



Warwickshire Police Authority / Warwickshire Police

Community Engagement Strategy 2009-13

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Aim

This strategy sets out a framework for developing community engagement across Warwickshire. Its successfulness will be based upon our ability:

- To improve our knowledge of local issues and concerns and resolve them
- To adopt existing and new approaches resulting in greater and more meaningful local engagement

Community engagement: An introduction

It is imperative that we take every opportunity to deliver the best services we can within the available resources. Effective community engagement is key if we want our communities to participate in and actively shape policing locally. It is therefore essential that local people can:

- Identify the issues adversely impacting upon their quality of life and help design and introduce the solutions
- Influence the development of our strategic priorities and resultant decisions

Effective community engagement is not something that can or will be achieved quickly; it requires a medium to long-term view. The Chicago PD believed that it took them eight years to get to a position where they could confidently declare that they were fully engaged with their communities.

There are four foundations underpinning effective community engagement:

- Identifying communities. These may be geographical or based on special interests, demographic background, beliefs, skills, relationships, economics or shared experiences; people may belong to several communities
- Identifying ways to create a dialogue with communities and listening to their views; consultation and communication
- Incorporating the responses received into our processes for planned policing on a SNT, borough/district and county-wide basis; empowering communities to become involved, have a say and influence decision-making in a way that will help develop long term sustainable solutions
- Providing feedback to people about the actions taken as a result of listening to and acting on their views and stated priorities

If we want to ensure that we are deploying the right people in the right places at the right times, doing the right things, it is crucial that we involve the communities we serve. It is only by giving them a voice in policing that we will increase their confidence in what we do and provide truly citizen-focused services which meet their needs.

This strategy, therefore, introduces a framework that enables local people to tell us what's important to them and helps shape the type and range of services we provide.

Crucial to its success will be our ability to keep people informed as to the progress being made in addressing their issues/concerns. It is anticipated that providing timely and meaningful feedback to local people will positively influence their confidence in us, increase their willingness to provide information and intelligence and increase the likelihood they will work alongside us to address those issues impacting upon their quality of life.

Legal Framework

Section 65 of the Local Government Finance Act 1996 states that a relevant authority shall consult under this section persons or bodies appearing to it to be representative of persons subject to non-domestic rates. Consultations must be made each financial year, and must be about the authority's proposals for expenditure (including capital expenditure) in that financial year.

Section 96, Police Act 1996 states that arrangements shall be made for each police area for obtaining the views of people in that area about matters concerning the policing of the area and their co-operation with the police in preventing crime in that area. Arrangements shall be made by the police authority after consulting the chief constable as to the arrangements that would be appropriate.

Paragraph 30 of the Police and Justice Act 2006 amends Section 96 of the 1996 Act to extend the duty on police authorities to cover the making of arrangements for seeking the co-operation of the community in preventing anti-social behaviour in addition to the prevention of crime.

Section 7 of the Police Act 1996 states that every police authority shall, before the beginning of the financial year, determine objectives for the policing of the Authority's area during that year. Before determining objectives, a police authority shall:

- Consult the Chief Constable for the area, and
- Consider any views obtained by the authority in accordance with arrangements made under Section 96

Section 8A of the Police Act 1996 requires police authorities to produce local policing summaries and distribute them to every household on at least an annual basis.

Under current legislation, public bodies, including police authorities and forces, are required to consult on the production of each of its schemes.

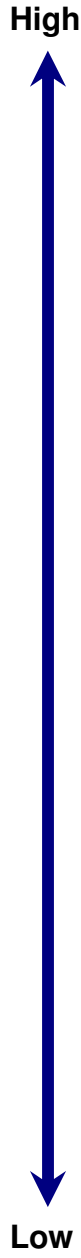
The Police Authority (Community Engagement and Membership) Regulations 2010 address how Police Authorities communicate and engage with the public. Under the new Regulations, the arrangements for obtaining the views of the community on policing are as follows:

- In making or reviewing the arrangements for obtaining the views of people in its police area about matters concerning the policing of the area, each police authority shall have particular regard:
 - (a) To the need to ensure that it obtains the views of a wide range of people, including:
 - (i) Those who are aged under 21 or over 65
 - (ii) Those who belong to the business and voluntary sectors in the area (whether or not they live in the area)
 - (iii) People from diverse backgrounds and sectors of society, including those of disadvantaged socio-economic status and from groups which are perceived by them as hard to reach
 - (b) To the need to ensure that it obtains a sufficient number and range of views to avoid it acting on the basis of an unduly limited or unrepresentative sample

- (c) To the need to ensure that it obtains the views of people in its area sufficiently often that it is continually aware of such views, so far as this is reasonably practicable
 - (d) To the need to ensure that the public are offered a range of different routes, including in appropriate cases meetings with the police authority and with senior officers of the police force, by which to communicate their views to the police authority
 - (e) To the need to avoid unnecessary duplication with comparable arrangements made by police forces, local authorities, crime and disorder reduction partnerships, community safety partnerships and local criminal justice boards
 - (f) To the need to ensure that the public are given the opportunity to comment on issues which, judging by the number and nature of complaints received by the police force or police authority, are matters of particular local concern.
- A police authority making or reviewing arrangements as mentioned in regulation 2 shall have particular regard to the need to obtain views on:
 - (a) Whether people in the area consider that the authority gives due regard to their views in discharging its functions
 - (b) Whether people in the area consider that the police force is fulfilling its role in tackling the crime and anti-social behaviour issues that matter to them
 - (c) Whether people in the area consider that the police force is providing a good service to the public
 - (d) Whether people in the area consider that community support officers have appropriate powers to deal with local concerns, within the range of powers available under part 4 of the police reform act 2002

Types and levels of communication and engagement

Community engagement can take many forms. The table below identifies and defines the varying types of engagement.

