasn't really about that. It was simply a run through of what we did in Britwell. Interesting, but that's not what I went for and it was totally police orientated, with no real thought about performance beyond crime reduction. Plus if it's a presentation call it that. It's a workshop there should be an opportunity for participation. Very disappointing
- Police to understand role and priorities for other organisations/agencies
- Not at this time
- More involvement of selected representatives (Parish/District/Town Councillors)
- Session after lunch too long, would have preferred to attend two workshops
- No one there from PCT, Crown Prosecution Service, Chambers of Commerce – does this say something about nature of engagement with these agencies?
- Commitment to joint tasking – genuine inclusion of partners
- Commitment to joint communications
- Youth involvement and involvement/consultation with hard to reach groups
- Please don't put Strategy after lunch, it was a real struggle. I think it was a missed opportunity not to have more residents there; after all we are supposed to be working together. I do think they may have really benefited from hearing from every speaker there and seeing what difficulties the agencies do come up against. I know that residents on the NAG that I work with have expressed getting to know the officers has been one of the biggest benefits of being on the NAG; realising that we are all just people. It seems to be a trend of late, but whenever I go to these events, I always have trouble about choosing which workshop I want to attend as they are all so interesting. I wish there could have been time for two workshops (perhaps lose the strategy bit and make way for another workshop slot).

### **How will you share the key messages from this conference with your colleagues?**

- Team briefings
- Have arranged to brief portfolio holder, and will fix cross-directorate meeting to look at implications for council for Neighbourhood Policing
- Local discussion

- Share the information pack
- Report back to NAG
- Via line management internals
- Via lead CDRP role
- Newsletter
- Workshop
- Verbal to colleagues in GOSE and circulation of delegate pack
- Have an agenda item at our team meetings where I feed back about what I am doing. Also the handouts are circulated. I will also take some of the info to the NAG for all to see.

### **What would you like to see happen next?**

- Conference/meeting to deal with issues of Neighbourhood Policing implementation rather than best practice
- A discussion workshop comparing difficulties/successes of the pilot LPAs
- Neighbourhood Policing to be accepted by all partners and to be a great success
- Review learning in a year's time
- Local forum
- Conference targeting elected members of participating/non participating authorities
- Further conferences
- Networking
- Regular local meetings between the different agencies within the TV area a couple of times a year to share experiences
- Sharing of lessons learned to update in a simple clear format
- Continued sharing of process/ideas/best practice
- Dissemination of conference notes for wider circulation
- Local NAG setting up in May
- Circulate overview of today's seminar to delegates
- Provide contact details of existing and planned Neighbourhood Policing schemes and to encourage sharing of best practice
- I would like more localised events involving all participants of NAGs. Lots has been accomplished and I think we should be openly celebrating this.



## **8. Biographies**

### **Sue Raikes**

Sue Raikes is Chief Executive of the Thames Valley Partnership, a charity which brings people and organisations together to work for safer communities. The Thames Valley Partnership works with statutory and voluntary organisations and the business sector across the three counties of Berkshire, Buckinghamshire and Oxfordshire – an area which includes 18 local authorities and 16 community safety strategic partnerships.

Sue has a background in social policy research and in the probation service. She joined the Thames Valley Partnership on secondment from Oxfordshire Probation Service in 1993 and two years later became its Chief Executive. Sue has contributed to the work of the Audit Commission, the Home Office, the LGA and the Youth Justice Board, bringing wide ranging experience of partnership work and of the interface between the criminal justice system, local government and the community and business sectors. Sue has particular expertise in domestic violence, early intervention and restorative justice and has published in the BJCI on community safety and community justice.

Sue was awarded an OBE in the 2006 New Year Honours for services to community safety.

Sue Raikes. 01844 202001 email [sue@thamesvalleypartnership.org.uk](mailto:sue@thamesvalleypartnership.org.uk)

### **Glynis Rogers**

Glynis Rogers has worked for Bexley Council for over 20 years, most recently as the Head of Service responsible for Community Safety and Emergency Services (including CCTV). Glynis has developed the Community Safety Unit from a team of 2 to 21 over the last four years. She has responsibility for management of the Borough's Crime Reduction Team. Glynis was Community Safety Manager when Bexley submitted its successful Beacon Council application for Crime & Disorder Partnerships. Glynis has a particular interest in community engagement and ensuring that local people are fully involved in both prioritisation and delivery of the borough's response to crime and disorder issues, which has manifested itself most recently in the on-going success of the Borough's Community Safety Action Zones programme. Glynis is also seconded to the Home Office team leading on the roll out of the Neighbourhood Policing Programme as Partnership Manager.

