

PREVENT

The Policing Response to the Prevention of Terrorism & Violent Extremism



Police Implementation Plan *A Summary for Partners*

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PREFACE

The Government has made it clear that preventing violent extremism is the responsibility of all Government departments. It is clear, however, that the Police Service has an important role to play. Success in addressing and preventing violent extremism will only be achieved through partnership activity at a local level.

In April 2008, the Association of Chief Police Officers (ACPO), published **The Policing Response to the Prevention of Terrorism and Violent Extremism**. A national strategy and delivery plan, which set out the national police service contribution to the Prevent strand of the Government's Counter Terrorism Strategy. As a service, and in partnership with other agencies, we have already begun to make progress in the delivery of the strategy and are starting to understand much more about what needs to happen at a local, regional and national level to meet the challenge.

The Policing Response to the Prevention of Terrorism and Violent Extremism Implementation Plan, published in September 2008 aimed at all forces in England and Wales, seeks to translate the national strategy into practical activities for all levels in the police service. The plan is now being used as a framework to guide the police contribution to local partnership activity aimed at preventing violent extremism. The guidance stands alongside recent Government publications that set out the role for local authorities and partner agencies. It has already been adapted by the Welsh Assembly Government for use in Wales to reflect the different local partnership arrangements in place here and may also be of use to the police in Scotland and Northern Ireland.

Forces and Basic Command Units (BCUs) have been invited to adapt the Police Implementation Plan for use as a local action planning tool, tailoring it to the requirements of their local circumstances, including a BCU Commander checklist that provides a breakdown of activities with suggested milestones.

The Police Implementation Plan – A Summary for Partners describes the police Prevent delivery framework for our partners helping to ensure that we can work together in the most effective way. It particularly provides guidance on the range of activities that forces and BCUs should consider undertaking to deliver their contribution to a local programme of action on Prevent. Delivery will vary according to local circumstances, but it is envisaged that the majority of local operational policing activities will be delivered by BCUs working with delivery partners, with a vital role for neighbourhood policing.

Emphasised throughout the plan is the need for the police to establish multi-agency partnerships, that include community representatives, focused on preventing violent extremism, either through a specific local partnership Prevent forum or board, or within an existing partnership body such as the Crime & Disorder Reduction Partnership (CDRP), Community Safety Partnership (CSP) or Local Strategic Partnership (LSP).

Information to be shared at a relevant level with partners is also highlighted, and although this represents a real challenge it is vital if partnerships are to understand the threat and vulnerability affecting local communities and put in place effective targeted programmes of action.

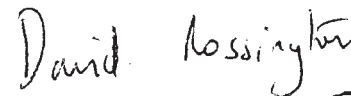
The activities within the plan relate to the establishment of Prevent leads, in ensuring that Neighbourhood Policing Teams have an understanding of the Prevent Strategy and are appropriately briefed and trained, and that partners and communities are consulted and engaged in agreeing local priorities. They also include working with partners to ensure that information is shared regarding individuals drawn towards extremism and that potential interventions are identified and supported. The plan also includes guidance on internal and external communication strategies that should be developed with partners.

The local performance of Prevent will be considered as part of the Comprehensive Area Assessment (CAA), the new framework through which the major public service inspectorates will together make independent assessments of how well people are being served by their local public services (<http://www.audit-commission.gov.uk/caa/index.asp>). This is due to come into effect in April 2009 and will look across the police and others responsible for local public services, which are increasingly expected to work in partnership to tackle the challenges facing their communities. As part of this, CAA will report on progress on all National Indicators, including NI35 and will be able to provide further information on local performance of Prevent such as the risk of delivery.