	Level	What's Involved	Public Participation Goal
 <p>High</p> <p>Low</p>	Empower	Equal and effective working relationships are maintained	Final decision-making is placed in local people's hands
	Collaborate	Services are designed and improved together	Decisions are made, solutions identified and alternatives developed in partnership with local people
	Involve	The issues and priorities are discussed	Local concerns and aspirations are consistently understood and considered as a result of talking to/working with local people
	Consult	People are consulted to gain their views	Feedback is obtained from people relating to our analysis and/or solutions
	Communicate	Two-way communications are set up	Opportunities are provided to people to comment on what has been decided or is already in place
	Inform	People are informed about our services	Balanced and objective information is provided to people to assist them understand the issues, opportunities and potential solutions

What do we need to think about?

Engaging with stakeholders is a term that covers anyone with an interest in policing in Warwickshire. It includes members of the public, local businesses, other public service organisations including councils, emergency services and the NHS, Members of Parliament and the voluntary sector.

Recognising the diverse nature of our county, local communities are not always easy to define. Some may be based upon geographical locations such as a beat, ward or town centre, however others may be based on age, gender, race, faith, disability and sexual orientation. Other communities may emerge from shared experiences, for example a workplace or interest/hobby.

If we are to effectively engage with local people we need to listen to the way they describe themselves and be prepared to engage with them in a way (time, location and approach) that meets their specific needs.

Some communities currently receive better engagement than others. The reasons for this are many and varied but include:

- Difficulties in identifying the best person to talk to
- Accessibility of policing services - specific locations or communities
- Language/communications problems
- A lack of confidence in the police or their partner services

Despite the existence of these issues we remain committed to doing our best to establish and improve the way we engage locally.

This Strategy is underpinned by a series of minimum standards, which will be regularly reviewed and revised. We are committed to build on and further develop these standards as we continually look to demonstrate our commitment to providing responsive community safety and policing services that deals with those issues, which matter most to our communities. Our minimum standards are attached as Appendix A.

Community engagement: Moving forward

If we are to effectively engage with our communities it is essential that we:

- Identify and map our communities, assessing what we are doing to engage with them. Our existing SNT Profiles will continue to provide the basis of this information, however it is imperative that they are continually reviewed and updated to ensure emerging communities are identified and effectively engaged
- Understand how confident different communities are with the policing services they receive and clarify how they would like us to engage with them. This will enable us to overcome any barriers that could adversely affect our ability to engage. One size does not fit all
- Engage with our communities as they go about their daily business. This will enable us to capture the views of the silent majority who wouldn't normally look to enter into a dialogue with us
- Tailor the way we look to engage with individual communities so that our approaches reflect their specific requirements. Mechanisms such as Independent Advisory Groups (IAGs) and Key Individual Networks (KINs) will help facilitate this
- Work with our partners to ensure that consultation and engagement activity is coordinated and cost effective
- Pay particular attention to communities that may be harder to engage with or harder for us to reach. It is important that we engage equally with all our communities
- Actively publicise how communities and individuals can engage with us and influence our policing and community safety priorities
- Ensure that we record, analyse and feed the views obtained into our planning and decision-making processes
- Design and deliver our policing services having taken into account the views of our communities. Working with local communities and partner agencies we will implement creative, long-term and ultimately sustainable solutions
- Tell communities what we have done to address the issues they have brought to our attention. Providing feedback will demonstrate our commitment to our communities, illustrate the action taken and increase trust and confidence locally

Recording people's views

Community engagement occurs right across the county, however its origins can be found at Safer Neighbourhood level. Having taken the time to engage with people locally, it is imperative that their issues, views and concerns:

- Are appropriately recorded
- Inform our analysis of specific policing problems/community concerns
- Shape the solutions that we will implement with, where appropriate, our partners

Our general principle will be to develop timely, localised solutions that address a community's problems. We anticipate that many of the issues raised can and will be dealt with by our Safer Neighbourhood teams, however, where it is evident that a higher level of intervention or additional resources are required, we will escalate the problem 'upwards' to identify, develop and resource an appropriate solution/response. Other issues will be taken forward through our strategic planning process.

The key to effective community engagement is feedback. It is important that we inform communities as to the actions we have taken to address their concerns. We need to be creative as to how we provide this feedback so that we can maximise its visibility whilst effectively controlling costs.

Corporate minimum standards for community engagement

As part of this Strategy we have developed a set of corporate minimum standards, which identify the actions we will deliver at force, district and Safer Neighbourhood Team levels. These standards are attached at Appendix A.

To support the effective delivery of this Strategy we have compiled a practitioners guide, which is attached at Appendix B. This guide will enable us to maximise the outcomes resulting from the delivery of our corporate minimum standards.

