

Working with the third sector

A guide for neighbourhood policing teams and partners

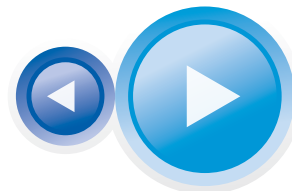


Contents

Foreword	03	Influence	12	Answers	29
Introduction	04	National support frameworks		Conclusion	31
What is the third sector?		The Compact		References	32
Why work with the third sector?		The Compact – what’s in it for NPTs		Resources	33
National drive to work with the third sector		Interventions	14	Acknowledgements	34
Building confidence by working in partnership		Engaging communities through the third sector			
Access	07	Housing Associations			
Mapping third sector organisations in your area		Neighbourhood Management			
Making contact with all third sector organisations in the neighbourhood		Coordinating action with partners			
Developing partnerships between NPTs and third sector organisations		Environmental			
Potential benefits of working with the third sector		Faith-based organisations			
Challenges of working with the third sector		Young people			
Finding mechanisms for engagement		Support for families and individuals			
Other issues		Supporting victims			
		Crime prevention			



Contents



Foreword

This guide is one in a series produced by the National Policing Improvement Agency (NPIA) Citizen Focus and Neighbourhood Policing Programme Team aimed at increasing engagement with the public.

The aim of the guide is to help Basic Command Unit commanders, partners and neighbourhood team officers to work more closely with third sector organisations at a local level.

Third sector organisations undertake a wide variety of activities in communities. They are important contacts within our neighbourhoods, providing important services and support.

Evidence so far from the Citizen Focus and Neighbourhood Policing Programme shows that three key factors improve community confidence and lead to neighbourhoods becoming safer as well as communities feeling safer:

- [Increasing police visibility](#)
- [Engaging with local communities to identify their concerns and priorities](#)
- [Working with local communities to solve the problems that matter to them.](#)

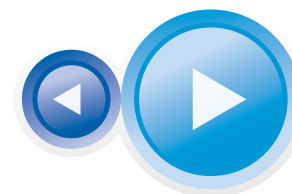
This guide has been published after extensive consultation with police forces, partners, government agencies, and other practitioners from statutory, private and third sector agencies. We have been reliant on case studies sent to us by police forces, partners and other agencies that we have contacted. We realise that there may be many more examples of activities taking place across the country and would welcome further contributions being sent to us for consideration.

This document has been published alongside two other guides, both aimed at increasing engagement with communities: 'Working with faith communities' (NPIA 2010) and 'Working with volunteers' (NPIA 2010).

The guide also forms part of a range of existing guides including: the BCU Commanders' Guide, Neighbourhood Team Guide, Partnership Guide, PCSO Practitioners' Guide, Rural Policing Guide, and the Neighbourhood Profiles Guide.

The examples outlined in this guide have been provided by forces and are used for illustrative purposes only. Unless otherwise stated they have not been formally accredited, assessed or evaluated by the NPIA.

We hope that you find the guide helpful and informative. If you have any comments about the guide or further case studies or examples please contact us using the details at the back of the guide.


[Contents](#)


Introduction

Neighbourhood Policing Teams (NPTs) have quickly established themselves as an integral part of operational policing across England and Wales.

Neighbourhood policing is about engaging with local communities to identify their concerns and priorities, increasing police visibility but also, and crucially, working with local communities to solve problems that matter to them.

Third sector organisations deliver much needed and relevant services to the communities in which they are based.

By working with third sector organisations NPTs can make better use of resources already in the community and harness their rich knowledge, energy, creativity and expertise leading to more sustainable solutions to community issues.

What is the third sector?

The government defines the third sector as non-governmental organisations that are value driven and which principally reinvest their financial surpluses to further social, environmental or cultural objectives. It includes:

- voluntary and community organisations
- charities
- social enterprises
- cooperatives and mutuals
- housing associations.

Third sector organisations work on objectives benefiting society. The most common third sector organisations that NPTs may come across are Neighbourhood Watch (with 7 million members), Crimestoppers, Victim Support and Women's Aid although there are also many smaller local third sector organisations that you may work with locally providing valuable services at the frontline.

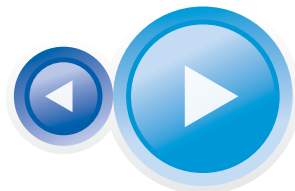
Quick facts

- There are over 137,000 charities and 61,800 social enterprises in England.
- There are 600,000 informal community organisations in the UK.
- The total income of general charities in the UK was £33 billion in 2006/07.
- 540,000 people are employed by the third sector.
- 73 % of adults in England volunteer at least once annually, with 48 % volunteering at least once a month.

Source: Office of the Third Sector (2009)



Contents



Why work with the third sector?

Much of the work that goes on in our communities simply would not happen without the third sector. Activities are wide ranging and include:

- working with vulnerable people such as the homeless, victims/survivors of domestic violence, drug users and their families, older people, people with mental ill health, the learning disabled, and low income families
- taking steps to improve the local environment
- providing services for young people such as education programmes, sports activities and crime prevention work
- supporting victims and witnesses
- providing a space for people to come together
- providing services for the community as a whole, such as lunch clubs, exercise classes, crèches, provision of information, advice and guidance as well as work with

lesbian, gay, bisexual and transgender people, older people, people with disabilities and gypsy and traveller communities.

It is important to recognise the valuable contribution that third sector organisations make. It is vital to approach work with third sector organisations as a true and equal partnership. Valuing and respecting the work of the third sector is key. Find out what individual agencies do, how they do it and how they think they can assist NPTs and vice versa. Flexibility is important.

It is essential to respect the independence of the sector and value its skills and knowledge. There are informal but legitimate tools, such as the **Compact** (the key framework for effective partnership working – [outlined later in the document](#)) that forces can adopt to make partnerships with third sector organisations more effective.

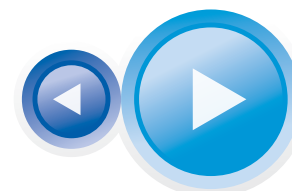
At a neighbourhood level, third sector organisations often work directly with communities that NPTs generally perceive as ‘hard to reach’. They have the trust and credibility of these communities and consequently are very knowledgeable about their local areas and their specific needs.

‘Third sector organisations have an enormous amount to contribute to our public services, both in the ways they are designed and delivered and in the ways they are improved and held to account.’

