



**CINNAMON**  
NETWORK

# POLICE AND CHURCH PARTNERSHIP WORKING



*“Cinnamon Network is making an important contribution to the collaborative work between churches and police forces. These partnerships are a great example of community policing and it is encouraging to see the extent of the work and the plans to grow it.”*

**Sara Thornton**

Chair of NPCC

*“Cinnamon Network provides really practical advice to help churches make their part of the world a better place. We have joined with them here in Leicestershire through our neighbourhood teams as we have a shared goal.”*

**Simon Cole QPM**

Chief Constable of Leicestershire Police & NPCC Lead Local Policing & Partnerships

*“The Church and other faith groups have a key role to play in supporting the police. Police and faith communities are an essential partnership, which can have a huge positive impact on our communities. Stronger, engaged communities respond and recover far quicker from major incidents. They are also more resilient and effective at dealing with crime, disorder and other social challenges. Police need to communicate and engage churches to create effective partnerships.”*

**Paul Netherton**

Assistant Chief Constable of Devon and Cornwall

*“With a commitment to working with all faiths, we have worked with Cinnamon Network on several successful projects and would encourage all police forces to look at engaging with groups such as Cinnamon.”*

**Commander Mak Chishty**

Metropolitan Police

*“The faithful work of churches and faith groups who care about their communities continues to reach out and transform communities. In this new age of policing we face many challenges and this report demonstrates the potential for police services to develop partnerships with churches and faith groups that together help reduce crime and disorder.”*

**Chief Superintendent Stephen Cargin**

Head of Justice, Police Service of Northern Ireland

*“Cinnamon Network is one of the many established Volunteer organisations who work closely with the police to build better communities. In the fast changing world of policing it is important to engage actively with our communities including our local churches and build better partner relationships.”*

**Dave Jones**

Chief Constable of North Yorkshire

# INTRODUCTION

## What is the Cinnamon Faith Action Research?

Following on from the successful Cinnamon Faith Action Audit, which provides evidence of church-based provision, the Cinnamon Faith Action Research focuses closely on police and church partnerships based on a field study in Sussex, where the primary aims of police are to reduce crime and demand.

Recognising a shared goal in building good communities, Cinnamon aims to grow stronger links between churches and local authorities, the police and other agencies and to make the most of opportunities to connect and work together to a much greater degree.

This overview gives the headline findings from the 3-month research project, the full report of which can be found online at: [www.cinnamonnetwork.co.uk/cfar](http://www.cinnamonnetwork.co.uk/cfar)



Focus groups were held at local police stations, with representatives from the police, churches, projects and others.

The research looks at:

- The nature of partnerships between churches who run Cinnamon Recognised Projects and the police;
- What the current policy and literature indicate about such partnerships;
- How churches who run Cinnamon Recognised Projects can better serve the police in delivering their stated outcomes.

## Why Sussex?

Sussex Police were the first police force to pilot a Demand Reduction Partnership with Cinnamon. In March 2014, Cinnamon Micro-Grants were given for local churches in Sussex to deliver specific Cinnamon Recognised Projects, along with additional support. Their experience of this partnership is therefore quite extensive.

## Method

For this study, specific projects in three locations were selected in order to analyse the practice and methods used by local churches.

- Chichester: City Angels – 3 Nov 2015.
- Crawley: Who Let the Dads Out?, Ignition and TLG – 27 Nov 2015.
- Brighton: The Link Visiting Scheme – 10 Dec 2015.

# FINDINGS

## Chichester

When the City Angels are on patrol in Chichester:

- Anti-social behaviour is reduced by 58% on Friday nights and 79% on Saturday nights
- Violent crime is reduced by 67% on Friday nights and 50% on Saturday nights
- Violent crime leading to injury is down by 79% on Friday nights and 82% on Saturday nights

(Source: Chichester Police and City Angels Partnership, 2015)

Chichester City Angels (also known as Street Angels) is well recognised for its successful crime and reduction efforts, delivered in partnership with Sussex police, and The Chichester Business Against Crime Partnership (ChiBAC).