Safer Neighbourhood

Each Safer Neighbourhood will have a Neighbourhood Profile identifying the key communities as well as emerging communities, which will be targeted during local consultative exercises. These exercises will inform and help develop local problem-solving plans addressing community concerns. We will tailor the way that our Safer Neighbourhood teams interact with and capture the views and opinions of their communities. One approach will not be appropriate for all.

District/Borough

The outcome of our community-specific consultation and engagement exercises will inform and be reflected in the district/borough's priorities. We will align our resources to addressing these issues and priorities and monitor our subsequent performance.

Force

We will consult and engage communities as part of the Force/Authority's planning process. The outcomes of these exercises will inform the priorities contained within the Local Policing Plan.

Performance

It is essential that we continuously monitor, review and evaluate the effectiveness of this Strategy so to ensure the continuing appropriate provision of:

- **Access:** to policing or community safety services through a named contact point
- **Influence:** over community safety priorities in their neighbourhood
- **Interventions:** joint action with communities and partners to solve problems
- **Answers:** sustainable, long-term solutions to problems and feedback on results

We have put in place a framework that enables us to effectively manage Safer Neighbourhood team performance. This framework enables us to:

- Compare team performance
- Quantify the benefits being delivered
- Identify and manage those communities suffering disproportionate levels of harm

We have also developed a questionnaire that specifically gauges public confidence in policing. The results of these surveys are considered alongside crime data in assessing how well we are protecting our communities from harm.

Monitoring and evaluation

The District/Borough Commanders are responsible for ensuring:

- Our minimum standards are being adhered to locally (District/Borough and Safer Neighbourhood team levels)
- The outcomes of these exercises are being appropriately recorded
- The results/outcomes of these exercises are being raised and discussed as is appropriate

The Police Authority will also scrutinise local consultation and engagement processes as part of its 'District/Borough reality checking' processes.

Good practice

The Neighbourhood Policing element of the Intranet contains various corporate standards, templates, toolkits and good practice information. National guidance, information and examples can be found at: www.communityengagement.police.uk

A framework for delivering our vision of consultation and community engagement

Aim

To ensure the effective delivery of our Consultation and Community Engagement Strategy leading to engagement and meaningful consultation with all sections of the Warwickshire community on:

- Local policing issues
- Strategic priorities for the force and the authority
- Specific issues such as precept levels

Safer Neighbourhood

To deliver this strategy, we will employ a range of methods to ensure that rounded views are gathered and that a wide cross-section of society, including those that are harder to reach, is included. The framework is also designed to ensure that there are opportunities for strategic issues to be discussed as well as those that are of local concern. Examples of approaches used are listed below.

Formal

Locality forums are the main channel for reaching community leaders and the wider public. WCC citizens panels are used with questions being added to planned consultation waves and specific waves being commissioned for our own purposes.

CDRPs provide a means to consult with representatives of local agencies with specific interests in community safety matters.

The Business Network is used to discuss specific business-related issues including the level of business rate.

Informal

Council magazines are used to invite responses from the public on specific issues. Mobile exhibitions, displays and leaflet campaigns encourage general responses from members of the public.

Targeted

We make use of existing channels to contact minority or harder to reach groups through, for example, IAGs, organisations that focus on young people, BME groups, older people's groups and people with disabilities.


Electronic

We are making increasing use of the Authority and Force websites as a means of providing information and encouraging responses to questionnaires.

COMMUNITY ENGAGEMENT STRATEGY - CORPORATE MINIMUM STANDARDS

Force Wide	Frequency	Who Owns It	Evidenced Outcomes and Feedback
1. Participate in the Warwickshire Police/ Authority IAG meetings on Race, LGBT and Disability. (Strategic)	Every 6 Weeks	Diversity Manager	
2. Formulate with partner agencies Community Surveys (RSVP) and ensure consultation outputs are fed into corporate planning.	Quarterly	Corporate Development Police Authority - Chair Community Engagement Panel	
3. Increase the usage of the internet as a method of public consultation.	Annually	Corporate Development Police Authority - Assistant Chief Executive	
4. Review Volunteer Scheme Policy.	Annually	HQ Support	
5. Conduct Neighbourhood Community level consultations force wide.	Quarterly	Corporate Development	
6. Align work programmes and submit update reports every 3 months to the relevant committees within Warwickshire Police Authority and partnership structures within strategic Boards.	Every 3 Months	ACPO	

Key:

 Blue = Mandatory

 Yellow = Good practice (6)

Appendix A

District/Borough	Frequency	Who owns it	Evidenced Outcomes and Feedback
1. Define clearly the Safer Neighbourhood Communities.	Annual	District Commander Police Authority - District Leads	
2. Review and utilise information from CDRP to inform District Business Plans.	Half Yearly	District Commander Police Authority - District Leads	
3. Incorporate community views and input into the CDRP to inform District Business Plans.	Monthly	Supt. Local Policing Police Authority - CDRP Rep	
4. Participate in the Local Safeguarding Board and address issues of outcomes.	Quarterly	Supt. Local Policing	
5. Ensure membership of IAGs is broadly representative of the demographics of the district and review the terms of reference.	Annual	Diversity Manager	
6. Publicise district consultation and engagement activities.	Annual	SNT Inspector	
7. Provide feedback to communities on performance and activities	Annual	Corporate Development	
8. Influence the Local Authority Citizen's panel surveys in relation to Neighbourhood Policing activity.	Annual	Supt. Local Policing Police Authority - District Leads	