### **Trish Haines**

Trish Haines graduated with a first class honours degree from Bradford University and began her career in Local Government in 1980 as a Social Worker in Metropolitan Borough Councils in West Yorkshire.

Her career involved a variety of management posts in Berkshire, Suffolk and Herefordshire & Worcestershire County Councils, specialising in organisational development and management of change in Social Services. During this time Trish was awarded an MBA from Henley Management College.

In 1997 Trish was appointed Director of Social Services at Warwickshire County Council, where her focus on performance management led to an Investors in People Award (one of the first for a Social Services Department) and awards for EFQM quality management. She led for the Council on Health Improvement and Joint Health/Social Care Commissioning.

Trish took up her post as Chief Executive of Reading Borough Council in 2002. She is a member of the National Neighbourhood Policing Board, as well as being a Director of Thames Valley Economic Partnership, reflecting her focus on economic development and urban renaissance in Reading, and on Safer Communities for local people. She also sits on the Board of Reading Primary Care Trust. Trish is Chair of the Association of Local Authority Chief Executives and represents local authorities in a range of work with government departments.

## **Nick Gargan**

Mr Nicholas Gargan is the newly appointed Assistant Chief Constable with responsibility for Local Policing.

Nick, 39, was Head of the Learning and Development department at Leicestershire Constabulary, and had been with the Leicestershire Force since joining the police service in 1988. He has worked as a BCU Commander for Leicestershire's East Area and before that was a Detective Superintendent for two years. In 1995 he was seconded to the National Criminal Intelligence Service where he worked for 3 years based in London and Paris.

Nick said: "I am delighted to be joining Thames Valley Police and am excited about the prospect of leading the implementation of Neighbourhood Policing across the Thames Valley policing area.

I feel that my experience of a similar policing environment in Leicestershire will be invaluable but I am also very eager to learn from colleagues within Thames Valley which has an outstanding reputation for innovation."

## **Jean Chinery – Consultant, National Community Safety Network**

Jean has worked in the field of crime and community safety for the last 13 years. She trained as a natural scientist and went into scientific research before joining Crime Concern, a national crime prevention charity, in 1993. As a consultant with Crime Concern Jean led on a wide variety of contracts working both local authorities and police forces to improve partnership working. She joined Aylesbury Vale District Council in 1998 to lead on Community Safety work in the Chief Executive's Department. She served as an

Executive Board member of the National Community Safety Network (NCSN) from 2000-2002.

Jean now works as an independent consultant on contracts with the NCSN and the Home Office and is co-author of the NCSN's report "Tackling Anti-Social Behaviour: The Practitioners' Perspective". She has recently undertaken some work with the Active Citizenship Centre and Thames Valley Partnership on improving community involvement in community safety, which is due to be published by the Home Office in the summer. She is also acting as a consultant to the London Borough of Sutton's integrated police and community safety unit (the Safer Sutton Partnership Service) which is the only community safety partnership to have received Beacon status for its achievements in "moving from partnership working to integrated service delivery".

Contact details

**Email: [jean@chinerys.co.uk](mailto:jean@chinerys.co.uk)**

Tel: 01525 877720

### **Riana Taylor**

Riana Taylor trained as a Criminologist in South Africa and held a variety of criminal justice related portfolio's, including work with victims of rape and sexual abuse, legal advice and support to detainees who were detained in prison under the apartheid system, training of criminal justice officials and work with communities on issues of community safety and justice. She also lectured in Criminology at a number of universities in South Africa.

In 1995 she was appointed as Deputy-Permanent Secretary to the Department of Safety and Security, where her key role was to oversee the transformation of the Criminal Justice System from the old apartheid system to one relevant to the new, multi-cultural and democratic South Africa.

