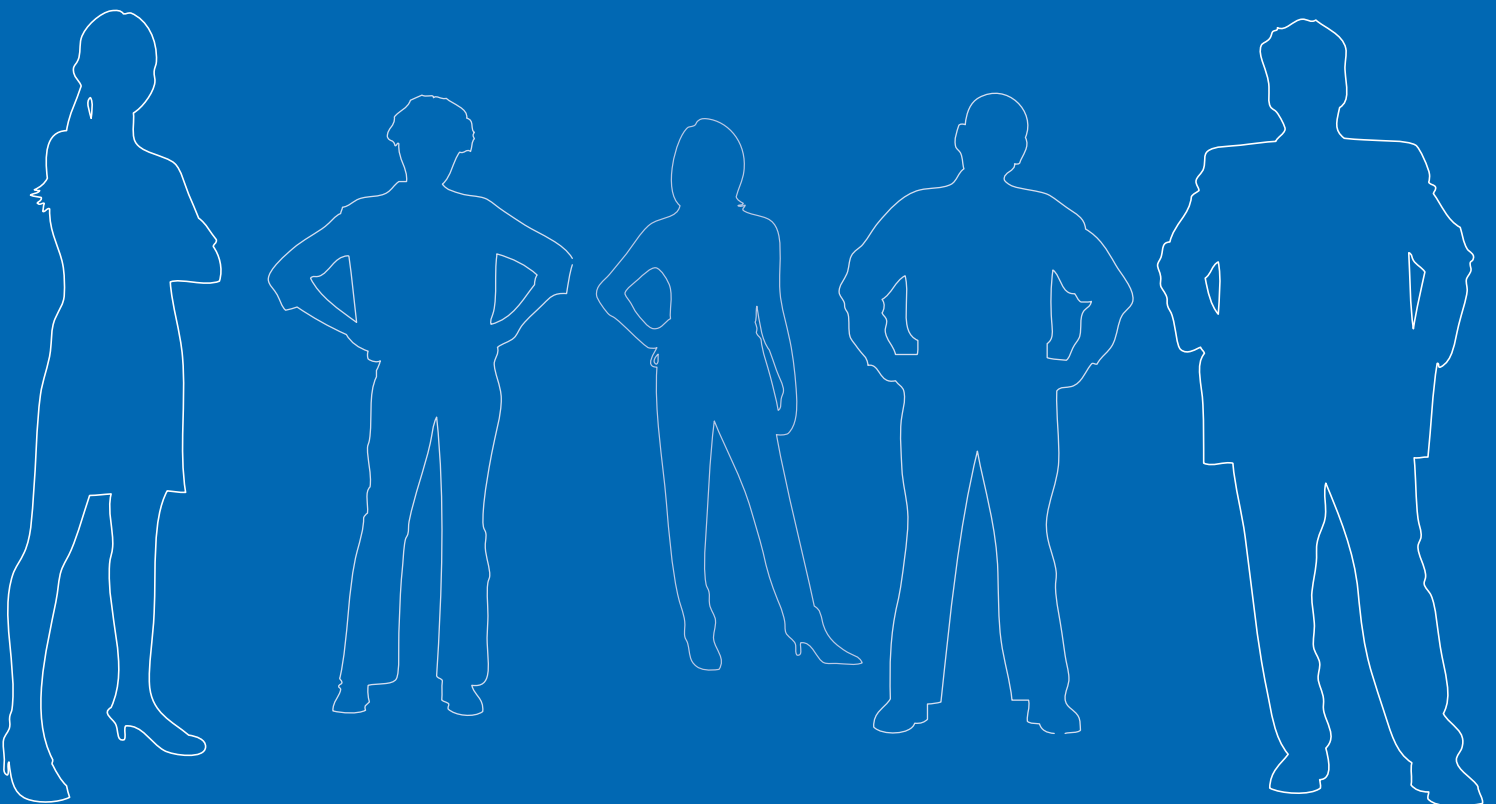


PACT

Partners and Community Together

A “How to Guide”

improving the local area by
forming a PACT and getting
things done



What is PACT?

PACT stands for Partners and Community Together - giving a focus for identifying community concerns and getting something done about them.

PACT processes have been established within every ward across Kent and Medway following the implementation of Neighbourhood Policing.