Partnership in Public Services: An Action Plan for Third Sector Involvement, Office of the Third Sector (2006)



Contents



National drive to work with the third sector

At a national level, there is an increased appetite for working more closely with the third sector. In 2006, [Partnership in Public Services: an Action Plan for Third Sector Involvement](#) was launched to increase the amount of public service delivered by the third sector.

[The Future Role of the Third Sector in Social and Economic Regeneration \(2007\)](#) spelt out how public services could be improved by drawing on the third sector's skills, knowledge and experience in designing, developing and delivering services.

There is a National Indicator (NI7) called 'An Environment for a Thriving Third Sector' which is a performance indicator that local authorities are judged on in relation to support for the third sector.

Building confidence by working in partnership

Partnership with third sector organisations is key for a number of reasons. The third sector can make a difference in ways statutory services such as the police and local authorities cannot. It can:

- reach out to excluded communities using a flexible approach and delivery
- build the confidence and abilities of those who volunteer
- strengthen trust and provide innovative solutions to the new problems that society faces
- provide a voice for its communities in ways government often cannot.

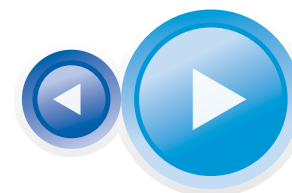
Whilst the Police Service's ability to commission directly from third sector organisations is limited, through the Crime and Disorder Reduction Partnership (CDRP) and, in Wales, the Community Safety Partnership (CSP) structures, community safety services are often commissioned from

third sector providers. Other partners such as local authorities may take the lead in the commissioning process but there should be join up at the strategic and local level with partners working on community safety. NPTs should build on the partnership work taking place at the strategic level and develop strong working relationships at the local level.

When working with third sector organisations, NPTs should, where possible, involve other partners such as local authorities to avoid duplication and get the most out of the working relationship. The '[Guide to Effective Partnership Working](#)' outlines approaches to partnership work.



Contents



Access

Making contact with third sector organisations relevant to your work

Mapping third sector organisations in your area

NPTs need to be visible, accessible, locally known and knowledgeable about their geographic area. The first step to achieving this for local third sector organisations is to **map the profile of your area** in terms of organisations and the activities or services they provide and add to your Key Individual Networks (KINs). In particular, map those dealing with issues that might help your work (e.g. Neighbourhood Watch, youth provision, street population charities, black and minority ethnic (BAME) groups, victim support).

Any mapping work should link to your NPT engagement plan based on the Basic Command Unit (BCU) engagement strategy and linked to your neighbourhood profile. It is important that any community engagement work the police are doing dovetails with local authorities' neighbourhood engagement arrangements. As we move towards a neighbourhood management approach it is important that BCUs and, at a local level NPTs, work together with other partner agencies to avoid duplication of effort.

Your BCU or police authority may have scoped third sector organisations or hold some force-wide third sector contacts and should be approached for details. The most obvious example is Neighbourhood Watch volunteers who work with the police at a local level on almost a daily basis. Local authority partners should hold more detailed information about other third sector organisations and their scope of work and will already commission services from third sector agencies. Some include information on their websites or may have a dedicated officer or team that works with third sector agencies and who may be able to advise on the services they offer.

A more comprehensive list should be available from your local umbrella organisation. These have different names depending on the location but can be known as the Voluntary Service Council, Council for Voluntary Service/ Action or Rural Communities Council. The manager of your umbrella organisation may be happy to meet with a representative from the BCU with a view to providing mapping about a particular area's third sector provision which may be more extensive and up-to-date than individual BCU mapping. Local Authorities sometimes directly commission umbrella organisations to map

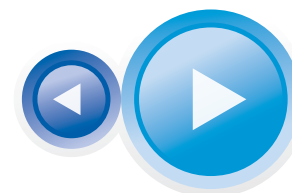
data for them. A list of local umbrella bodies is available through **NAVCA**. Some have all information on a website which allows you to do a search linked to an issue or geographic area.

Making contact with all third sector organisations in the neighbourhood

After mapping the third sector organisations in your neighbourhood, list them in terms of their areas of expertise and the geographic location that their services cover. There may be other organisations based in another part of the force area that also provide services in your neighbourhood or accept referrals for services. Add the single points of contact to your KINs.



Contents



Developing partnerships between NPTs and third sector organisations

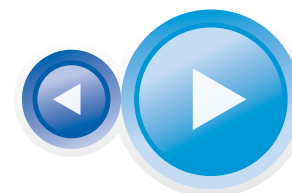
The key to building a successful long term relationship with third sector organisations is to build up trust and confidence.

- Find out what work local community groups, charities and other third sector organisations are doing in your neighbourhood.
 - Find a single point of contact at each organisation and ask them to include the NPT in any email updates they send out or make contact with them to ensure you have a good knowledge of activities and services they are providing.
 - Once you have an understanding of the work that different third sector organisations do, be clear in your mind what you want a particular organisation to do and why before approaching them. This will vary over time, e.g. general networking, being the 'eyes and ears' of the community, helping with specific projects, undertaking consultation, etc.
 - Liaise with relevant organisations to see how you might get involved. For example, some may provide youth services and some members of the NPT might want to go along to get to know young people in the area. Others might work with vulnerable people and you might want to arrange to give a crime prevention talk or a meeting so that you can hear the issues first hand.
- Remember that organisations will use paid staff as well as volunteers. Your expectations from the different roles need to reflect the commitment that can be made by volunteers due to them giving their time freely.
 - It is important to remember that voluntary does not mean free. There is always a cost to an organisation of taking on work over and above what is planned. Organisations do not have the flexibility to move resources around and it is important to be flexible in your work with them and tie any activities to work already planned by the organisation.
 - It is important to respect the independence of the sector and value its skills and knowledge. There are informal but legitimate tools, such as the **Compact**, that forces can adopt to make partnerships with third sector organisations more effective.
 - Consider engaging relevant organisations (e.g. Neighbourhood Watch) in campaigns you might be running in the community.

- Encourage members of the community to volunteer with third sector organisations.
- Give feedback and support to organisations and show your appreciation and recognition of their work either face-to-face, in a newsletter, on your webpage or by sending them a letter to thank them for the work they are doing. Work with your BCU to organise an awards event to recognise the good work of third sector organisations. Nominate third sector workers for commendations where their work has been invaluable.



