



Strategic Plan 2020-25

Neighbourhood Watch Network is a charity registered in England & Wales. CIO no. 1173349.

EXECUTIVE SUMMARY

Neighbourhood Watch is the largest crime prevention charity in England and Wales with around 2.2 million member households and 90,000 coordinators. We work to prevent crime and reduce the fear of crime by helping people to protect themselves, their property and their communities.

We were founded on the premise of bringing people together as neighbours and communities. The need for this today is as great as it has ever been and the desire for neighbours to support each other has been clearly evidenced during the Covid-19 response. The central aim of this strategy is to re-invigorate the charity to be more relevant and diverse, by being active in all communities and clearly demonstrating the positive impact of Neighbourhood Watch across England and Wales.

OUR VISION

Our vision is a society where neighbours come together to create safer, stronger and active communities.

OUR MISSION

Our mission is to support and enable individuals and communities to be connected, active and safe, which increases wellbeing and minimises crime.

OUR VALUES

Neighbourly, Community-focused, Inclusive, Proactive, Trusted, Collaborative

OUR AIMS & AMBITIONS

This 5 year strategy builds on the success of the Charity and charts a path for the future, identifying the major themes, goals and key activities. It will help provide clear aims and objectives and allow us to measure our effectiveness. The impact of Covid-19 on communities has been significant in 2020. The continuing response to Covid-19 and other unforeseen factors may influence this strategy. We will review strategy delivery annually and make amendments to address any such influences. This strategy will ensure that by 2025 we are:

The authoritative voice on community-based crime prevention

Everyone will be able to access the advice and support they need, either directly or via other organisations of which they are members or customers

The most popular gateway for citizens to engage in their locality

We will provide the first step for connecting with neighbours for mutual support and offer simple ways to build on that first step with voluntary and community sector partners

A recognised contributor to community health and wellbeing

We will especially focus on increasing community cohesion and reducing loneliness and isolation

Strategic Objective 1: A renewed agreement for the schemes and associations that make up the Neighbourhood Watch movement to work together on achieving the ambitions of the strategy by recognising our inter-dependencies, being open to new ways of working and empowering members.

Crime Prevention & Community Development

- Develop with Associations and coordinators support and guidance to engage with underrepresented groups and in areas of high need and implement locally and centrally
- Co-develop different models for Neighbourhood Watch with different communities that work locally and meet local need, integrate these into how Neighbourhood Watch work across England and Wales
- Deliver crime prevention campaigns centrally with additional resources developed for local delivery to increase reach and effectiveness
- Review the governance of the organisation and ensure it meets the needs locally and centrally to develop Neighbourhood Watch

Volunteer Development

- Volunteer Programme – recruitment, training, support & empowerment of volunteers
- NW Advisory Group including Association leads and coordinators to drive the strategy and co-development of Neighbourhood Watch

Supporter & Membership Growth & Nurturing

- Agree minimum offer from Neighbourhood Watch as an active, community focused crime prevention movement, which can be delivered across England and Wales
- Implement an Affiliate model for local organisations to join and work with Neighbourhood Watch

Funding

- Gain additional funding for regional support roles to raise local capacity and delivery

Strategic Objective 2: A more engaging narrative of how our crime prevention mission is supported by work to strengthen community cohesion and resilience, and supports the repositioning of Neighbourhood Watch as a movement of “neighbours watching out for each other, building safer and more inclusive communities”, rather than “residents watching for suspicious behaviour”.