Introduction to the "How to Guide"

This "**How to Guide**" has been written and produced jointly by Tonbridge & Malling Borough Council, Kent Police, Kent Partnership and Kent County Council. It is for local community groups, Parish Councils, residents associations and other groups who want to get things done in their communities by their communities with the support of partner agencies.

It is based on the experiences of a pilot undertaken with 3 Parish Councils in Kent (Borough Green, Wrotham and Platt) which sought to establish a local PACT panel and undertake some of the key features of PACT. Our thanks are extended to all members of the panel for their contribution and enthusiasm during this pilot.

We recognise that one process does not fit all needs and many PACT panels have developed their own solutions that meet their local needs. The guidance contained in this document is intended to provide existing PACT's with other options to consider and to support new PACT's that may be set up for a variety of purposes.

We have highlighted "tips" based on our experiences and the lessons we learnt and included some of the templates we produced and used during the pilot which we hope you will find helpful.

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Setting up and getting started

- **What is a PACT Panel?**

A PACT Panel is made up of local people and representatives from local organisations. Together they aim to improve the long-term quality of life of residents.

Quality of life issues could include crime and disorder, health, education and learning, employment, anti social behaviour, housing, public transport, postal services and the physical environment, e.g. street lighting, noise and litter. Through PACT the community is able to influence and shape services in their area, identify and communicate their priorities with partners and help create a community spirit and ownership for an area.

- **Getting the right people involved**

It is important to firstly identify those who are currently working with the Community in your area. They could include:

- School Headteacher
- Youth Workers
- Religious leaders
- Borough Councillors
- Local County Councillor
- Neighbourhood Policing Team
- KCC Warden
- Social Housing providers
- Environment Warden (Dog Fouling, Litter)
- Highway Inspector
- Parking Inspector
- Volunteers i.e. Neighbourhood Watch, Residents Association
- Parish Council
- Local media representatives
- Community Liaison Manager

Getting members of your community or residents to join the Panel is critical to the success and sustainability of your Panel.

- **Why should organisations join the PACT Panel**

Having identified the right people you should invite them to become a member of the PACT panel. Explain to them the benefits that a PACT Panel will bring to the community. Due to the number of existing PACT panels it will not be possible for partner organisations to meet the volume of demand to attend all meetings for every PACT panel so you may wish to consider the following points:

- A PACT Panel need not meet more frequently than every 2-4 months depending on the issues which are ongoing and the presence of surgeries.
- Invites to some partners for specific, key meetings or events may be more appropriate. Managing the community's expectations of support from partner agencies will help partnership working and recognise the pressures on public services.
- Core members would be expected to attend any walkabout of the area, community workshop and multi agency surgery, specific partners can be invited if issues are likely to arise that they are responsible for.
- In the early stages of a PACT Panel there are likely to be additional planning meetings.
- Organisations may consider supporting the Panel by offering access to photocopying and printing (for newsletters and leaflets advertising the work of the PACT Panel).
- The role of Partners on the Panel is NOT to make decisions on behalf of their organisation but rather to ensure that the right person takes the right action. It is important that the individual involved is fairly constant, has a good knowledge of their organisation, including the services it provides and can make the time commitments needed.

- **Running and co-ordinating a Panel**

At your first meeting of the PACT Panel you will need to identify individuals to take on the following roles:

Chair (and Vice Chair possibly) – key people not only to manage the meetings but also to encourage others to participate, maintain momentum, resolve difficulties and run community events.



Experience has shown that these people should not be representatives from statutory organisations such as the police or local authority. Preference would be a private individual.

Co-ordinator/secretary – this person needs to be a “doer”, someone who is prepared to support the Chair and the Panel in putting well structured agendas together, writing notes of meetings, co-ordinating community events, recording actions and chasing progress. They will also need to maintain a contact list for Panel members, ensuring that you have correct address, telephone and email addresses in order to set up and share a PACT Panel address list.

Communication – if possible a couple of members willing to put publicity together such as posters advertising community workshops, walkabouts and surgeries. An important part of this role is also to produce briefings, newsletters and articles for residents about the activity of PACT.

Venue – When arranging a venue for your PACT Panel, somewhere accessible and welcoming to the residents is crucial.