Contents



- Understand the different cultures that partners operate within. These different cultures are a positive addition to the police culture as they bring a different way of working to the partnership and gain the trust of community groups because of this.
- Be open to suggestions and offers of help from the third sector.
- Involve relevant organisations in existing Community Safety Action Groups to provide a central forum to organise work at a local level.

Potential benefits of working with the third sector

Third sector organisations can:

- Provide a wealth of knowledge and expertise that NPTs can tap into.
- Be flexible, non-bureaucratic and responsive – able to meet demands and put ideas into action quickly.
- Bring diversity to the landscape, providing innovative solutions and targeting resources at people who need them the most.
- Provide a more tailored provision of services to the public and the joining up of services at the frontline – breaking down silos for the user and talking with ‘one voice’.

- Be more trusted by service users as they are independent of government.
- Involve volunteers providing significant resources to neighbourhoods.
- Be based at the heart of communities and have a strong role in engaging local people, meeting diverse needs – building up links and a wealth of knowledge about neighbourhoods.

Challenges of working with the third sector

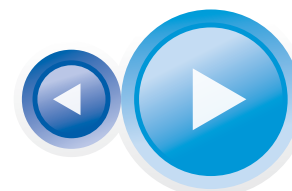
- Large (and some medium-sized) organisations are structured very differently to small charities. Smaller charities may not have the resources or flexibility to engage all the time despite wanting to.
- The short-term nature of funding means that smaller to medium-sized organisations may sometimes struggle to deal with capacity. It is important that NPTs are aware of the funding issues experienced by many charities. Linked to this, staff retention (particularly in smaller organisations) can be problematic, meaning your single point of contact (SPOC) may change and you will need to keep contact details up to date.
- Short-term funding structures can lead

to a short-term approach in planning and delivering services.

- An excessive burden of monitoring and evaluation can unnecessarily divert resources from front-line service delivery. Although NPTs will rarely if ever be commissioning services, you should be aware of these issues in relation to partner organisations.



Contents



Access

- Some organisations may ask your force for funding. You may not usually be able to support these requests as you are not in a commissioning role. Your work with the third sector should generally be carried out using existing resources.
- CDRPs and CSPs may only be working with organisations that are already engaged and have an identified role. As you build up contacts and knowledge of the organisations in your areas you should be able to highlight other organisations to senior officers who have responsibility for commissioning and building partnerships at the strategic level.
- Face-to-face contact at third sector organisations
- Initial contact with organisations asking about the services they provide. (Try a variety of approaches as emails may not get answered if they are very busy. Try to call in the first instance and talk to somebody.)
- Initial scoping of the organisation on the internet if they have a website.
- Local events/meetings (organised by the third sector)
- Formal projects coordinated at a local level by third sector organisations.

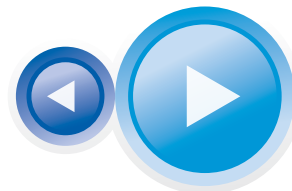


Finding mechanisms for engagement

Teams may wish to use a mix of engagement processes after identifying key third sector contacts in their areas. Where possible, teams should link engagement with other partners such as local authority officers. The range of mechanisms includes:



Contents



Other issues

It is useful to be aware of governance issues relating to third sector organisations. For example, some third sector organisations are charities which can in themselves be organised in a number of different ways, e.g. an unincorporated association, a trust or a company limited by guarantee. Each of these has a different governance structure – for example, a charity that is formed as a registered company will be governed by a

board of directors, a charity that is set up as a trust will be governed by a board of trustees.

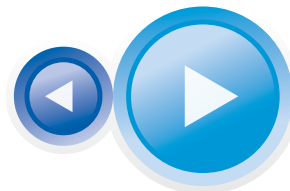
Those organisations limited by guarantee often have a two-tier structure with a Board of Trustees (essentially non-Executive Directors) setting the strategic direction and tone for the organisation. They bear the ultimate responsibility for the organisation and its delivery of purpose. They delegate to the Executive Team (e.g. Chief Executive, Director of Finance, etc.) to implement their strategies. It is becoming

increasingly common for members of the Executive (usually the Chief Executive) to also sit on the Board.

Decisions over whether particular organisations will get involved may therefore be made at the Board level or limited by an organisation's powers or policies and may not be at the discretion of frontline workers.



Contents



Influence

National support frameworks

There are frameworks in place at a national level to support you at a local level to get the most out of partnerships with all agencies. Rather than being a bureaucratic exercise, they are there to support you and provide guidance that you are doing things right and have been signed up to at a local level.

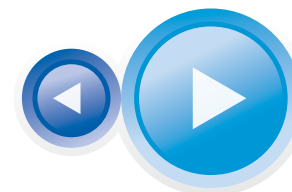
The Compact is the key framework for effective partnership working and this is outlined below. Other emerging frameworks are the [Partnership Improvement Programme](#) and the [Network of Empowering Authorities](#).

The Compact

The national **Compact** is an agreement between the Government and the third sector in England. It sets out commitments on both sides which improve the way the Government and the third sector work together for the benefit of communities and citizens.

The Compact is a way of working that enables better outcomes, and all police forces are encouraged to voluntarily adopt Compact principles in their operations.

The Compact will have different implications for different people, but wherever a third sector organisation has dealings with public bodies the Compact will frame the relationship. This is as true for organisations with a funding relationship with Government as informal organisations struggling to be heard on a policy question that they care passionately about.

[Contents](#)

The Compact consists of a set of core principles, which embody the shared aims and objectives of the third and public sectors. It then moves on to establish a set of commitments which relate to three broad areas: involvement in policy, allocating resources and advancing equality.

The majority of relationships between the third sector and public bodies exist at a local level. The national Compact does not directly apply to these relationships. Instead, there are Local Compacts which govern the relationship with local government, NHS organisations (such as Strategic Health Authorities and Primary Care Trusts), police, and other local statutory bodies. Almost all local areas already have local compacts in place.

Local Compacts should be built upon the principles of the national Compact, and will often share key commitments. However, Local Compacts will reflect the particular needs and priorities of a locality.

The Compact – what's in it for NPTs?

The police, including NPTs, cannot work in isolation. Solutions often come from working in partnership. The Compact can help you work more productively with partner agencies in the third sector as well as statutory partners. Whether it is dealing with new members of the community, helping with surveys or consultations

or delivering services you need, the Compact can help better develop your relationship with partners.