Crime Prevention & Community Development

- Deliver focused crime prevention campaigns and universal information on crime prevention
- Advocate for citizens on crime prevention issues using survey findings as evidence and legitimacy

Evidencing Impact

- Agree and deliver improved measurement locally and centrally of impact including central and local surveys, data monitoring and satisfaction surveys
- Produce an annual Impact Report including data on the impact of Neighbourhood Watch on crime and communities with narrative and examples
- Commission external support to change the stereotype and outdated perception of Neighbourhood Watch into a movement of “neighbours watching out for each other, building safer and more inclusive communities” with media campaigns and publicity
- Gather evidence of the impact of Neighbourhood Watch on wider community issues, such as loneliness, isolation and resilience

Collaborative Working

- Lead change centrally in how Neighbourhood Watch is viewed by partners and stakeholders, working with the Home Office, National Police Chiefs Council (NPCC), and Police and Crime Commissioners

Funding

- Gain funding to support projects and measurement of evidence of our impact on wider community issues, such as loneliness, isolation and resilience

Strategic Objective 3: A renewed and consistent relationship with the police, with clearer separation of roles and an acknowledgement that citizens have a clear responsibility for doing what they can to keep themselves and their neighbours safe from crime, and support the detection of crime.

Crime Prevention & Community Development

- Recruit senior Champions within Police Forces to act as change partners to share good practice and improve local relationships
- Support local Associations with limited relationships with Police Forces to engage productively and support the police in their policing priorities and the added value Neighbourhood Watch can offer the police

Volunteer Development

- Provide training and support and share good practice to Associations on supporting policing priorities and neighbourhood policing

Collaborative Working

- Work with the National Police Chiefs Council (NPCC) and the College of Policing to develop and agree a minimum standard of support and liaison from Police Forces to local Neighbourhood Watch and visa-versa, including clarity on roles and the independence of Neighbourhood Watch
- Gain a lead member of the NPCC with responsibility for Neighbourhood Watch

Funding

- Lead liaison with the Association of Police and Crime Commissioners and local Commissioners on the value of Neighbourhood Watch, good practice and support local funding of Neighbourhood Watch from Police and Crime Commissioners

Strategic Objective 4: A sustained focus on co-development of Neighbourhood Watch in areas of high need (higher crime or disadvantage) and with communities underrepresented in Neighbourhood Watch (young people and BAME) working within an asset-based community development framework.

Crime Prevention & Community Development:

- Deliver Advancement Area Projects in 5 areas of high crime, isolation or with communities underrepresented in Neighbourhood Watch to trial, test and evaluate different models of working
- Share evaluation from the Advancement Project and other projects and roll out different Neighbourhood Watch models to other areas of high need with local Associations
- Liaise with and co-develop Neighbourhood Watch models locally with more diverse communities including BAME and other underrepresented communities
- Deliver specific campaigns and engagement in areas of high crime

Evidencing Impact

- Gather evidence of impact in all projects and pilots to support development and learning

Volunteer Development

- Support recruitment and training of local volunteers/coordinators to engage with BAME communities and also in areas of high crime or disadvantage

Funding

- Gain additional funding to co-develop with young people what Neighbourhood Watch can offer to young people and roll this out with Associations locally

Strategic Objective 5: A more expansive portfolio of partnerships with public services, voluntary organisations and the private sector to amplify our messages and engage with all parts of the community. This will include a broader range of commercial relationships.

Crime Prevention & Community Development

- Develop relationships centrally with new homebuilders, landlords and estate agents and then deliver joint campaigns to promote the value of Neighbourhood Watch as part of new estates and the housing market

Evidencing Impact

- Liaise centrally with Local Authorities and Health Services on the impact and effectiveness of Neighbourhood Watch on crime prevention and non-crime issues

Volunteer Development

- Support and deliver training to local Associations and leads on partnership working

Supporter & Member Growth & Nurturing

- Implement an Affiliate model for local organisations to join and work with Neighbourhood Watch without the need for all members to join Neighbourhood Watch to benefit

Collaborative Working

- Co-develop locally/centrally local partnerships to test and deliver new ways of working together and roll out good practice to other areas
- Lead partnership work centrally with large and federated organisations such as (but not limited to) CAB, Age UK, Victim Support, disability charities, Women's Institute and young people's organisations to set standards and support for local Neighbourhood Watch to develop and work with locally
- Deliver a National Conference for organisations working in the crime or community support fields to share learning and knowledge and develop Neighbourhood Watch as an impactful, partner organisation and foster co-working and development centrally and locally