She moved to the UK in 2000 due to her husband's work commitments and joined the Disability Rights Commission as the Head of Strategy. In 2004 she joined the National Probation Service (Thames Valley) as Deputy Chief Officer / Director of Strategy. Her current portfolio includes strategic responsibility for planning, performance, partnerships and the implementation of the NOMS Change Programme.

### **Geraldine White**

Geraldine White is current Community Safety Manager with Buckinghamshire County Council, following two years in the Chief Executive's Department.

Geraldine spent several years in the Youth and Community Service, specialising in Rural Youth Work and holding the County brief for "Disaffected Youth".

Geraldine started her career in teaching, running Departments at Cressex School in High Wycombe and Rathmore Grammar School in Belfast.

## **Barry Deller**

Barry Deller is the Director of the Association of Councils of the Thames Valley Region (ACTVaR) which is the local government association for Berkshire, Oxfordshire and Buckinghamshire. His role is to promote the voice of the local, police and fire authorities in the sub-region and to foster joint working across a wide range of issues between the 22 authorities in membership of ACTVaR.

He is seconded to this position from Reading Borough Council to which authority he transferred on local government reorganisation in 1998. Prior to this, he spent 16 years with Berkshire County Council where he was Head of External Affairs responsible for economic development, European affairs and relations with the voluntary sector. Prior to this he worked for 5 years for an educational charity in the South West on projects with the young unemployed and micro businesses, having earlier worked for Devon Careers Service.

## **David Livermore - Community Mobiliser Team Leader, MKCVO**

Growing up in the North of England, principally, Accrington and Buxton, I started on this career path at the age of 16 when volunteering at my local youth club, but it was during a social geography degree taken at Leicester University when I made a more deliberate decision. A dissertation topic of 'Children's use of place' captivated my imagination and since then I have worked with a range of community focused organisations including; work as a development manager of a small voluntary children's charity in Kings Heath, Northampton for 3 years, a short 6 month trip to Stockport Metropolitan Borough Council as their Play Resources Officer followed by a return to the South of England and 4 years at the Milton Keynes Play Association as their Play Services Manager. After being involved with the Children's Fund since its development stages I then moved to MK CVO to lead the Community Mobiliser Team in April 2005. This project is based on community development principles and prioritises work with children and families. We believe in supporting the development of a more vibrant neighbourhood democracy with local people making decisions on local issues.

## **Mike Simm**

Mike Simm is currently Head of Community Safety and the Youth Offending Service in Oxfordshire.

He has worked in Oxfordshire for 30 years, first in Probation and for many years in a wide variety of management positions in Children's Services.

He represents the County Council on 5 CDRP's in Oxfordshire, is a member of Oxfordshire DAAT, Local Criminal Justice Board and Oxfordshire Safeguarding Children Board. He is lead for the Safer Communities Block of the Local Area Agreement.

## **Ian Boswell**

Ian Boswell is the Safer Communities Manager with Bracknell Forest Borough Council with responsibility for the community safety agenda including the Drug & Alcohol Action Team and anti-social behaviour. He has a team of 10 staff.

Ian joined Bracknell Forest Borough Council in 2004 following a 30 year career with Thames Valley Police. He retired as a Chief Inspector having worked closely for the last 8 years with Bracknell Forest and Windsor & Maidenhead councils in a partnership role. He has been involved in the development of community consultation and Neighbourhood Policing in Bracknell and has taken part in many of the meetings.

The Bracknell Forest Safer Communities Team have developed the three year Safer Communities Strategy, the drug & alcohol agenda, the partnership approach to ABCs and ASBO applications, the CADIS anti-social behaviour data base, the domestic violence forum, bogus callers group and many other partnership initiatives.



## 9. Delegate List

Richard Adams, Community Safety Officer,  
Oxford City Council

Nisar Ahmed, Neighbourhood Manager,  
Maidenhead & District Housing Association

Kay Aitken, Community Safety Manager,  
Aylesbury Vale District Council

Naomi Arnold MBE, Councillor, South Bucks  
District Council

Paula Ayers, Quality Assurance Manager, Thames  
Valley Probation

Victoria Bartlett, Corporate Information, Thames  
Valley Police

Andy Bellman, Inspector, Thames Valley Police

Albert Bernard, Sergeant, Thames Valley Police

Cllr David Betts, Chairman, Pangbourne & District  
Neighbourhood Action Group

Adrian Bhatti, Community and Diversity Officer,  
Thames Valley Police

Kam Bhatti, Community Safety, Slough Borough  
Council

Simon Blake, Superintendent, Thames Valley  
Police

Ian Boswell, Safer Communities Manager,  
Bracknell Forest Borough Council

Anthony Brain, Community Safety Manager,  
Reading Borough Council

Amie Brown, Kings College, London

Paul Buckley, Senior Neighbourhood Warden,  
Sovereign Housing Association

Liz Butcher, Community Safety Adviser,  
(Oxfordshire), Government Office For The South  
East