For example, when a reveller is evicted from a pub or club, the Angels are notified via ChiBAC radio, they approach the person, and immediately engage with them:

*"The police haven't got time to babysit people and it's really useful sometimes if the City Angels are there and [we ask them], 'Can you help us so this person isn't on their own?' Also, they're impartial.; they're not police. They're not the door staff. They are someone [with] a sympathetic ear."*  
PC Upton, Chichester Police

## Brighton

Time To Talk Befriending (which partners with The Link Visiting Scheme) in Brighton focuses on crime prevention, so its work can be harder to measure. It provides an important support to local police, however. The project works in partnership with Brighton police to enable police to get key messages through to older, isolated people who are one of their hard-to-reach people groups, as a result of their isolation. One significant problem is that older people are targets for criminals who seek to exploit their vulnerabilities. At a time when police budgets are being drastically reduced, partnership with external agencies, particularly ones which are volunteer-run, enables them to expand the audience for their community safety messages, as well as to distribute resources such as alarm systems without leaving the police station.

## Crawley – Social Isolation and Mental Health

Crawley Assemblies of God (AOG) have spent a lot of time and resources with specific individuals, taking time to see them restored to playing an active role in society. The church has spent much time responding to the evident homeless population in Crawley, although they have yet to establish a fruitful

relationship with other local groups such as the Community & Voluntary Service (CVS). Part of this is due to a worthy desire to serve an evident need, without working in partnership with existing groups such as the Crawley Open House.

Crawley police are now working closely with the AOG to help them build stronger partnerships with their community in order to deliver their Cinnamon Recognised Projects, such as TLG Early Intervention.

### Local Church Networks

The research found that the most effective church projects were those that were embedded within existing local church partnerships and networks, or those which were able to create effective partnership networks within their community.

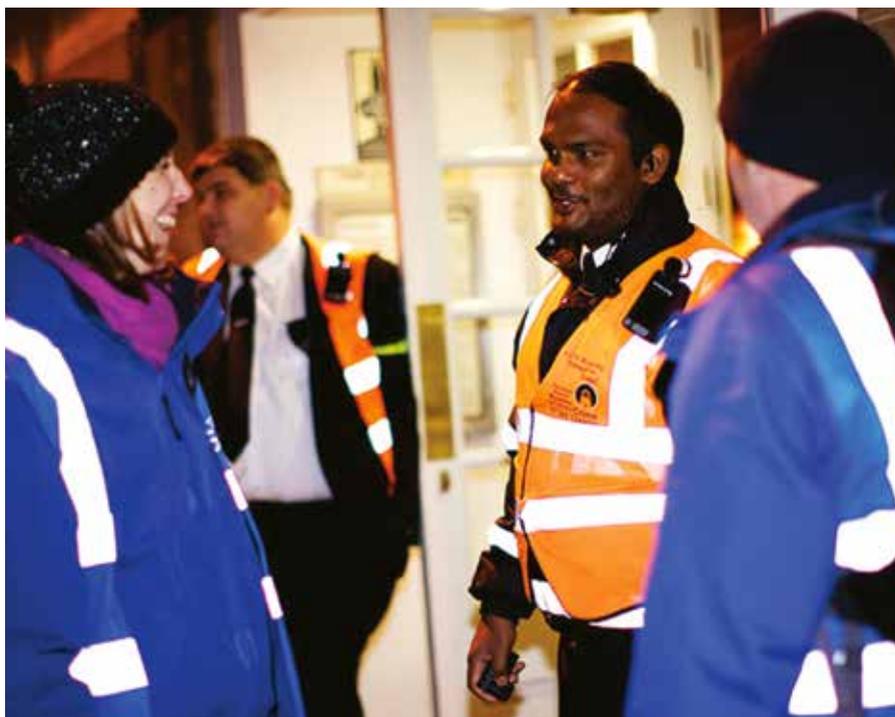
To a degree, the church partnerships enjoyed by Crawley Assemblies of God were primarily pastoral; they had yet fully to explore operational social action partnerships and networks. In Chichester, at the time of research, the City Angels project drew upon 11 other churches. In fact, street patrol projects such as Street Angels and Street Pastors are largely dependent upon many churches working together to provide enough volunteers to create a sustainable volunteer pool