- Develop two new partnerships with organisations that can enhance the reach and message of Neighbourhood Watch on specific issues, such as utility companies and car organisations (AA/RAC/NCP etc.) to help bolster community resilience or prevent car crime

Funding

- Increase the amount and range of commercial sponsorship at different levels and provide benefits to members of this and potential local funding

Strategic Objective 6: Improved use of digital tools and data

Crime Prevention & Community Development

- Provide universal access to crime prevention information, evidence and advice
- Continuously review and improve the Neighbourhood Watch website to provide universal access to crime prevention information and to support Neighbourhood Watch Associations, members and coordinators

Supporter & Member Growth & Nurturing

- Continue to invest in the development and simplification of supporting and joining Neighbourhood Watch and the Neighbourhood Watch database
- Implement a Digital Development Group to support development of an inclusive digital offer utilising and responding to the rapidly changing digital landscape

Funding

- Review investment in the Neighbourhood Watch digital offer and the potential need to partner and/or invest in this area to adequately develop it
- Co-develop and implement with Associations a data collection, monitoring and evaluation process to show the impact of Neighbourhood Watch locally and centrally and increase the likelihood of local funding

*Strategic Objective 7: **More active and diverse fundraising at community and national level, building on our voluntary ethos but enabling it to deliver professional, measurable work.***

Funding

- Enhanced central support for local Neighbourhood Watch fundraising with training and templates
- Joint local/central funding bids for projects and work that is measurable and evaluated
- Specific central fundraising bids to develop projects and work in areas of focus (high need or groups that are underrepresented in Neighbourhood Watch)
- Investigate the scope for a Neighbourhood Watch lottery, shop, merchandise etc. as viable income sources and invest in these if viable
- Increase commercial sponsorship to double 2020 levels
- Develop funding streams from non-crime related sources, e.g. health and wellbeing, loneliness and community development

*Strategic Objective 8: **Sustained investment in monitoring, evaluation and learning so that we can demonstrate impact and justify investment, as well as taking on a stronger advocacy and policy-influencing role.***

Evidencing Impact

- All project and funded work to include evaluation and measurement
- Survey members and non-members to support campaigns, provide data on impact and provide a strong basis for local and central advocacy on crime prevention
- Co-develop with Associations a data collection, monitoring and evaluation process to demonstrate impact locally and centrally and increase the likelihood of local funding
- Commission external surveys and questionnaires to support advocacy and a central policy influencing role
- Improved sharing of data, research and learning between central and local Neighbourhood Watch to enhance the Neighbourhood Watch narrative and influence locally and centrally

DELIVERY MILESTONES & TIMELINE

The scale of organisational change both centrally and locally and probably more importantly the change in perception of Neighbourhood Watch will be challenging and take investment and the 5-year timescale to achieve. Within the time period there will be milestones, regular reporting to stakeholders on progress and two-yearly reviews to refocus our operational, income and communications plans.

The key milestones for delivery are set out below:

2020

- Develop and initiate Operational Delivery Plan, Income Generation and Communications Plans
- Deliver the Advancement Area Project in 5 areas
- Deliver 2 central crime prevention campaigns
- Initiate the Digital Development Group
- Review and improve the Neighbourhood Watch website
- Roll out Neighbourhood Alert Version 4 (communications database)
- Undertake and publish findings from the first NW public crime survey
- Bid for work to co-develop with Young People a new Neighbourhood Watch model
- Produce the first annual Neighbourhood Watch Impact Report