There are a number of samples and templates in the **“How to Guide”** that the Panel can use to help with these activities

A PACT Logo

Terms of Reference for a PACT Panel

Sample Agenda

Sample Minutes template

Understanding a Community’s Priorities

- **Bringing together what you know**

After you have agreed roles for the PACT Panel the next thing to do is gain an understanding of the community’s priorities. This is fundamental to the workings of PACT – it is all about understanding what residents feel are the most important issues to be addressed to improve their neighbourhood.

It is likely that as PACT Panel members, there is a great wealth of knowledge already available that can form a solid starting point.

Neighbourhood Profiles - Your neighbourhood police officer will have what is known as a Neighbourhood profile for the area. This document is inclusive of facts and figures for the area known to the Police. This document should be developed and expanded to include information panel members have on the area.

Local groups - The sort of thing that is really useful to know includes, for example, a list of local formal and informal groups and societies, religious/faith groups, voluntary support organisations and local businesses in the area. They could be key in helping get things done in the future.

Statutory organisations - Try and find out what formal organisations are working in the area, such as the local authority (dog and litter wardens, highway inspectors, education officers, youth, community workers, KCC Wardens) and local politicians (local Parish, District and County councillors). Make contact with relevant organisations and tell them about your PACT Panel, if you need their support or advice with a priority. Be aware that all supporting organisations have limited resources and will need to prioritise their response.

Parish - If your area is within a Parish, obtain a copy of the latest Parish Plan, this should provide valuable insight into the priorities for the area, concerns and activity planned over the coming years.

Local media – this could provide a useful source of current issues and concerns for the local community.

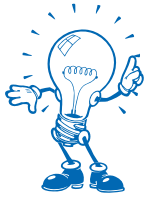
CDRP - Each District has a Crime & Disorder Reduction Partnership (CDRP). The statutory members of a Kent CDRP are:

1. District Council
2. Police
3. Kent County Council
4. Police Authority
5. Fire Authority
6. Primary Care Trust

- **Next steps – finding out what you don't know**

At your first PACT Panel individual agencies should provide their own understanding of Community priorities. PACT uses a number of approaches to engage with the local community to gain an understanding of the priorities for them. These include walkabouts of the area, regular surgeries and community workshops. As a PACT Panel

you will need to decide what is needed for your area.



It is recommended to run at least one Walkabout and Community Workshop for a given ward/parish area in order to gain an understanding of what is important.

The next recommended step is to organise a local Walkabout of the community.

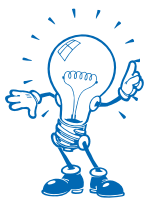
- **Organising and running a successful Walkabout**

The purpose of the Walkabout is for PACT Panel members and other interested parties to go out into the locality and see for themselves what improvements could be made, to meet local residents and raise awareness of the Panel. In planning the event consider the timing, meeting place, route and length of the walk (2 hours max). If you are aware of particular issues include them in the route. If there are opportunities to meet up with the community in a particular place, i.e. outside schools, residential home, include them in your planning.

Encourage all Panel members to take part and prepare a poster to advertise the event.

Display the posters around the area in shops, stations, surgeries, schools and other places people will see them. Start advertising between 7-10 days before the event.

At the start of the Walkabout, someone (ideally the Chair of the Panel) should welcome any residents and brief them of the event. Make sure there are some clipboards and paper to record what you see and hear on the Walkabout. Take a camera too.



After the Walkabout write up the findings as you will need them later!

- **Organising and running a successful Community Workshop**

The purpose of holding a workshop in the community is to bring people together for them to discuss and highlight to the Panel their top priorities or areas of concern. As with the walkabout, in planning the event, consider venue and timing in order to make it accessible to as many people as possible. They would normally last between an hour and a half to two hours max.

Marketing the event in the area can be done 7-10 days before by displaying posters and encouraging Panel members working in the locality (such as Police neighbourhood teams, KCC Warden) to explain what it is and invite people to attend. It is important to

structure the event and to maintain focus on the aims and objectives, but at the same time ensuring that discussion and the atmosphere is relatively informal.

You will need people to play specific roles at the workshop –

Event Chair – if possible the Chair of the PACT Panel or another “neutral” individual rather than a representative from a statutory authority (i.e. Police or local authority).