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David Rossington,
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Section A Purpose of this document

1. This summary for partners of the Policing Response to the Prevention of Terrorism & Violent Extremism Prevent Implementation Plan aims to provide local agencies working on preventing violent extremism with a raised awareness of police activities planned and underway at a local level to deliver the Prevent agenda.
2. The full implementation plan was published in September 2008 with the aim of translating the national Prevent strategy (see paragraph 3) into practical activities for police at a local, as well as regional level. The plan is intended as a framework to guide the police contribution to local partnership programmes of action on preventing violent extremism and should be considered alongside **The Prevent Strategy: A Guide for Local Partners in England**.¹

Section B Background

3. In view of the Police Service's central role in the prevention of terrorism, ACPO published its own Strategy and Delivery Plan for Prevent in April 2008 entitled **The Policing Response to the Prevention of Terrorism and Violent Extremism**. The Strategy and Delivery Plan is based around the 5 national key objectives aimed at stopping people becoming terrorists or supporting violent extremists:

- (1) Challenge extremist ideology and support mainstream voices;
- (2) Disrupt those who promote violent extremism and strengthen vulnerable institutions;
- (3) Support individuals vulnerable to recruitment by violent extremists;
- (4) Increase the capacity of communities to engage with and resist violent extremists;
- (5) Effectively address grievances.

The delivery of the 5 objectives is supported by 2 enabling objectives:

- (6) Develop Prevent related intelligence, analysis and research; and
- (7) Improve CT related strategic communications

The police contribution to preventing violent extremism is most significant in relation to objectives 2 and 3, supported by their contribution to objective 6.

¹ www.security.homeoffice.gsi.gov.uk

Section C Local Prevent Policing Activities

4. The template starting on page 8 provides guidance on the range of activities that forces and BCUs should consider undertaking to deliver their contribution to a local programme of action on Prevent. The local response to Prevent should be based on a comprehensive assessment of risk and be proportionate to the National Threat level and level of local vulnerability. It is acknowledged that delivery is likely to be more advanced in forces where the terrorist threat is greatest, and in particular, where forces have received additional funding for Prevent policing through the Comprehensive Spending Review.
5. The template includes the following headings:
 - **Activity** – the activities the force/BCU should consider undertaking to deliver the objective (bearing in mind that the response should be proportionate to the National threat level and level of local vulnerability);
 - **Objectives** – any additional objectives to which the activity will contribute (many activities contribute to more than one objective. Each activity is included under the objective to which it makes the greatest contribution, but the cross-cutting nature of the activities should be kept in mind during action planning and evaluation of work programmes).
6. The template reflects the leadership, governance and programme management activities and the operational policing activities that can contribute to an effective programme of action across the force area. Delivery will vary according to local circumstances, but it is envisaged that the majority of local operational policing activities will be delivered by BCUs working with delivery partners, with a vital role for neighbourhood policing. Forces have a key role in setting the direction for activity and evaluating the efficiency and effectiveness of the work programmes and partnership arrangements.
7. Police are invited to adapt the implementation plan for use as a local action planning tool, tailoring it to the requirements of their local circumstances with appropriate action owners, milestones, delivery partners and evaluation processes.

Delivery Partners

8. Multi-agency partnerships focused on preventing violent extremism should be established in all local areas, either through a specific local partnership Prevent forum or board, or within an existing partnership body such as the Crime & Disorder Reduction Partnership (CDRP)/Community Safety Partnership (CSP) or Local Strategic Partnership (LSP). The local authority and police will be the primary partners within this partnership, but it will only be effective if other delivery agencies are also engaged. Community representatives, who will often be drawn from local faith groups, voluntary groups and youth and women's services, have an important contribution to make in supporting the Prevent agenda and their engagement at an early stage is vital. Organisations that may be involved in local partnership working at various levels include:

- Police forces/BCUs or equivalent
- Counter Terrorism Units (CTUs) (including the MPS Counter Terrorism Command)/Counter Terrorism Intelligence Units (CTIUs)
- Police Authorities
- County, district and unitary local authorities, including:
 - social services
 - cultural services, including libraries
 - sports and leisure services
 - children's services
 - youth services/ youth offending teams/youth inclusion programmes
 - community safety equality & cohesion leads