9. Establish KINs in every Safer Neighbourhood Area and maintain regular contact.	Half Yearly	District Commander	
10. Meet with Warwick County Council and full council	Half Yearly	Supt. Local Policing	
11. Engage with elected members at a district level.	Monthly	District Commander- District lead	
12. Engage with Area Committee meeting	Between 4-6 times a year Dependent upon district	District Commander- District lead	

Key:

- Blue = Mandatory
- Yellow = Good practice (11,12)

Safer Neighbourhood teams / Community Forums	Frequency	Who Owns It	Evidenced Outcomes and Feedback
1. Identify area level stakeholders and encourage engagement in Community Forums.	Annual	SNT Inspector Police Authority - District Leads	
2. Ensure local priorities are identified within the community and captured within the Community Forum.	Quarterly with Monthly updates	SNT Inspector Police Authority - Chair Community Engagement Panel	

Appendix A

Safer Neighbourhood teams / Community Forums	Frequency	Who Owns It	Evidenced Outcomes and Feedback
3. Developed and deliver an Annual Engagement Plan for each Neighbourhood Community.	Annual	SNT Inspector	
4. Attend meetings with residents, tenants associations and other identified groups.	Annual	SNT Inspector Police Authority - District Leads	
5. Attend meeting with business associations.	Annual	Business Crime Team Police Authority - Chair Community Engagement Panel	
6. Attend youth forums (for example youth councils, meetings, focus groups etc).	Half Yearly	Community Protection Police Authority - Lead Member Safeguarding Children	
7. Attend faith group meetings (for example mosques, churches, temples, and community centre-based groups.	Annual	Community Cohesion Police Authority - District Leads	
8. Visit Head Teachers in each community.	Annual	SNT Inspector	
9. Publicise SNT Policing Team contact details locally.	Annual	SNT Inspector	

Safer Neighbourhood teams / Community Forums	Frequency	Who Owns It	Evidenced Outcomes and Feedback
10. Update Intranet and Internet SNT Policing Team sites.	Monthly	SNT Inspector	

Safer Neighbourhood teams / Community Forums	Frequency	Who Owns It	Evidenced Outcomes and Feedback
11. Include SNT Priorities on SNT Policing Teams on the Intranet and Internet site.	Quarterly with Monthly updates	SNT Inspector	
12. Maintain Media contact and produce briefings and articles.	Quarterly	SNT Inspector	
13. Produce and distribute Area Policing Newsletters.	6 monthly	SNT Inspector	
14. Conduct Community Walkabouts to address and identify local issues.	Half Yearly	SNT Sergeant Police Authority - District Leads	
15. Establish regular community-based local police surgeries.	Quarterly	SNT Sergeant	
16. Attend Watch Meetings (for example Neighbourhood Watch, Business Watch, Hospital Watch etc) and ensure scheme views are addressed.	Annual	SNT Sergeant/Watch Scheme Co-ordinator	
17. Continue informal consultation and engagement methods, for example meetings, visits, open days etc. (Any actions arising must be recorded).	Ongoing	SNT Sergeant Police Authority - District Leads	

Key:

- Blue = Mandatory
- Yellow = Good practice

Mechanisms for feeding back to participants in consultation

Principle

We consider it important that consultation is seen as a two way process, all contributions to our public consultation or other comments from members of the community we serve, should receive an acknowledgement and an appropriate response.

As a general rule, responses should be made through the same route or medium as the contribution received. However it is recognised that there will be instances, for example where confidentiality is a factor, where other methods of responding could be more appropriate.

Management

In the case of contributions made at Community Forums we should take responsibility that appropriate responses are made. This could either be an oral response at that meeting or the next meeting of that Forum if the contributor agrees. Alternatively a response in writing (or in certain cases by telephone) may be made.

Responses to contributions made through our interactive web-site should be the responsibility of the web-site management team as part of their receiving and collating processes.

The Citizens Wave responses are received without identity. However participants have indicated that some form of feedback would be appreciated. Therefore it is proposed to send collective responses to the Wave, reporting the general views of participants. The Police Authority's lead Officer will be responsible for this.

Contributions made at any of the Independent Advisory Groups can be channelled to the Strategic Advisory Group and attendees will organise suitable responses to be fed back.

Contributions arising through our arrangements for young people will be the subject of reports back to the schools where the Focus Groups are held or via the Youth Parliament. The Safer Schools Partnership provides another route for feedback.

Business Consultation will normally be responded to at the meetings at which matters are raised, but when this is not possible, written responses can be made by an agreed later date.

As our consultation processes develop to include new channels of communication with different groups, suitable protocols for feedback will be put in place accordingly.

In addition to the formal processes described above, we will receive individual enquiries, comments, suggestions etc at any time, and indeed welcome them. We expect these to be processed in accordance with the code of practices it follows, aimed at giving immediate acknowledgements and timely conclusions.

Areas for further development

Analysis

Now that a steady flow of information is being received from the sources described above, our processes are being refined so that the results of consultations can be analysed and disseminated to appropriate parts of the organisation.

Record of impact

A formal record will be maintained to show how the results of consultation were used to inform decisions made at local and strategic levels.

Feedback

We recognise the importance of feeding back to consultees and the wider community the outcomes of consultation and how the results have been used. A mechanism is being produced to ensure that appropriate feedback is given.