Facilitators – the event is based on residents working in small groups around tables. Each one will need a facilitator to take residents through the proceedings. It is difficult to judge how many people will turn up on the night, but recruit 3 facilitators at least with a couple more in reserve if required. The facilitators also need to be “neutral” people with some skill in listening and ensuring that all can contribute.

Support – ensure you allocate someone to “meet and greet” residents, take their names and contact details on arrival. You will also need a couple of people to manage the refreshments!

Finishing a Community Workshop

By the end of the workshop you should have clearly identified the top three priorities for the community. All those present should be thanked for their attendance and participation and be advised of the next steps. Allow 45 minutes after the event for the PACT Panel members to have a quick debrief, agree key messages from the workshop (i.e. top priorities) and agree who will lead on moving an action forward.

This part of the event needs to be chaired and minuted carefully as they will form the actual content of the community newsletter that you may produce as a result of the workshop.

- **Organising and running a successful Surgery**

Once you have run your walkabouts and workshops in the community you may wish to organise surgeries in the neighbourhood. The purpose of these is to provide an opportunity for residents to pop in and meet with members of the PACT Panel and representatives of agencies such as the Police, District Council and social housing provider(s) to discuss concerns.

Surgery locations and timings should be aimed to support specific issues to assist community engagement.

You may find that the neighbourhood police team already run surgeries and therefore you can consider using these as PACT surgeries. The difference being that other agencies would/could be in attendance.



The timing and venue for surgeries are very important; you will need to use your local understanding of the area to determine these and how frequently they should be held, if at all?

- **Reaching the whole community**

It is possible that despite your best efforts to encourage all people to come along to a walkabout, workshop or surgery there will be some groups or ages that do not attend. For example, young people, business community, older residents, minority and transient groups.

The PACT Panel needs to think through this dilemma and develop ideas to engage with all the community. Consider places and events that these groups you want to target go to. Your local Neighbourhood Policing Team could have data that could help here (e.g. MOSAIC). Could you run a workshop in the local youth club or in the residential home for the elderly? Are there opportunities to work alongside events taking place soon? Who do you know that can act as a “way in” to reach these groups?

If you run a workshop or similar event with a targeted group you may need to revisit the format and think about how to get the information the Panel need rather than sticking firmly to the guidance in this **“How to guide”**. At the end of the day the PACT Panel needs to listen and capture the priorities from the whole community and work on these.

Getting going

- **Allocating Tasks**

In order to save member's time, it is really important to allocate tasks at the end of the community workshop. People will be focused and energised from the workshop.

The co-ordinator role now comes in to pull together and record the actions agreed at the end of the Community Workshop and to record progress.

As already mentioned Panel members are not in a position to solve issues completely on their own, but should be in a position to get the right people together to get things moving. They will also be responsible to the co-ordinator for feedback of progress.

Being on the PACT Panel means that everyone will need to take some actions forward at some time; it is not the role of the co-ordinator to make "everything happen". The Chair of the Panel will be needed to get "buy in" from the right people to get things moving forward, and to ensure the whole panel supports and co-operates with the co-ordinator.

- **Recording Progress**

You will need to develop the best ways of recording progress on actions. You may decide that email is the best medium or a telephone call to Panel members by the co-ordinator. However it is crucial that the Panel is on top of action that is being taken against the agreed priorities and that any blockages or problems are highlighted and dealt with straight away.

The PACT Panel now has a responsibility for working with the community on the top priorities they have identified.

- **Tracking the difference**

Use the Action Log to capture outcomes and the difference the action has made. You will have already used the log to record actions to be taken by the PACT Panel.

The PACT Panel is responsible for telling people what has happened as a result of community workshops that have taken place. Actual and perceived differences an action has made will be at the heart of this communication.

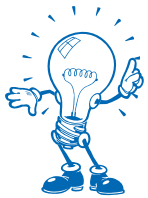
Communicating with the Community

Highlighting priorities at events like community workshops and walkabouts are likely to heighten concerns in the community. However, identified priorities should be tackled and emphasis placed on what is being done.

- **Newsletters**

The PACT Panel needs to find the best way of letting the community know about the outcomes from a workshop and the progress that is being made on the priorities they identified. Using your information and knowledge of local communication resources such as local parish magazines, noticeboards and local papers, find out how to get the contents of a PACT newsletter published.