Each area has signed up to the Compact, usually at a Local Strategic Partnership (LSP) level and some at a force-level. The Association of Chief Police Officers (ACPO) has agreed to sign up to the Compact. Your force may already be part of a local Compact outlining the values and priorities and how your area is working together. These have been introduced at a local level over the last five years and will still be in the early stages of roll out in many areas.

Ask the Partnership Superintendent in your force for a copy of your local Compact as it will help provide support and guidance to the work you are doing at a local level and help strengthen your work with partners such as the third sector. There are often local Compact Champions to help advise and support practitioners at a local level.

For more information on the Compact at a national level and how it might help, go to www.thecompact.org.uk. You can also make contact with your local Voluntary Service Council (also known as Council of Voluntary Service/Action or Rural Communities Councils depending on your area) where available. In areas that do not have them, make contact with [NAVCA](http://www.navca.org.uk) or the [Community Alliance](http://www.communityalliance.org.uk).



Contents



Interventions

Joint action with communities and partners to solve problems

Successful neighbourhood policing cannot happen in isolation. It is vital that partnerships are developed and sustained with third sector groups so that effective solutions can be developed.

Engaging communities through the third sector

Community owned solutions are more sustainable. Working alongside third sector partners means using resources more effectively. Community organisations, charities and other third sector organisations often involve people who live in the neighbourhoods they serve. They understand the challenges and work hard to deal effectively with them. They work with vulnerable people, those who may experience multiple forms of discrimination and those who often perceive

statutory agencies as 'hard to reach' and provide tangible solutions for them.

Whether you are looking for sustainable solutions to working with homeless people on your patch, need some specialist support for victims of hate crime or domestic violence, or are looking for some youth provision for young people hanging around on the streets, the third sector can often help.

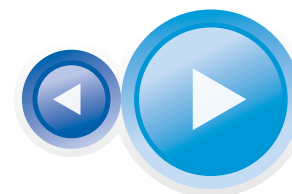
Housing Associations

Housing Associations have a big role to play in keeping neighbourhoods safe in partnership with the police and other partners. In many areas across the country, joint working between neighbourhood policing officers and housing managers is well embedded.

[The Social Landlords Crime and Nuisance Group \(SLCNG\)](#), a not for profit membership

organisation, represents over 300 registered social landlords (RSLs) of which housing associations make up the majority.

Social landlords are both visible within and accountable to the communities they serve. Most, if not all, have made very public commitments to local communities and all social landlords (including local authorities and housing associations) are subject to a regulatory duty to agree local standards and to be accountable for their delivery. Housing associations should also cooperate with CDRPs/CSPs and many of their core services (including antisocial behaviour intervention and resolution services and community development/involvement) are directly aligned with and support the principles on which neighbourhood policing is founded.


[Contents](#)


Derby Homes – Derby Family Intervention Project

Derby Community Safety Partnership has commissioned **Derby Homes** to provide intensive support to families connected with criminal activity in a project that will work with the whole family, including both adult and youth offenders and those at risk of offending.

The aim of the Family Intervention Project is to turn around the behaviour of the families it works with to reduce their impact on the community, bring stability to families' lives and improve opportunities for children through a combination of intensive support and focused challenges.

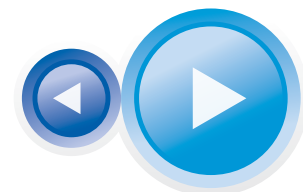
“This is a great opportunity to continue our success working with anti-social families,” said Lorraine Testro, Project Manager.

“We have reduced anti-social behaviour, crime and homelessness, and have increased school attendance amongst the majority of families we have worked with.”

“All members of the families we deal with usually contribute to, or are affected by anti-social or criminal behaviour. To give them a strong incentive to change, the support we give them is linked to strict rules that we expect them to keep to.”
 Maureen Davis, Housing Operations Manager at Derby Homes added: “I believe the success of the Family Intervention Project is down to three main factors: a dedicated key worker who co-ordinates support to each family, working with the whole family, and good partnership working with other agencies.”



Contents



Neighbourhood management

NP teams need to use multiple sources of information and problem definition. Third sector organisations are working alongside the police, councils and other agencies at a local level to ensure that an intelligence-led approach is used. In relation to neighbourhood management there are several examples where third sector organisations are acting as the coordinating body to tackle crime and disorder at a local level. **Bassac** is part of the **Community Alliance**, a coalition of three national umbrella bodies who together have over 1,500 community organisations as members across the UK.

Metropolitan Police – Clapham Park Project

Clapham Park, Lambeth is one of 39 New Deal for Communities (NDC) neighbourhoods in the UK. This is the result of a 10-year project that commenced in 2001. The local police force work closely with the project's wardens, youth workers and aligned Housing Association to tackle crime and re-offending.

Close communication between police, project staff and residents makes it easier to target potential problem areas and to focus on residents who are potential trouble makers, without making other residents feel insecure. Since the project began, a strong relationship of trust and mutual respect has developed with the local police force. Working with the third sector has proved to be a practical approach that has developed its own solutions. Building up local knowledge by encouraging staff to become more involved in the local community and then retaining these staff so that relationships with the local community can be sustained, is essential.

West Midlands – Birmingham Settlement

Founded in 1899, Birmingham Settlement is the one of the oldest charities in the city. Today, Birmingham Settlement continues to deliver responsive programmes that remain true to the original ethos of the organisation.

Birmingham Settlement has built up good relationships with the police and this relationship has been instigated by both the police and the settlement at different times. The settlement meets regularly with the police and has received many commendations, particularly for its Community Facilitators Project.

They are a classic anchor organisation in that they act as a conduit between statutory bodies, such as the police, and other local organisations. Much of their work focuses on community cohesion.


[Contents](#)


Coordinating action with partners

Third sector organisations, both at a national and local level, can provide robust and sustainable activities to improve community safety in neighbourhoods. There are already a number of successful activities being run at force and neighbourhood level to improve areas.



Environmental

Lincolnshire – Big Tidy Up (Keep Britain Tidy)

The Big Tidy Up, organised by Keep Britain Tidy, is a national campaign involving numerous agencies. Skegness Neighbourhood Policing Team, working as part of the Skegness Youth Crime Prevention Panel, was one of 6,800 groups across the country that took part in 2009.