COMMUNITY ENGAGEMENT STRATEGY SUPPORT GUIDE

1. What are the aims objectives and purpose of engaging with the community?

At District/Borough/strategic level

- Is there an engagement plan, which actively promotes working with local communities?
- Does the District/Borough have a longer-term plan to build confidence and communication channels with communities?
- Where do District/Borough engagement and consultation plans fit with partners' engagement activities?
- Do the tasking processes in place at District/Borough level support tasking by and tasking of partners and the public, as appropriate?
- Have we consulted with local elected members?
- Has a comprehensive audit of the participation methods of local authorities, other partners', voluntary and community organisations been carried out to identify what already exists in District/Borough and Safer Neighbourhood Areas?

For specific engagement/consultation exercises

- Is this part of planned, regular consultation or an ad hoc exercise?
- In this exercise, do we want to consult people about something specific, for example, anti-social behaviour at a pub, changes to police station opening times or local dispersal orders; or something broader, for example policing priorities for the following year or the nature of the main local issues?
- Do we need or want to involve partners?
- How will we explain to the public how and why we are undertaking the consultation and what we plan to do with the results?
- What do we plan to do with the views we receive as part of the engagement activity?
- Do we need to carry out a diversity/equality impact assessment?

2. Who do we wish to engage with?

- Which communities/sections of communities do we wish to engage with?
- What knowledge do we have about the people with whom we wish to engage?
- How likely are they to want to engage with us?
- How much confidence are they likely to have in engaging with us?
- How do we know that they represent the views of the community?

3. How are we going to engage with them?

- How can we ensure that we reach out to them and understand their communication needs?
- What barriers might we need to overcome in order to engage effectively with them? e.g. language, gender issues, disability, lack of confidence etc.
- Have we developed means of engaging with people to cater for their communication needs?

- How does our engagement plan link with those of partners, in particular local authorities?
 - Are the timescales realistic? e.g. will they fit with planning cycles?
 - Have we got the skills in-house to facilitate the engagement or do we need external input?
 - Is there good practice from elsewhere that we can use to assist us in engaging with them? i.e. partners or other forces
 - How are we going to publicise the opportunity to give us their views? (see communications toolkit)
 - What are the things to be considered when planning the activity, e.g. venue, travel, catering, publicity?
 - What costs will this activity incur and how will it be funded?
 - Do the public have named, publicised points of contact for Safer Neighbourhood Policing Teams?
 - Identify existing groups and networks to assist in the engagement
- 4. How are we going to ensure that community views are taken into account and fed into the relevant planning process?**
- How are we going to record the views?
 - How are we going to analyse the comments and present them to decision-makers?
 - Is there an audit trail to ensure that community views and concerns are fed into the appropriate planning processes e.g. NIM (SARA), Force level and local planning?
- 5. How are we going to feed back the results to the community?**
- Have we the mechanisms in place to feedback the results? (see communications toolkit)
 - How are we going to manage the public's expectations with regard to what we can and cannot act upon?
 - Are we delivering regular updates for communities at Community Forum and community level?
 - Are these updates verbal, written, or do we use other methods?
 - Are we recording what we are doing to feed back information to the community?
- 6. How are we going to review and evaluate the process?**
- Do we have targets for the number or backgrounds of the people with whom we wish to engage?
 - Will the activity meet the corporate community engagement standards?
 - Were the comments received recorded and fed into the planning process?
 - Were the actions taken and results fed back to local communities?
 - Does any NIM results analysis include feedback from communities on their experience and outcomes?

COMMUNITY ENGAGEMENT - SUGGESTED TACTICS

The following are suggested channels of communication that the force and Authority may choose to use to increase communication and dialogue with audiences throughout the county. It is recognised that not all channels may be suitable for all audiences and that this is not an exhaustive list of how the force and authority may elect to engage. Communication technology constantly evolves and new opportunities arise frequently. The force, for example, is currently developing a policy to help inform future social networking and digital engagement activity.

Newsletters

Completed by Safer Neighbourhood Teams at least every two months with the option to complete 'special event newsletters' as and when needed.

Home Office research supports this approach as one of the most preferred communication channels identified by members of the community. Delivery of newsletters should be by hand and posted on 'access boards' within the community to ensure good exposure and engagement opportunities.

The main focus of all Newsletters should be to deliver reassurance that the police understand and are dealing with the issues that are of concern to the communities.

Community Contacts

Safer Neighbourhood Team staff should engage with communities and encourage communication between police and residents, with the aim of signing up those people identified as 'Key Local Residents' and then to maintain frequent (minimum monthly) contact.

Community Contacts are necessarily at the very heart of neighbourhood policing, they are the local people who live and work within the communities and are willing to regularly update police staff on issues that arise within their neighbourhood.

A Communities Contacts Database should be maintained and available to all staff, this should be up to date and informative recording:

- Key community contacts
- Details of visits made to these contacts
- Concerns and issues raised by the contacts
- Other relevant community information

Youth Engagement

We should avoid overlooking the value that young people can add - we should work to encourage them to become an integral part of the problem solving process.

Young people are as much stakeholders as any other member of the community, engaging them in the process now should pay dividends in the medium to long term.