2021

- Develop and roll out a comprehensive Volunteer Programme with support and training programme for existing and new volunteers
- Stage an England and Wales-wide Neighbourhood Watch Conference for stakeholders to initiate joint working with new partners and organisations
- Develop with the Home Office and other stakeholders increasingly robust impact measurement
- Roll out minimum standards for Police/NW liaison with NPCC
- Review and share learning from the Advancement Area Project and increase funding via trust bids to roll out best practice models across the organisation in areas of high need
- Work closely with the Association of Police and Crime Commissioners and Police and Crime Commissioners (PCCs) and include Neighbourhood Watch objectives in the PCC elections
- Develop with Associations additional roles for local volunteers and local crime audit tools
- Develop regional Neighbourhood Watch roles and posts with additional funding bids
- Liaise with specific BAME organisations to co-develop relevant Neighbourhood Watch models
- Commission external support to review and invest in changing the perception of Neighbourhood Watch
- Recruitment campaign with Associations for new supporters and activists to develop and lead community crime prevention and other activities – 2 per Association area (as part of the Volunteer Programme)
- Develop a Neighbourhood Watch Youth Board and model
- Deliver 3 central crime prevention campaigns
- Develop and initiate the Neighbourhood Watch Advisory Group
- Develop and roll out an Affiliate Model for local organisations to join NW
- Review the Central Support Team and seek additional funding to ensure capacity to deliver strategy

2022

- Review Strategy and refresh Operational Delivery Plan, Income Generation and Communications Plans
- Review NW reach into areas of high crime or disadvantage by surveying Police Forces' view of NW working in areas of high crime/disadvantage and continue or increase focus in these areas.
- Review diversity of Neighbourhood Watch with target of new members from BAME communities reflecting national BAME percentages and continue or increase focus in these areas
- Work with Associations to develop and support Neighbourhood Watch Activists
- Deliver joint central/local funding bids for significant Neighbourhood Watch development in focus areas
- Review NW digital offer and look to increase funding or partner to deliver a compelling, varied and relevant digital offer
- Work with Local Authorities and other stakeholders, including health, to develop local work and measures that recognise Neighbourhood Watch as a positive contributor to community health and wellbeing
- Review with Associations liaison and work with community and other organisations centrally and locally to plan additional focus or support as appropriate
- Review and enhance the Neighbourhood Watch impact measurement process and reporting
- Deliver 3 or more central crime prevention campaigns
- Roll out a Young Persons model of NW with additional central/local funding to support

2023 & 2024

- Joint commercial campaigns with car and building companies to prevent crime and show value of NW
- First advocacy and policy changing campaign to support communities to prevent crime

- Second recruitment campaign with Associations for new supporters and activists to develop and lead community crime prevention activities
- Consistent minimum delivery of Neighbourhood Watch across England and Wales
- Sustained focus in all work and campaigns to improve perception of Neighbourhood Watch
- Deliver 3 or more central crime prevention campaigns
- Review governance of Neighbourhood Watch to ensure it is fit for purpose and meets needs of larger more diverse organisation
- Review Strategy and refresh Operational Delivery Plan, Income Generation and Communications Plans