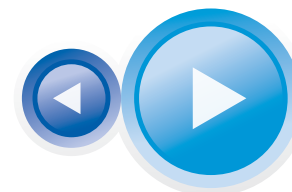
The two-day clean up involved over 20 young volunteers in addition to representatives from the NPT, East Lindsey District Council’s Street Scene team and Waste Management Services. The local PCSO said “We had a really enthusiastic bunch of people, all ready to tackle areas across Skegness and Winthorpe where we do have problems with discarded litter.” Areas targeted included Winthorpe, Skegness Train Station and Bus Station

and the Seafront areas. Other clean-ups were organised across the force area with future days planned for next year.

For more information on how to get involved in a Big Tidy Up see the Resources section.



Contents



Faith-based organisations

Places of worship, faith-based organisations and projects are a critical part of the third sector. Within most communities are places of worship, often providing the bedrock of community services in a local area and providing a key focal point for the local population. There are many examples of formalised projects that have been set up by faith groups to benefit their wider community. The NPIA guidance 'Working with faith communities' (2010) outlines more information on this area of work.

Merseyside Police - Redeeming our Communities (City Links)

Several police forces have been working alongside Redeeming our Communities. This is a programme coordinated by the Manchester-based charity, **City Links**, that promotes the partnership of prayer and policing in order to tackle crime and disorder.

Following initial work between Greater Manchester Police and City Links, the programme has continued to bring together Churches, the police, local authorities and voluntary agencies in partnerships for practical change. The goal is that this initial work will lead to third sector organisations and neighbourhood teams working together to

tackle a wide range of anti-social issues, from gun crime and drugs to vandalism and graffiti. Future roadshows are planned across the country. Following a recent event in Liverpool in association with Merseyside Police, City Links will further develop a 10 City Strategy over the coming years.



Street Pastors – Ascension Trust

Street Pastors was established by the Ascension Trust in 2003 alongside the Metropolitan Police in Lambeth. They are an inter-denominational church response to neighbourhood problems that now work in many police force areas. Street Pastor schemes have more than 4,000 trained volunteers and operate in over 170 locations in the UK

Leicestershire's Street Pastors gave 37,440 hours of visible patrol and recovered 2,000 discarded hazardous materials (e.g. bottles) from the streets during 2008/09.


[Contents](#)


Young people

Youth diversion is a key intervention to keeping neighbourhoods safe. Young people often complain of not having anything to do. This has led some NPTs to deliver their own activities and develop skills in sports training and development. The third sector can help provide more sustainable solutions with communities, sometimes linked to national bodies that have been signed up to by forces and bigger organisations that can provide long-term funding for activities.

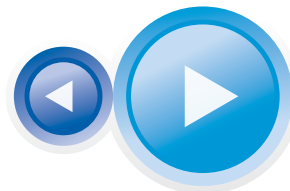


Miss Dorothy/ Watch Over Me (Kids Taskforce)

The Kids Taskforce is a Community Interest Company (CIC) dedicated to preventing children and young people from coming to harm. It has worked closely with police forces since its inception and has developed a learning programme for 7-16 year olds. For primary school children, the learning programme is based on a cartoon character called Dot Com and for teenagers, a broadcast-quality soap opera entitled 'Watch Over Me' is used.

'Watch Over Me' is on DVD and is designed for secondary schools. The soap opera helps teenagers learn how to develop their own strategies for managing all types of risk. The types of risks covered include the danger of guns and knives, radicalisation and terrorism, domestic violence, drugs and alcohol, the journey to school, being home alone, internet safety and road safety. Evaluation by the National Children's Bureau and Violent Crime Desk at the Home Office showed that teachers believe the programme helps to change behaviour in 90% of children and young people making them more confident and able to handle risky situations safely.

Watch Over Me is available free to all secondary schools in England and Wales as part of a national roll out that is fully funded by central government. A half or one day training session for teachers and/or police staff is also available. The CIC and learning programme is supported by the Association of Chief Police Officers (ACPO), the Chief Fire Officers Association and the Professional Footballers Association. These three agencies have pledged to bring the programme to every child in Britain. The programme is endorsed across government and the resources carry the Department for Children, Schools and Families.


[Contents](#)


Greater Manchester / Merseyside Police – Eden Bus Project

Since 2001, the **Eden Bus Project** has provided young people of Greater Manchester with somewhere to go in the evenings by encouraging them off the streets and in turn deterring them from trouble. Over the years, the project's two buses have hosted weekly sessions all over Greater Manchester. The project is aimed primarily at young people between the ages of 13 and 19 who are at varying stages of engagement in antisocial behaviour who experience difficulty accessing activities in the evenings. The Eden Bus offers a safe environment where young people can have fun, chat with the team, ask for help with issues and build healthy relationships. Local police are often involved on the bus and take part in a number of activities. This gives the Police Service a 'human dimension' and provides greater accessibility to young people.



Kickz (Football Foundation)

The Kickz concept was born out of discussions between the Metropolitan Police Service and the Football Industry. It was piloted at Tottenham Hotspur, Fulham and Brentford Football Clubs in April 2006 and has now spread to 31 clubs nationally. Using the power of football and the appeal of professional clubs, the Kickz programme targets some of the most disadvantaged young people in the country. Kickz offers 12-18 year olds the chance to take part in positive activity three nights a week, 48 weeks of the year. Many schemes involve local neighbourhood policing teams who help break down negative perceptions held by young people towards the police.

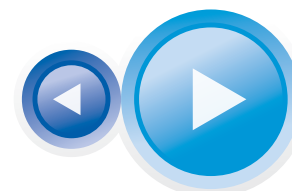

[Contents](#)


Metropolitan Police – Project YOU

The Metropolitan Police is rolling out Project YOU (Youth Organisations Uniform) across London boroughs after it worked successfully in Croydon. Project YOU coordinates a number of uniformed organisations under one umbrella. It incorporates several groups including Air Training Corp, Army Cadet Force, Boys Brigade, Girl Guides, Scouts, Sea Cadet Corp, St John Ambulance and the Volunteer Police Cadets.

It aims to raise the number of adult volunteers available to deliver positive activities for young people. Working with partners and the Safer School Programme, police are able to appeal to parents and young people and encourage them to join organisations. By raising the profile of the young participants, Project YOU also intends to change the negative stereotypes of young people in society.

The Volunteer Police Cadets are a member of Project YOU. They have seen that encouraging out-of-school activities for those of secondary school age can have a very positive influence on young people. The Volunteer Police Cadets are committed to having 25% of its membership being young people at risk of crime or social exclusion.