We should consider:

- Involving young people in the solution to a given problem
- Taking every opportunity to promote the positive image of young people
- Identifying and getting involved in the youth provisions and activities in your area
- Engaging with young people on an appropriate level - keeping an open mind

- Helping to champion restorative approaches and engage through arrangements such as Safer Schools Partnerships

This cannot be considered an exhaustive list, and you are encouraged to be creative and imaginative in developing suitable approaches.

Community Contact Forms (CCF)

A quick and simple way by which we can record and collate the views of communities, thereby informing and identifying local priorities and issues.

Frontline staff should use Community Contact Forms to capture the details of their interactions with the community so that a picture of public priorities can be established to inform and build our understanding of the communities that we serve.

Issues identified via Community Contact Forms activity can then be actioned, in time further CCF work should help to monitor and inform of changes as a result of the activity inspired by the initial reports.

Safer Neighbourhood Environmental Visual Audit (SNEVA)

A method used to obtain up to date information about an area completed by SNT staff to help accurately assess the needs of that community.

This tactic involves capturing information around physical and environmental factors that impact on the quality of life in a given area such as graffiti, vandalism, litter etc

Information gathered through the SNEVA process can be used to set action plans to tackle those issues that have been identified and later to evaluate the results.

Community Forums (formally PACT - Partners and Community Together)

Attended by local people and representatives from local organisations along with the local Police Authority Member, these meetings should occur at least four times a year, other meetings can be held more frequently. They should take place at a range of accessible locations throughout the Neighbourhood Policing Area.

The format of Community Forums should endeavour to focus on improving quality of life issues

Quality of life issues include crime and disorder, health, education, employment, anti social behaviour, housing, transport, postal services and the physical environment. Locality meetings will enable the community to shape and influence services in their area.

In order to get the best out of Community Forums they should be:

- Advertised in the local area
- Open to anyone who wishes to attend
- The panel should take questions from the audience
- Panel members should be representative of the service providers for the area
- Updates should be available on current initiatives along with action updates from previous meetings
- Information given should inform the panel of public concerns in the area

Based on the information the panel will decide the top priorities arising from the meeting at the same time considering other methods of engagement operating in the area, setting actions as necessary.

Outcomes and progress of Community Forums should be communicated back to the community by appropriate means.

Police Surgeries

Police surgeries are a means of meeting members of the community away from police premises, they are run by the SNT staff and aim to engage with the whole community including those that show reluctance to visit more formal locations such as police stations.

Providing the opportunity for face-to-face interaction with police and PCSO staff on the doorstep of the community the following should be borne in mind:

- Surgery venues can be anywhere
- They should be convenient, visible, accessible and open to the public
- They should be well advertised to encourage good attendance levels
- No appointments necessary
- Consider 'themed' surgeries to deal with particular identified issues
- Times of surgeries should vary to accommodate as much of the community as possible

Resident group and community group visits

This is about identifying different communities and groups and acknowledging that they may all have very different needs and expectations, engagement should be tailored to try and meet these specific needs and requirements as much as possible.

Visits to groups and communities can be ad hoc or pre arranged to address particular issues or deliver some input to the group, for instance.

There are many examples of such groups:

- Scouts, Cubs, Brownies, Guides
- Church and Faith groups
- Disability support groups
- Child or elderly residential homes
- BME groups
- Before and after school clubs
- Sports centres / clubs
- Resident Associations
- Neighbourhood Watch
- Parish Council meetings
- Youth clubs
- Social and cultural groups
- Local voluntary groups

Regular visits will engender the feeling of involvement in the policing of the community as well as providing opportunity for intelligence about issues that may affect specific groups.

Respect and Community Pride Events

A Government initiative, the respect campaign is aimed at reducing crime and helping communities, campaigns can last from a few days to a week in those areas identified as priorities for this type of event which will be planned to involve residents, police and partner agencies working together for the good of the community.

The current situation within the identified community will be assessed via the tactics detailed in the preceding paragraphs, once completed and evaluated the respect planning team will meet, normally led by the local authority, to decide on the requirements and course of action. Types of issues that could be targeted are anti-social behaviour, street drinking, gangs, drug use/street dealing, mini moto's etc

Activities for consideration could include:

- Litter picks
- Rubbish clearances
- Road and home safety campaigns
- Police surgeries
- Crime prevention advice sessions
- Activities at schools and community meetings
- Drugs warrant
- Public fairs and fetes

Following respect events an evaluation should take place that assesses the impact that the event has had on the neighbourhood. www.respect.gov.uk

Corporate Communications (including media engagement)

Warwickshire Police and Police Authority have an 'open, honest and accountable' approach to media relations and all of its communications.

The force maintains a professional working relationship with all media organisations, particularly those resident in, or primarily covering areas of the county, and recognises that media coverage at local, force and national level can impact on levels of public satisfaction and confidence. The force and Authority will prioritise 'good news' communication within its overall delivery of Corporate Communications services in support of force objectives and priorities.

The Corporate Communications function provides the following services to the force and Authority*.

Head of Corporate Communications:

- The management and delivery of Corporate Communications for Warwickshire Police internally and externally, including media relations management; public and stakeholder relations; e-communications; internal communications; reputation management and marketing of policing services.
- Development and implementation of a force communications strategy
- Advising the Senior Management Team on all aspects of internal and external communication
- Developing effective relationships with partner organisations, including design and delivery of high-quality joint communications
- Provision of consultancy services in all areas of marketing, publicity, and publications to ensure a corporate, professional and cost-effective approach

Media Communications:

- A media communications service is provided to support both operational policing and corporate communications. A standard service is provided on weekdays with an on-call arrangement for critical or major incidents at other times. The Press Office can arrange media training; issues media releases appealing for witnesses and information; to inform or warn the public; to provide reassurance and to publicise positive action and successes.