from which to draw their regular night patrols. A church building was also used during the night to accommodate individuals who might need extra support. Time to Talk in Brighton also worked with other churches and local charities, particularly when the project was established, but then also when working on particular community outreach campaigns, such as “Thinking of You at Christmas”, which involved partnership with at least four other churches, some of which were also strong partners of the project.

### Champions

A notable feature of this research was the nature of the people who delivered, and in some cases pioneered, the work. Owing to the highly relational nature of the work of any church social outreach project, these project “champions” were particularly active in drawing alongside existing and potential future partners.

In Chichester, the partnership had a maturity which came from years of working together. The City Angels project was able to slot seamlessly into the heart of that partnership. Time to Talk in Brighton managed to emerge at a key moment when the local police service needed to work effectively with older, isolated adults.



In both cases, the church had a champion who was able to concentrate on the project and therefore spend the required amount of time developing its work more fully. In Crawley, the church had a champion who, by his own admission, was becoming too stretched. He needed to be able to delegate some of the project work to other people in order to ensure each project was effective.

### **Relationship: Trust and Teamwork**

One of the clearest themes was the importance of partnership within extended multi-agency teams. There was strong support for this:

*“We’d have a meeting and then go sort the problem out. Partnership working, if everyone is pulling their weight, works.”*

PC Upton, Chichester Police

In two of the focus areas, the church-based project had become fully embedded within existing police and partner processes:

*“A lady approached me, and said, “Can I have a chat? I’ve got a few problems that I’d like to talk to you about.” Between the two of us [Time to Talk Befriending and police], we dealt with that problem. This was massively impactful and personal to that lady, who really needed some support.”*

PC Brown, Brighton Police

## Sustainability

The issue of project sustainability concerns all project managers, champions, sponsors and partnerships, across all Third Sector organisations. This was certainly the case in Sussex, where issues of funding, staffing and concerns about the future pervaded the focus group conversations. In Crawley AOG, sustainability was almost entirely dependent upon the giving of the church congregation. When the church lost its premises, the congregation provided the funds to continue. It is arguable that this dependency on the congregation alone, however, is not sustainable in the longer term.

Chichester City Angels have to find a delicate balance between budgeting for six months ahead, but not having so much in reserve that it cannot justify further fundraising. There is also an issue of being defeated by one's own success. When City Angels first published their statistics for example, it attracted a lot of attention, until people became used to the impact, and by Year 3 and 4 were therefore no longer interested in the project, or in helping to fund the "status quo". So for a successful project such as City Angels, there is no guarantee for the future. They have a project which runs for six

month stretches at a time, unsure as to whether there will be enough finance to sustain their operation into the next year.

The issue of sustainability did not arise so clearly in the Brighton focus group, although this could arguably be attributed to the fact that the overall costs for their project are relatively small compared to Chichester City Angels. Also, the Time to Talk partnership was still relatively young at the time of the conversation, and elements of the partnership were still being worked out. The future looked very positive from their viewpoint however, with projects extending geographically, more volunteer staff being recruited, and intergenerational connections being made by engaging local schools in the visiting and outreach schemes.



# RECOMMENDATIONS... POLICE

## 1. Utilise the local church resource

Take into consideration local churches when drafting or reviewing engagement plans. Churches have a wealth of resources, such as volunteer capacity, premises and a passion to serve their community, which in turn can help the police to support those communities.

## 2. Incorporate church-based social action projects into existing partnerships

Where churches seek to work in partnership with the police, it is often appropriate to incorporate them into existing provision, networks or delivery.

## 3. Utilise local church knowledge

Some church leaders and local church networks have a highly developed understanding of their community. Incorporate church leaders, or the leaders of local church networks, into partnerships with local councils, the local CVS and local health authorities.