[Contents](#)


Prince's Trust

Youth charity The Prince's Trust helps change young lives. It gives practical and financial support, developing key workplace skills such as confidence and motivation. It works with 14 to 30 year-olds who have struggled at school, have been in care, are long-term unemployed or have been in trouble with the law. For example, the 'Business Programme' provides money and support to help young people start up in business. The 'Team Programme' is a 12-week personal development course, offering work experience, qualifications, practical skills, community projects and a residential week. 'Get Intos' are short courses offering intensive training and experience in a specific sector to help young people get a job. Development Awards provide young people with small grants so they can access education, training or work. Community Cash Awards are grants to help young people set up a project that will benefit their community. XI clubs give 14-16 year olds who are at risk of truancy, exclusion and underachievement a say in their education. They aim to improve attendance, motivation and social skills.

Junior Neighbourhood Watch

Junior Neighbourhood Watch (or Kids Against Crime) is a relatively new idea that is finding popularity in many areas in the UK. The scheme aims to engage with young people and encourage them to take an interest in what is happening in their neighbourhoods, to generate an interest and awareness in their personal safety, their community and crime and disorder issues.

Working with local schools, the scheme is aimed at young people aged 7 and older. Police officers, along with partner agencies, deliver sessions during school time or as after school activities (such as Rainbow, Brownie and Beaver groups as well as youth clubs).

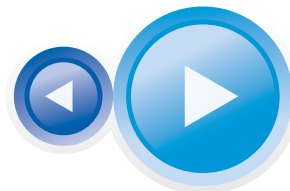
Some areas have implemented a 12-module training project, covering topics such as the role of the police, personal safety, crime prevention, anti-social behaviour, bullying, vandalism, drugs awareness, fire safety, road safety, racism, Neighbourhood Watch and use of the 999 emergency number.

One of the skills that young people learn is how to carry out a crime prevention home security survey. This enables them to point out to their parents and grandparents the weaknesses in their home security. The scheme also makes young people aware of their personal safety by acquiring practical skills and knowledge to avoid placing themselves in dangerous situations. In addition, they gain an understanding of the work of the police and Neighbourhood Watch, and become more aware of their own communities and what they can do to improve them. Upon completion of the training, each participating young person is given a certificate. For further information about the Neighbourhood and Home Watch Network go to www.mynhw.co.uk


[Contents](#)


Avon & Somerset – Community Play Rangers

Community Play Rangers, a local charitable group working with children, was supported by grant-funding from the Big Lottery, local Children’s Partnership and the local Crime and Disorder Reduction Partnership to develop and deliver play schemes in term-time and holidays. Beat managers and PCSOs across the local authority worked with the play rangers to develop understanding of local issues, and present the evidence in funding bids. Play sessions and ‘fun days’ gave teams regular opportunities to engage with communities and build links between statutory agencies, community groups, and children/parents living in vulnerable neighbourhoods. PCSOs were also involved in the project steering group. The project empowers children through free choice, the ‘openness’ of the activity and being involved in planning and evaluation. Children feel safe and therefore enjoy taking risks and being challenged physically, emotionally and mentally. The project is, by its very nature, accessed by a high number of children who may be experiencing some level of social and/or educational exclusion. Children are focused and challenged, engaging in activities that promote self-esteem.


[Contents](#)


Support for families and individuals

Action for Children – Family Intervention Projects

Many CDRPs/CSPs have commissioned Family Intervention Projects through third sector providers. One of the providers of this work is **Action for Children** who provide intervention workers for families at risk of eviction or homelessness because of anti-social behaviour. An intervention package is put in place, providing a tailored, intensive and in many cases, long-term approach to tackling antisocial behaviour. Findings from a two-year research study found that 82% of families achieved a reduction in complaints, 95% maintained their tenancies and school attendance improved in 84% of families.

British Transport Police – suicide prevention (Maytree)

British Transport Police (BTP) officers frequently encounter people who are distressed, vulnerable or suicidal. Prior to work with Maytree, officers used formal action under Section 136 of the Mental Health Act 1983 as, although it may not always have been the most appropriate course of action, it was often the only practical option at the time. In cases where this action has been attempted but no further detention under the Act is possible given the circumstances, BTP staff now have the option of referring people to Maytree if it would be of benefit to them.

Maytree offers a one-off four-night stay in a safe, non-medical residential setting in Finsbury Park, North London, where people who are in extreme suicidal distress and despair can talk, reflect, rest and restore hope without judgement and in confidence. All stays are subject to an assessment to evaluate need, the risk and the likely benefits, and to ensure house rules are understood. A stay is generally more beneficial to individuals in the midst of a one-off crisis rather than those suffering long-term mental illness or addiction. Maytree offers guests a room, shared facilities and an ongoing opportunity to talk with a befriender.

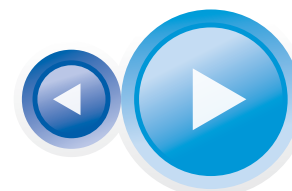
St Mungo's

At local levels several neighbourhood policing teams work alongside **St Mungo's** homelessness charity to refer members of the street population and other vulnerable people. Many of these people need support to tackle alcohol and drug dependency, as well as mental health issues.

Gloucestershire – Police Village Agents Scheme

The Village Agents Scheme is a community organisation run by the rural council who are seeking to bridge the gap between the local community and those organisations who can provide help and support. The service is primarily aimed at those over the age of 50 and based in the most isolated parts of the community. Neighbourhood staff are now using this as a means of engaging with older people in rural communities.

Contents



Supporting Victims

There are many national and local charities supporting victims and witnesses of crime. National charities such as Victim Support work across the country to provide support and help for victims. Other charities provide specialist support for specific issues, for example Women's Aid which focuses on domestic violence issues. There are many examples of local charities providing support at a neighbourhood level. NPTs may wish to tap into the expertise and support services of these charities, particularly when dealing with issues such as hate crime.

Victim Support

Victim Support is the independent national charity for people affected by crime. Staff and volunteers provide free and confidential information, emotional support and practical help to victims of crime, their family, friends and other people affected. This support is provided to victims regardless of when the crime happened or whether it was reported to the police. Victim Support has a network of offices across England and Wales running and co-ordinating community-based services. The organisation also runs the Witness Service in every criminal court to help those called as witnesses and a Victim Supportline (0845 30 30 900) which gives immediate help over the phone.