ECommunications:

- The management and administration of force websites, restricted access websites and plasma screens.
- The management and administration of the force's intranet system.
- Support to the administration of the force's iManage system.

Corporate Communications, Marketing & Internal Communications:

- Corporate Communications, Marketing & Internal Communications
- Corporate Communications and Marketing - Public Confidence. (A team of staff on fixed term appointments supports this area).

*Police Authority Corporate Communications:

- A corporate communications service across all areas of activity is provided to Warwickshire Police Authority under a service level agreement, renewable yearly.

Partnership Walkabouts

Residents and local service providers such as the SNT get together and carry out structured walkabouts and assessments in the local neighbourhood. Problems such as graffiti, broken street lights and abandoned cars are identified, once completed it is important that the service providers make the necessary commitment to resolve the issues or explain to the community what can be done.

Partnership walkabouts maybe considered as having a wider purpose, in that they help to bring communities together and forge important links with service providers. They also provide reassurance to the wider community who see that people take pride in their local community and that problems are tackled.

Whilst these events can take place as often as needed it is important to identify issues and deal with them as early as possible to prevent escalation to a degree where the matter becomes less manageable.

Communicating events to the community is also very important, so to maximise the number of people having the opportunity to take part.

Street Meetings

Held on a flexible basis, dependant on need, within the local neighbourhood, between local residents, police and partners, these meetings help identify the issues that impact most on the residents and businesses within that neighbourhood.

They are designed to allow officers, PCSOs and partners to engage with local residents, establish their concerns and encourage them to become involved in tackling the issues raised.

Residents are afforded the opportunity to voice their concerns and task their local officer and PCSO or partner agency. Issues raised should be recorded, actions and

timescale set and agreed. At the end of meetings priorities can be identified for joint problem solving activity.

Selecting the venue for the Street Meeting is important and should provide ease of access for as many of the residents as possible. Whilst there is no stipulation on where these meetings should be held, consideration must be given to access and the safety of those who attend.

Careful consideration should be given to the involvement of partners and stakeholders, these should be invited in order that all of the focus and expectations around future activity is not directed solely at the police.

Independent Advisory Groups (IAG)

IAGs are formed from volunteer members of local communities and were introduced following the Stephen Lawrence enquiry and the recommendations that followed.

Made up from a cross section of people from all backgrounds and sharing some interest in policing and its effect on local communities, they carry out a vital function in building trust and confidence between the police and residents, particularly in terms of hard to reach and hard to hear groups. IAGs have a function, which advises on issues that are of concern to the community along with issues raised by an investigation that may cause concern within the community.

IAGs are specific to geographical areas or groups and each pillar/ strand of diversity should be represented by an IAG.

Police Station Open Days

Once a year the public can be invited to Police Station Open Days, these days provide the opportunity for local residents to engage with local police officers, PCSO and police staff.

These events do require planning and organisation but have the potential to attract large numbers of the local community and increase police visibility whilst at the same time helping to remove barriers and dispel myths.

The level of access and involvement will be down to the individual station management but may include:

- Taking of fingerprints to demonstrate techniques and technology
- Input - for instance around scene of crime procedures
- Crime prevention advice
- Distribution of leaflets, advice and 'freebies' that may be appropriate to current campaigns
- Tour of police vehicles
- Demonstration of police radios and other equipment
- Input from specialist areas such as dogs
- Other locally agreed and relevant issues

Community Speed watch

Local residents volunteer to participate in local speed watch campaigns within their neighbourhood, these may last for a few days, a week, or longer if the problem requires it.

They are designed to enable local residents to reduce speeding traffic through their community by raising awareness to the dangers of speeding whilst at the same time assisting control the problem locally.

Instead of enforcement activity these events will enable the police to send letters to those drivers identified as speeding to raise their awareness and underline the communities commitment to reducing the problem.

The scheme is supported and equipment supplied by the county council. Following such an event the council will further monitor the problem to establish any effect/benefit that the event may have delivered.

The above-suggested tactics are by no means exhaustive; a lot of them are already undertaken by SNTs, they all provide a different route to engagement and together provide opportunities to develop the progressive community engagement platform we seek.