The proforma aims to summarise the process of a community workshop on the front and on the back, detail the actions being taken. It also provides a space to include contact details.

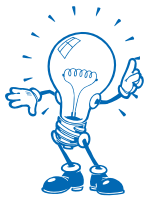


Don't forget to keep any photographs you have taken and include them where possible.

Getting the newsletter produced could be fairly costly especially if you are intending to get one printed for each household. The proforma has been designed to be produced and printed using basic word processing packages (Microsoft Word).

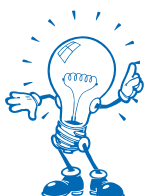
- **Distribution and talking to people**

Once the communications officer has the content of the newsletter you will be looking for economical ways of distributing to the community. Whilst dropping a newsletter through every door may be a good idea this could be costly unless you have volunteers prepared to do this. It is a good idea to consider other ways such as including a newsletter in local papers, located on Parish/village hall notice boards, displayed in local shops and pubs.



It is good practice to write to each of the attendees of your event thanking them for their attendance and enclosing a copy of the Newsletter.

Encourage your local neighbourhood team (Police/Warden etc) working in the area to use all opportunities to tell people about PACT. For example where there are local events taking place such as local fetes and summer fairs, bootfairs, residents meetings etc the PACT Panel could try and attend and speak to residents about progress with the aid of the newsletter.



There will be lots of opportunities to talk about the work of PACT which should be taken.

- **Existing local media**

Don't forget to utilise existing media in the community. These will include Parish and school newsletters, local newspaper correspondents, faith organisations and housing newsletter. Once you have the content it should be easy to adapt it to suit a number of different styles.

- **Websites**

The following organisations have websites that you could try and get some space on.

- Kent Police – ask your neighbourhood team to feature the PACT Panel on their neighbourhood site. www.kent.police.uk
- Parish Council – if you have a Parish Council they are likely to have a website too.
- District Council – your local council will support your PACT Panel, they also have a website and pages dedicated to community matters. This may be a great place to feature your work.
- Other large establishments such as the local schools and educational organisations.
- Any community website / discussion boards that may be set up. Alternatively the PACT panel may consider setting up their own as a great way of giving more people a voice and somewhere to monitor progress.

Further Support

- **Crime and Disorder Reduction Partnership (CDRP)**

The aim of a CDRP is to reduce crime and disorder, including anti-social behaviour, and help people feel safe. Members include all the main agencies that serve the community. It is an important part of their partnership work to consult with the community. Initial contact can be made via your local Council.

- **District Councils**

District/Borough Councils provide and administer many local services and can provide support and assistance to PACTs, both in relation to the services they provide directly and crime and disorder related matters as they co-ordinate the work of Crime and Disorder Reduction Partnerships (CDRPs) in their area. The services they provide include refuse collection and recycling, litter and dog fouling enforcement, leisure facilities, grants to local organisations, car parking, town planning, licensing, housing advice and noise pollution.

Initial contact can be made through local district/borough councillors and/or the community partnership units in each Authority.

- **Kent County Council Local Board (Community Engagement Forum)**

Community engagement forums enable local communities to discuss with Councillors key issues and problems in an area. Through these forums recommendations for change and improvement can be made to Kent County Council.

Kent County Councillors also have delegated grants that they make available to support local community groups and initiatives.

Access to your Community Engagement Forum is via your local Community Liaison Manager. Go to www.kent.gov.uk

- **Neighbourhood Policing Team**

The Neighbourhood Policing Team will be able to assist the PACT process in a number of ways, they are a dedicated resource responsible for delivering neighbourhood policing with a single point of contact in every Ward. A team will cover a number of wards and is headed by a Sergeant who will be able to direct resources and bid for additional support from the Area Resources. They will be able to assist the PACT Panel by promoting the Walkabout and the Workshops and by attending pre-existing meetings they can encourage greater participation. They will also be responsible for completing the Ward Profiles, which contain a plethora of information about the make-up of the neighbourhood.