As well as providing services, Victim Support campaigns for greater awareness of the effects of crime and to increase the rights of victims and witnesses. The organisation is part funded by government but remains an independent charity that also relies on donations and sponsorship.

Victim Support Anti-Social Behaviour Outreach Project (Leeds)

The Anti-Social Behaviour (ASB) Outreach Project provides tailored support to victims and witnesses of anti-social behaviour and their families, regardless of whether or not a crime has been reported. The Project is also one of the longest-running ASB initiatives, having been set up in 2004 using Trailblazer funding, and over the past five years the team has provided vital practical and emotional support for victims.

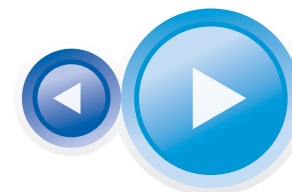
Dawn, part of the ASB Outreach Project, says that "One family I have been working with was continually becoming the target of hate crime." They were having stones thrown at their house, and thrown at them when they were in the street, their cars were being scratched and damaged, they were verbally abused, and people were shouting things through their door intercom system.

"They were being victimised in their own neighbourhood by a local gang, and it was a case of a long-term hate crime campaign.

"I went out to visit the family, and sitting in their front room talking to them, you could see their despair at not being able to get on the housing list and find alternative accommodation. The situation was made even more difficult for them because English was not their first language, and their 11-year-old daughter was acting as an interpreter.

"We were able to talk to the police and get regular visits for the family from the local Police Community Support Officers. We also spoke directly to housing, and got the family on the priority housing and direct let list, and finally they were offered the sort of home they needed, which was fantastic for them."

Contents



Women's Aid – Domestic violence services

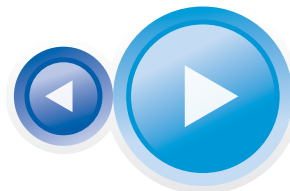
Women's Aid, as well as other third sector organisations such as Refuge, operate a network of refuges and community-based support services across the country for women and children who need advocacy and support and a safe place to stay. Specialist refuge and support services also exist for victims who might experience additional barriers to reporting or escaping domestic abuse. There are also a number of specialist refuges and support for women with learning disabilities, ethnic minority women and gay men.

Guidance on Investigating Domestic Abuse (ACPO/NPIA, 2008) outlines that the Police should provide domestic violence victims with referral details of independent advocacy or outreach services where available. Independent Domestic Violence Advisers (IDVAs) are especially valuable to victims from minority communities where there are language barriers or a lack of knowledge of, or confidence in, the UK criminal justice system.

In areas where specialist services do not exist, police officers should seek information from the National Domestic Violence Freephone Helpline (0808 2000 247) to establish the nearest specialist support service.



Contents



Crime Prevention

Neighbourhood Watch

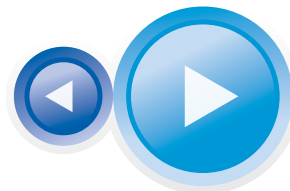
Nationally there are over 7 million Neighbourhood Watch members providing support to neighbourhoods across the country. The Neighbourhood and Home Watch Network provides strategic direction for neighbourhood watches nationally. It provides links to 10 regional groups including the police and neighbourhood watches, 43 police force leads, Neighbourhood Watch Coordinators and grassroots schemes.

Suzy Lamplugh Trust

Suzy Lamplugh Trust works to raise awareness of the importance of personal safety in order to help people to avoid violence and aggression and live safer, more confident lives. The Trust works alongside community groups, government, the police, the educational establishment, public bodies and the business sector to encourage safety wherever people may be at risk – in the home, at work, in public and in schools and colleges, on public transport and when travelling at home or abroad.

In 2002 the Trust established National Personal Safety Day in order to highlight certain personal safety issues to the general public and to put across some simple, common sense safety

messages. This has grown over the years and National Personal Safety Day 2009, which was about safety on public transport, attracted support from schools, colleges, community groups and local authorities around the country – as well as from both Transport for London (TfL) and British Transport Police (BTP). BTP teams held safety surgeries and handed out safety information at train stations across the UK. Transport for London and NPTs gave out safety information and advice at over 30 locations in and around London – including tube stations, bus terminals and town centres.


[Contents](#)


Crimestoppers

Crimestoppers is an independent UK charity, established over 20 years ago, that helps to find criminals and solve crimes. Members of the public can contact the charity and give crime information anonymously either through the 24 hour hotline (0800 555 111) or through the [website](#).

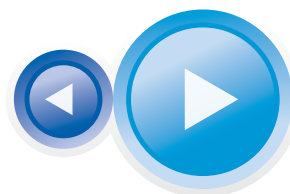
The identity of people providing the information is never known to the police or criminals and therefore anybody who has information about criminal activity can pass it on, without living in fear of the consequences.

Rewards are also available and are paid without compromising anonymity. In addition, the charity runs the 'UK's Most Wanted', the only national online resource of suspected criminals wanted by the police. The public can view photographs, CCTV stills and descriptions of suspects and can either call the charity directly or complete an online form.

South Yorkshire Police – Over 50s event - Age Concern and Sheffield 50+

South Yorkshire Police have been working with Age Concern for over four years on an Over 50s event. The charity provides the audience for the event which aims to raise issues and provide crime prevention advice through a number of scenarios including bogus callers/ rogue traders, anti-social behaviour, road safety, safety in the home and fire safety.

The event first ran over one week but is now so popular it is run for two weeks. Over the years the audience has grown from 300 from across the county to over 1,000 attendees. The scheme has also broadened its work with third sector organisations and now includes Neighbourhood Watch, Victim Support and the local Rotary Club. Further links are being made with the Mothers Union and local churches that are helping to increase audiences even further.

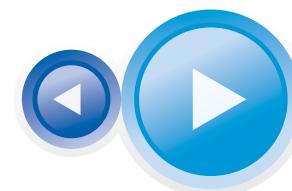

[Contents](#)


Answers

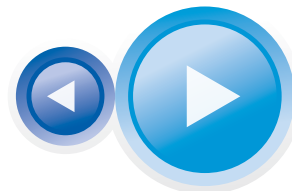
The table below outlines some key activities that NPTs can undertake to work more closely with third sector organisations.