Jean Chinery, Consultant, National Community  
Safety Network

Neville Clayton, Acting Inspector, Neighbourhood  
Development, Thames Valley Police

Pete Cleary, Fire Risk Manager, Oxfordshire  
County Council

Mike Coffey, CS Scheme Manager, Thames Valley  
Probation

Debbie Coles, Secretary, Thames Valley  
Partnership

Danny Conway, Programme Manager, Milton  
Keynes Children's Fund

Andrew Cooch, Neighbourhood Warden Manager,  
Sovereign Housing Association

Ady Coomber, NAG Chair (Workshop),  
Independent

Angela Corrado, Community Mobiliser, Council of  
Voluntary Organisation

Helen Crofts, Partnership Manager, South  
Oxfordshire District Council

Jo Daley, ASB Case Worker (CDRP), Reading  
Borough Council

Michelle Dean, Community Safety Co-ordinator,  
West Oxfordshire District Council

Jacob Dearman, DnA Worker & Outreach, The  
Abingdon Bridge

Barry Deller, Director, ACTVaR

Peta Donaghy, CANACT Operations Manager,  
Oxford City Council

Monica Downton, Community Safety, West  
Oxfordshire District Council

Katie Galvin, Community Safety Officer, Chiltern  
District Council

Julie Gardner, Community Safety Information  
Officer, Royal Borough of Windsor &  
Maidenhead

Nick Gargan, Assistant Chief Constable, Local  
Policing, Thames Valley Police

Sharon Giddens, Consultation & Partnership  
Manager, Thames Valley Police

David Gilbert, Inspector, Thames Valley Police

Nick Gilbert, Partnership Communications Officer,  
Thames Valley Police

Paul Gillbard, Assistant Chief Officer, Thames  
Valley Probation

Jules Goodridge, Community Worker, Aylesbury  
Vale District Council

Jon Goosey, Inspector, Thames Valley Police

Kath Govier, Chief Superintendent, Local Policing,  
Thames Valley Police

Paul Gratton, Inspector, Thames Valley Police

Stuart Greenfield, Inspector, Thames Valley Police

Ashley Gurr, Fire Risk Manager, Oxfordshire  
County Council

Alan Haines, Community Safety Officer,  
Oxfordshire County Council

Trish Haines, Chief Executive, Reading Borough  
Council

A/Insp Mark Harling, Neighbourhood Policing,  
Thames Valley Police

Jennifer Harris, Street Crime Warden Manager,  
Reading Borough Council

Elaine Harrison, Mediation Buckinghamshire,  
First Floor, Suite 1

Steve Harrison, Fire Risk Manager, Oxfordshire  
County Council

Clare Hawes, Partnership Manager, Connexions,  
Berkshire

Liz Hayden, Drug & Alcohol Misuse Prevention Co-  
ordinator, Vale of White Horse District Council

Sarah Hazel, Partnership Support Officer,  
Wycombe District Council

John Hedge, Community Safety Director, Thames  
Valley Partnership

Vicky Hope-Walker, Arts Co-ordinator, Wycombe  
District Council

Madeleine Howe, Senior Area Co-ordinator,  
Buckinghamshire County Council

David Huckle, PCSO Neighbourhood Policing,  
Olney, Thames Valley Police

Stephanie James, Community Partnership Project  
Officer, Royal Borough of Windsor &  
Maidenhead

Cllr Ray Jelf, Cabinet Member for Community  
Safety, Oxfordshire County Council

Anne Jones, Inspector, Thames Valley Police

Martin Jubb, Neighbourhood  
Policing Sergeant, South Oxfordshire, Thames  
Valley Police