- **Kent County Council Community Warden**

The aim of KCC Community Wardens is to enable the people of Kent to live safely and independently in their Neighbourhoods and Communities. Their core objectives are to:

- Provide a reassuring conspicuous presence
- Promote Community Solidarity and encourage communities and neighbourhoods to identify and solve problems
- Tackle Anti Social Behaviour
- Act as 'eyes and ears' for other agencies
- Be a trusted friend for the community
- Improve access to local authority services
- Promote social inclusion

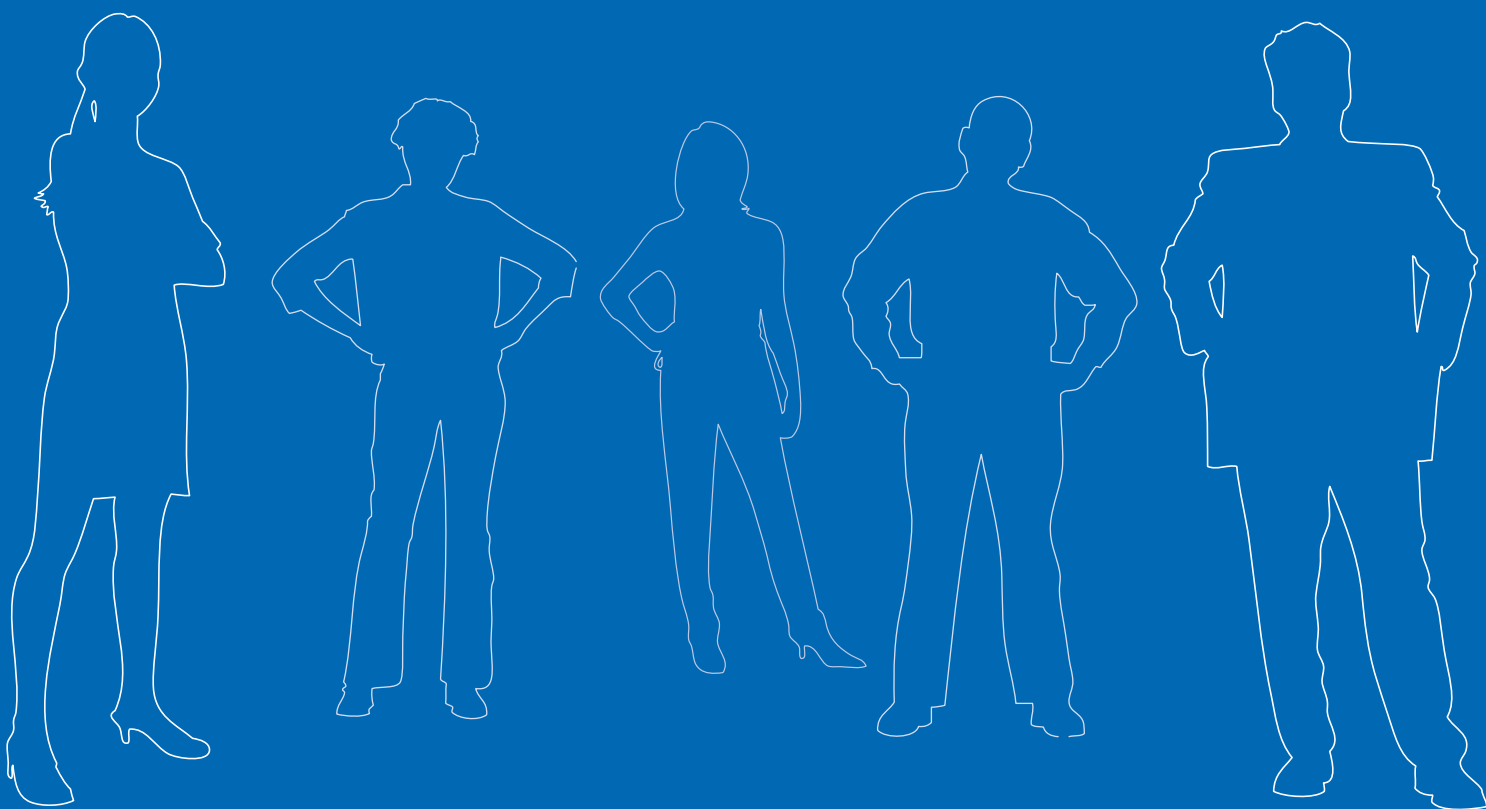
To find out if there's a Warden in your area contact the KCC Community Safety Partnership on 01622 694681.

If you have any questions or comments regarding this handbook please contact:

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or

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