Example Activities

Activity	Description	Benefits
Map all third sector organisations on your patch that are working on issues relevant to your work and make contact with them.	<p>Find a single point of contact at each agency and discuss how their current work might link to yours.</p> <p>There may be commissioning opportunities through the BCU Fund, the Crime and Disorder Reduction Partnership or Children and Young People's Partnership. However, the focus should be on using their existing capacity.</p>	<p>Access knowledge and expertise in relation to issues you may be working on.</p> <p>Contact with people perceived as 'hard to reach' in your area.</p> <p>Helps break down 'us and them' attitude.</p> <p>Better use of resources available in a neighbourhood.</p>
Check with your Basic Command Unit/ NAVCA/Community Alliance about relevant third sector organisations that might be based in other parts of the district/area but who cover your neighbourhood.	<p>Find out the organisations offering services relevant to your work that can provide relevant expertise and work or receive referrals from your area.</p> <p>Examples of services include: victim support; expertise on working with LGBT or BAME communities; volunteering agencies; environmental work; domestic violence.</p>	<p>Brings in expertise from outside the neighbourhood area.</p> <p>Helps NPTs broaden their knowledge of other support services available to them and the community from outside the neighbourhood.</p>
<p>Encourage third sector groups to link up and coordinate activity together where appropriate.</p> <p>NB – there may be funding/political sensitivities involved so get to know the agencies first.</p>	<p>Some third sector organisations may better coordinate their support for NPTs by joining up and pooling their volunteers, support networks and activities.</p>	<p>More focused approach to delivery.</p> <p>More comprehensive overview of activities provided by third sector organisations.</p> <p>Better coordination of volunteers.</p>

[Contents](#)


Activity	Description	Benefits
Organise talks/events alongside third sector organisations.	<p>NPTs can work with local projects, taking part in activities.</p> <p>Other agencies can help NPTs engage communities and bring an audience to a crime prevention event (e.g. Age Concern, BAME groups, young people, etc.)</p>	<p>Helps break down barriers with communities.</p> <p>Helps NPTs access community members who are perceived as 'hard to reach'.</p>
Encourage people to volunteer with third sector organisations.	<p>Community volunteers are vital to the ongoing work of third sector organisations.</p> <p>Encourage people to volunteer, perhaps as part of the Neighbourhood and Home Watch Network, as a Victim Support volunteer, a volunteer on a youth activity, etc.</p> <p>Some areas provide structured patrols by community volunteers (e.g. Street Pastors/Angels). Encourage local people in your area to join.</p>	<p>Helping the sustainability of the third sector.</p> <p>Contribution to crime reductions.</p>
Acknowledge the work of third sector organisations.	If a third sector organisation is supporting the work of your NPT acknowledge them in newsletters, feedback, letters, events and websites.	Helps further build relationships between NPTs and the third sector.

[Contents](#)


Conclusion

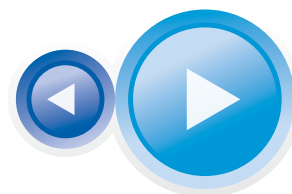
Third sector organisations provide a wide variety of valuable support, services and projects in neighbourhoods across the country. NPTs can increase the service that they give to their communities by engaging and working with them. This joint working can bring a number of potential benefits. These include improved links with the community, more diversity of engagement and added value to the delivery of safer and stronger communities.

This guide has outlined the potential benefits, as well as the challenges, of working with the third sector.

There is an ongoing national drive by the police service to ensure the confidence of the communities they serve and tackle the issues that affect them. With good engagement and joint working, third sector organisations can play a vital role in that process.



Contents



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Partnership in Public Services: An Action Plan for Third Sector Involvement (2006)

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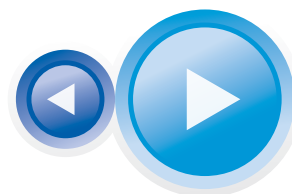
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The Future Role of the Third Sector in Social and Economic Regeneration: Final Report, HM Treasury/Cabinet Office, London (2007)

Working with the Third Sector to Reduce Re-offending: Securing Effective Partnerships, Ministry of Justice, London (2008-11)



Contents



Resources

Includes third sector organisations outlined in the guidance as well as other useful contacts

ACEVO (Association of Chief Executives of Voluntary Organisations): A membership body for third sector Chief Executives with over 2,000 members. Has a special interest group for Crime and Justice which can provide a link between senior officers from the third sector.

Action For Children

Age Concern

bassac (British Association of Settlements and Social Action Centres)

Better Outcomes: Commissioning for Children and Young People

City Links

Clapham Park Project

Commission for the Compact

Community Alliance

Community Safety Advisory Service (CSAS)

Crimestoppers

Kickz

Kids Taskforce (Miss Dorothy)

Office of the Third Sector (Cabinet Office)

Maytree

National Council of Voluntary Organisations (NCVO)

NAVCA (National Association for Voluntary and Community Action): details all local umbrella bodies for voluntary and community action including third sector agencies, volunteering opportunities and faith groups

National Council for Voluntary Youth Service

National Search and Rescue Dog Association

Neighbourhood and Home Watch Network

Office of the Third Sector

Prince's Trust

Samaritans

Social Return on Investment (SROI)

St Mungo's

Street Pastors (Ascension Trust)

Suzy Lamplugh Trust

Social Landlords Crime and Nuisance Group

Third Sector journal

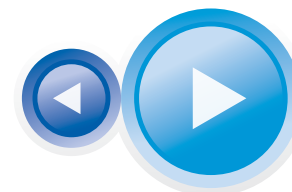
Victim Support

Women's Aid: Contacts for local specialist domestic violence services can be found on the [WA website](#)

- [The Hideout](#) (website for children and young people).
- [National Domestic Violence Freephone Helpline](#) (0808 2000 247)

Youth Sector Development Fund (YSDF)

Contents

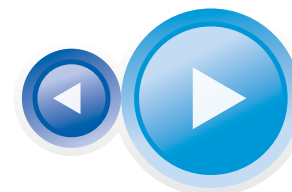


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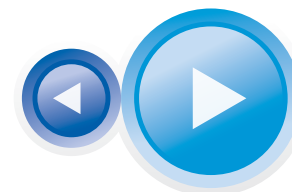
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[Contents](#)


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Contents



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www.npia.police.uk / www.neighbourhoodpolicing.co.uk

The examples outlined in this guide have been provided by forces and are used for illustrative purposes only. Unless otherwise stated they have not been formally accredited, assessed or evaluated by the NPIA.