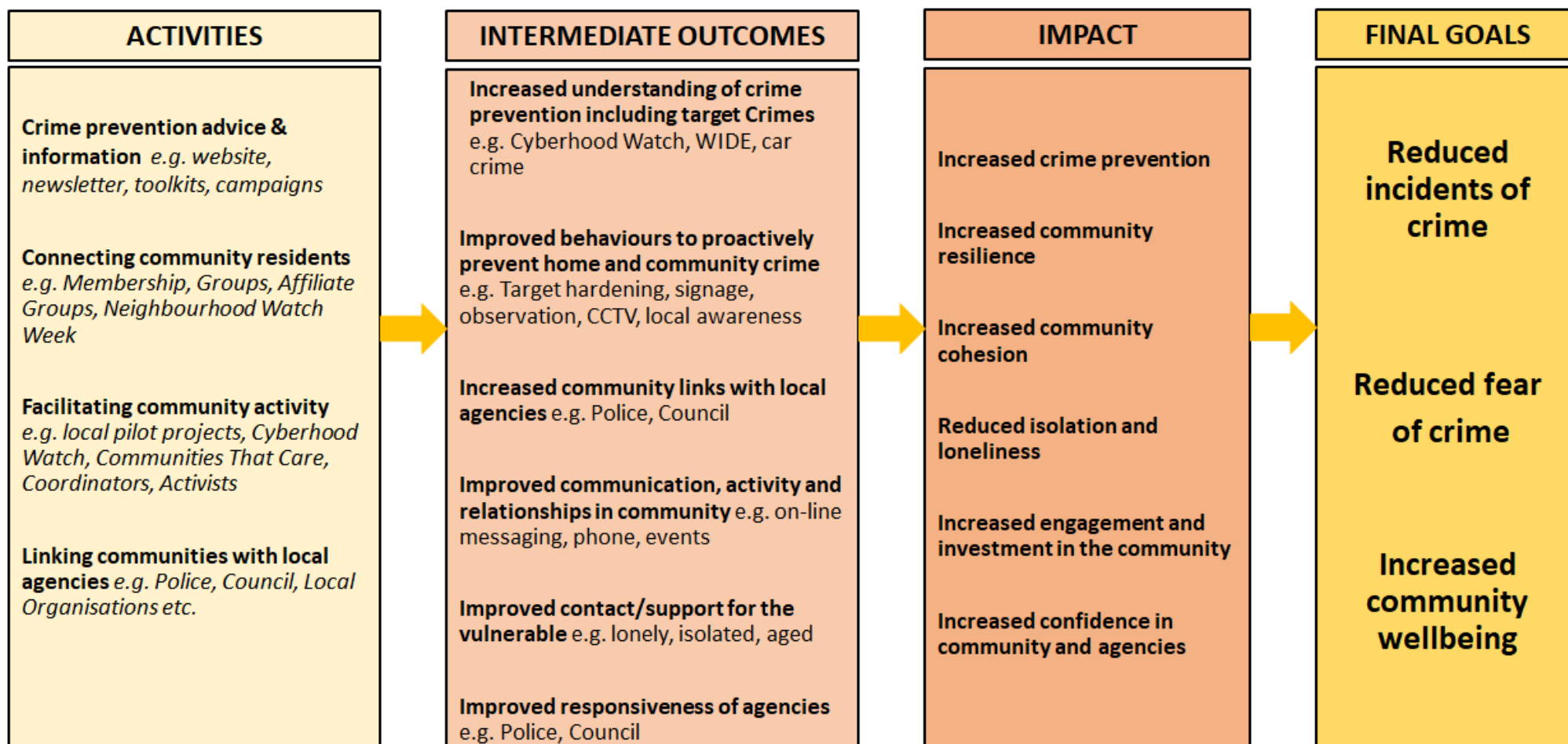
2025

- Continue to deliver the work initiated in previous years and the refreshed delivery plans
- 5 Neighbourhood Watch Activists per Association area
- 50% more Neighbourhood Watch supporters than 2020 levels
- Test perception of Neighbourhood Watch by England and Wales survey
- Final Assessment of Strategy Aims and Ambition Delivery

THEORY OF CHANGE

Neighbourhood Watch is embedded within communities and works at a hyper-local level, with individual neighbours and/or community members taking action to prevent crime, watching out for each other, and forming local groups and watches. By taking crime prevention actions individually and communally through increased vigilance, information sharing, and connectedness, crime and fear of crime can be reduced. In addition, community cohesion and inclusion by being connected, proactive and looking out for each other also leads to an important positive impact on community health and wellbeing, particularly through reduced loneliness and isolation. These impacts are illustrated in the Neighbourhood Watch Theory of Change.

Neighbourhood Watch - Theory of Change



ENGAGEMENT JOURNEY MODEL

Neighbourhood Watch provides multi-level engagement, from universal access by members of the public to active volunteers and coordinators working within communities. The model for this, including what is available and offered at the different levels.

Members of the public and supporters can engage with and take part in gaining information, taking action to reduce their likelihood of becoming a victim of crime, coordinating and volunteering with Neighbourhood Watch as suits their needs and circumstances, and change this as they choose. By the nature of our grassroots community basis, there are differences across the Neighbourhood Watch network. This will increase as we become a more flexible and adaptable organisation, with more models and communities developing how Neighbourhood Watch works best for them. However, the benefits and the offer to supporters locally and centrally must fit consistently within any model, providing a clear framework and supporter journey.