COMMUNITY ENGAGEMENT - GLOSSARY OF TERMS/METHODS

ACP	Area Casework Panels (children based)
ACPO	Association of Chief Police Officers
AGMA	Association of Warwickshire Authorities
Area committee	Their membership comprises of a selection of people from the areas covered. Area committees consider local priorities and work with local staff and community representatives, including elected members, to improve and develop local services and opportunities
Briefing session	A briefing to provide information
CCAR	Chief Constable's Annual Report
Safeguarding Board	These are the key statutory mechanism for agreeing how organisations work with, and provide services for, children in each local area and co-operate to safeguard and promote the welfare of children to ensure the effectiveness of the work done for that purpose.
Citizens' jury	A citizens' jury is a group of residents (selected to be a fair representation of the local population) brought together to consider a particular issue. Citizens' juries may receive evidence from expert witnesses and cross-questioning can occur. At the end of the process, the jury's views, and any differences of opinion, are summarised in a report.
Citizens' panel	Membership of citizens' panels comprises local residents (selected to provide a statistically representative sample of the local population.) Panels consider specific service or policy issues and act as a sounding board offering opinion and feedback.
Community Engagement	A process of creating a dialogue with all communities in order to listen to their Engagement views, take action to deal with their issues and feed back to them about what we have done.
Community Impact Assessment	The purpose of an impact assessment is to work out how a policy or Assessment legislative proposal will affect people from different groups.
Conference	An event to discuss a particular topic or topics. In most cases, participants will hear from a guest speaker and/or panel of experts and there will be a question and answer session. Participants may also attend workshops to discuss issues in a small group setting
Consultative Committees	A group of service users and elected members or people who have committees experience or knowledge in a particular topic. The committee considers and comments on proposals before they are finalised.

Consultative draft	A written report or document sent to participants for comments before it is finalised.
Corporate Complaint & Comment Scheme	Our corporate complaint and comments scheme provides people with a formal and structured procedure to notify us of their complaints or suggestions for service improvements.
Face the people	A once a year open meeting and attended by senior representatives of the responsible authorities to discuss community safety issues.
Focus group	A group of people brought together to discuss a specific issue or number of issues. Focus group members may be service users or people who have direct knowledge or experience of the service under discussion.
Formal report	A Final version setting out our proposals and recommendations.
Forum	Neighbourhood, Community, Councillor and Youth, incorporating youth parliaments (inclusive of elected members). A medium for open discussion of community issues.
HMIC	Her Majesty's Inspectorate of Constabulary
Independent Advisory Groups (IAG's)	Groups of local residents/community members who meet regularly with police officers and staff in order to discuss policing issues. Members of IAGs may also give advice on the community impact of operations, investigations and critical incidents.
Information display	A static display showing our proposals using a range of methods that may include photographs, graphs/charts or a physical scaled model. These displays are often in public venues including libraries, community centres or shopping centres. A Council officer may staff them to provide further information.
Interactive website	We advertise our consultations on our website. We may also conduct consultations through this website and allow participants to respond by e-mail.
Key Individual Networks (KINs)	Key Individuals are networks made up of members of the Networks (KINs) community, for example shopkeepers, residents, students etc. to maintain effective communications to and from the community, assist in setting priorities and identify emerging issues.
LCJB	Local Criminal Justice Board.
LAG	Local Area Agreement
LGBT	Lesbian, Gay, Bisexual, Transsexual
Listening event	A specific type of open space event where participants give their opinions on a series of issues and we actively listen to and record these to inform our decision.
MAPPA	Multi Agency Public Protection Arrangements

MARAC	Multi Agency Risk Assessment Committee
Mystery shopping by a telephone or visit	A method to measure the quality of our services using someone acting the part of a customer or service user.
Newsletter	An update of our proposals and progress published and distributed regularly.
Open day	An informal event where participants may find out about our services or future proposals.
Open space event	A mechanism using discussion and mapping exercises to help participants develop and reach a consensus on their priorities and vision for their area or a particular service.
Opinion Meter	An electronic keypad that allows customers to record their levels of satisfaction with our services or views on a particular issue.
Planning for real	A method that allows participants to take part in decisions affecting their neighbourhood or in relation to a specific service. This method is a type of role-play and it involves participants in making strategic decisions in as realistic a way as possible using models, drawings, budget constraints and the legislative framework.
Public Meeting	A widely used, traditional method of seeking public views on particular issues or services. We may organise a public meeting as a means of informing the public of our proposals or we may hold or attend a public meeting in response to community concerns. Public meetings are generally one-off events rather than an ongoing forum.
Question and Answer Session	These provide participants with an opportunity to directly question an elected member or officer. They are often held during a public meeting or at a conference.
Questionnaire	A series of questions designed to seek participants' views on particular issues or services. Questionnaires can be completed by participants themselves or in some cases, an interviewer will complete the questionnaire in discussion with the participant. This may be a face-to-face or telephone discussion.
RSVP	Regularly Seeking Views on Policing. The Warwickshire Police Citizens' Panel. The panel is used to find out the views of local people on a range of policing issues.
Road show	An information display that is taken to several different locations or venues.
Service user forums	A group that meets on a regular and ongoing basis to discuss the operation of a service and planned developments. Forums will have either a permanent or an open membership. However, all members will have direct knowledge or experience of the service in question.

Surgery	A place where the community can go to voice its concerns over local issues. Time, place and frequency are determined in consultation with the community and neighbourhood teams.
Surrey Maps	PowerPoint presentation on neighbourhood composition and Gap Analysis using mapping facilities.
Survey	This is the most common approach used to collect and analyse data from the public. Surveys mainly involve the use of questionnaires or interviews with questions. Potential responses are often standardised to ensure consistency in collecting and analysing the information. They range in size, scope and character and vary from major exercises to smaller, localised surveys focusing on a particular topic, area or group of participants.
Walk About	A method of visually capturing local concerns and environmental issues by all stakeholders in the local community and providing a coordinated response.
World Wide Web	A method of communicating in the public domain through the internet to support engagement and influence neighbourhood policing community priorities.
Youth Forum	A Warwickshire Police scheme to consult with young people of different ages, in different settings and including creative methods of consultation, which covers issues relating to police and other agencies and partners.