## 4. Be prepared to partner through assistance

Police forces can sometimes use their local influence to help local churches who are willing to deliver community projects, but who may lack the understanding and experience to do so.





### **5. Host or actively participate in civic events**

Civic events are an important way of establishing relationships, which become the lifeblood of local community service provision. These events need not be lengthy or expensive, but can create a perfect forum for generating the conversation which is necessary to begin building such partnerships. Cinnamon Civic Prayer events will be taking place across the UK in 2016-17, and will be an ideal opportunity to create partnerships.

### **6. Consider co-location**

Initiatives which use shared premises can improve delivery times and security (Chichester Street Angels, for example, keep their coffee van at the police station, and Brighton police share practical resources with Time to Talk Befriending.) Shared office space, however temporary, can also improve team communication and coordination.

# RECOMMENDATIONS... CHURCHES

## 1. Get to know the Local Area

It is important for local churches to understand the needs of their local area as thoroughly as possible before they start a new project, in partnership with other churches wherever possible. This helps to avoid duplication of effort.

## 2. Build Strong and Effective Partnerships

At the core of all successful partnership is relationship. Strong and respectful collegiate relationships are critical to effective partnership working.

## 3. Appoint Champions

Wherever possible, it is advantageous for churches to appoint project “champions” who can run the programmes effectively. A long-term project champion can pursue the vision, the partnerships and the long-term funding for the project.

## 4. Carry out Continual Research and Evaluation

All community-based social action projects need to be able to illustrate their effectiveness with robust evidence, and to be able to communicate that effectively to the wider world.



## 5. Match the Number of Projects to Church Capacity

Churches should avoid trying to do too much all at once. It is good to start with one project, to get it up and running successfully, before expanding to further projects. This is also where local church networks and partnerships can add significant value.



# CONCLUSIONS

Reflecting on the Sussex police outcomes (to reduce crime and to reduce demand), these were achieved by both the Chichester and Brighton partnerships. In Crawley, as the partnership between the church and local police was still in the early stages of development, it was too early to report on specific results. Having seen the positive results from Chichester and Brighton, the police are eager to help the local church to make it work.

Owing to the straitened nature of the current global economy, such partnerships as reflected



in the Cinnamon Faith Action Research report may have a robust future, provided they continue to deliver short-term value for money and longer-term outcomes. The future of policing is therefore closely aligned with such voluntary sector groups as a part of local and national crime prevention strategies.



### **Demand Reduction Partnerships:**

Pioneered in 2014, Cinnamon Network's Demand Reduction Partnerships work with police forces across the UK to enable local churches to set up a tried and tested Cinnamon Recognised Project that meets needs in their community and reduces demand on police resources. By partnering with Cinnamon, police forces provide resources to equip local churches with a micro-grant, training and support to help kick-start these projects. Cinnamon's Demand Reduction Partnerships offer a cost-effective, sustainable model for local churches and police forces to work together to produce positive outcomes for their local communities.

### **About Cinnamon Network:**

Cinnamon Network began emerging in 2010 in response to growing social need, public sector reform, increasing recognition of the role of voluntary organisations and the economic cuts. Fifty Christian CEOs and leaders were challenged to consider how the Christian community could deliver more local transformation at national scale and to do so at speed. We met together at The Cinnamon Club in London and Cinnamon Network was born.

Our aim is to serve the nation by enabling people and resources to transform their communities and help those in social need. We do this by championing brilliant church-based social action, by building partnerships between churches and civic groups, and by delivering actionable research to enable growth.

Cinnamon Network aims to grow stronger links between churches and local authorities, the police and other agencies. We believe there is common ground between churches and civic groups in wanting to build good communities. And there is opportunity to connect and work together to a much greater degree.

The full PDF of the Research Report can be downloaded from the Cinnamon Network website on:

**[www.cinnamonnetwork.co.uk/cfar](http://www.cinnamonnetwork.co.uk/cfar)**

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