Patrick Kelleher, Head of Public Protection, Slough  
Borough Council

Steve Kilsby, Neighbourhood Services Manager,  
Oxford City Council

Liz Kirk, Neighbourhood Policing Sergeant,  
Thames Valley Police

David Livermore, Community Mobiliser Team  
Leader, MKCVO

Rob Lowther, ASB Manager, Cherwell District  
Council

Clare Mackintosh, Neighbourhood Team, Thames  
Valley Police

Ricky Mason, Student, Ousedale School

Carol-Anne Matic, ASB Co-ordinator, Royal  
Borough of Windsor & Maidenhead

Graham McCartney, Assistant Chief Officer,  
Thames Valley Probation

Bruce McLaren, Team Leader, Oxfordshire County  
Council

James Mehigan, PhD Researcher, Open University

Nahid Moghul, Community Safety Project Officer,  
South Bucks District Council

Judith Mortimore, Youth Strategy Manager,  
Thames Valley Police

Sandy Nicholson, Neighbourhood Policing,  
Thames Valley Police

Cllr Peter North, Executive Member, Bracknell  
Forest Bough Council

Alex O'Connor, Community Safety, West Berkshire  
Council

James O'Shea, Senior Partnership Manager, Crime  
& Reduction, Thames Valley Police

Bill Oddy, Head of Community Safety & Licensing  
West Oxfordshire District Council

Alison Owen, Senior Internal Communication  
Officer, Thames Valley Police

Suzanne Paybody, Housing Officer, Oxford  
Citizens Housing Association

Philip Priestley, Councillor, Chiltern District Council

Sue Raikes OBE, Chief Executive, Thames Valley  
Partnership

Russell Reefer, Project Officer, Local Government  
Association

Glynis Rogers, Community Safety Manager, Bexley  
Council

Yvonne Roles, Chair, Britwell Parish Council

Ollie Schofield, Health & Environment Policy  
Officer, West Oxfordshire District Council

Tony Scott, Education Officer, Oxford County  
Council

Mike Simm, Head of Community Safety & Youth  
Offending Service, Oxfordshire Youth Offending  
Team

Mandi Simons, Inspector, Thames Valley Police

Victoria Slater, Assistant Social Responsibility  
Adviser, Diocese of Oxford

Geoff Smith, Chief Inspector, Thames Valley  
Police

Jon Smith, Acting Chief Inspector, Thames Valley  
Police

Harmeet Sohal, PCSO Britwell Neighbourhood,  
Thames Valley Police

Paul St Amour, Acting Assistant Chief Officer,  
Thames Valley Probation

Liz Stroud, Housing Officer, Guinness Trust Group

Andy Talbot, Partnership Inspector, Thames  
Valley Police

Helen Taylor, Communications Officer, Royal  
Borough of Windsor & Maidenhead

Riana Taylor, Director of Strategy, Thames Valley  
Probation

Sara Thornton, Acting Chief Constable, Thames  
Valley Police

Paul Tinnion, Acting Chief Superintendent, Head  
of HQ Local Policing, Thames Valley Police

Patsy Townsend, Director of Youth Programmes,  
Thames Valley Partnership

Roy Trustram Eve, Chairman, Thames Valley  
Crimestoppers

Bob Turner, Street Warden

Robin Vitiello, Inspector, Thames Valley Police

Tracey Walker, Neighbourhood Management  
Implementation, Thames Valley Police

Tony Walker, NHP Implementation Team, Thames  
Valley Police

Jim Weems, Inspector, Thames Valley Police

Tony Welch, Sergeant, Thames Valley Police

Anne White, Administration Support, Thames  
Valley Police

Geraldine White, Community Safety Manager,  
Buckinghamshire County Council

Michael Woolley, Senior Community Warden,  
Reading Borough Council

Russ Wootton, Chief Inspector, Neighbourhood  
Policing, Thames Valley Police

John Wright, Head of Safer Communities, Reading  
Borough Council





**The Thames Valley Partnership**  
Townhill Barn  
Dorton Road  
Chilton  
Buckinghamshire HP18 9NA  
Tel: 01844 202001, Fax: 01844 202008  
Email: [admin@thamesvalleypartnership.org.uk](mailto:admin@thamesvalleypartnership.org.uk)

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