- Higher education establishments
 - Schools and colleges
 - Offender management services (prisons and probation, young offender institutes)
 - Strategic health authorities
 - Primary care trusts
 - UK Border Agency regional offices
 - Government offices for the regions
 - Community representatives
 - Voluntary services (including youth clubs, associations and community groups)
 - National Association of Muslim Police
9. The sharing of appropriate information at a relevant level with partners presents a real challenge, but it is vital if partnerships are to understand local vulnerability and put in place effective, targeted programmes of action. It is also vital that information can be drawn from local networks and partners and our aim is to promote a two way flow of information between partners. An information sharing protocol is currently being developed at a national level to standardise the way in which information is shared between police and partners. This will help develop the decisions and processes by which central government briefs regional government and local authorities and provide a template for the police to assist in the development of local protocols with partner agencies.

Leadership, Governance and Programme Management

No.	Activity	Suggested Timescale	Delivery Partners
	FORCE		
0.1	Force has a Prevent strategic lead at ACPO rank who works closely with the chief executives of local authorities, the Prevent lead in the police authority, and other delivery partners to ensure that Prevent programmes of action are developed and delivered across the force area and that Prevent functions are mainstreamed into everyday policing.	Prevent lead should already be in post. Programmes of action by January 2009. Prevent functions mainstreamed by 2011.	Local authorities, police authority, BCUs regional CTU/CTIU, offender management services, primary care trusts (PCTs), higher education establishments, colleges, schools, faith and community groups.
0.2	Force, working with the police authority, ensures there is a Prevent lead in each BCU who is accountable for the embedding of police Prevent activities on each BCU, particularly through neighbourhood policing.	October 2008	BCUs, police authority.
0.3	Forces in receipt of CSR funding have counter terrorism intelligence officer and community engagement officer posts (or local equivalent) in place performing the functions set out in the national job descriptions for these roles.	October 2008	BCUs, CTU/CTIU.
0.4	Force has an established work force planning process with the capacity and capability, through recruitment and retention policy, to undertake all aspects of Prevent activity as business as usual.	Ongoing	BCUs.
0.5	Force includes Prevent as part of its strategic assessment and control strategy, with clear links to the partners' published annual plans, enabling the identification and prioritisation of vulnerable areas. This should be carried out in accordance with the National Intelligence Model (NIM), and be informed by neighbourhood profiles.	Oct 2008, with ongoing national review.	BCUs, local authority.
0.6	Force establishes a performance framework to monitor the delivery of the police Prevent programme of activities across the force area and performance against APACS KDIs for Prevent which will be drawn upon through the Comprehensive Area Assessment (CAA) process. Performance information is made available to Prevent regional delivery managers at regular regional meetings and to the police authority.	January 2009	BCUs, police authority, CTU/CTIU.

No.	Activity	Suggested Timescale	Delivery Partners
0.7	Force has established business risk management processes in place to continually monitor the impact that police Prevent activities are having on other aspects of community policing. The force Prevent lead, in consultation with BCUs, conducts an equality/community impact assessment as part of its action planning process, which informs strategic assessment.	Equality Impact Assessment (EIA) completed by July 2009. Business risk management process – March 2009.	BCUs.
0.8	Force develops protocols to share information and intelligence products with BCUs, regional CTU/CTIU and partner agencies, based on the national information sharing protocol currently under development. Force provides guidance to BCUs on the establishment of local information sharing processes and protocols.	March 2009	All members of the BCU level Prevent Strategic Group; BCUs, CTU/CTIU, special branch, local authorities, offender management services, primary care trusts, higher education & further education establishments, colleges, schools and community representatives.
	BCU		
0.9	BCU has a designated Prevent lead and deputy to work in partnership with the local authority and other partners at a strategic level, for example, through a local partnership forum, to develop and deliver an agreed programme of action to implement the Prevent strategy, in response to the current threat assessment and underpinned by intelligence.	Prevent lead October 2008. Programme of action 2009.	Force, CTU/CTIU, special branch, local authorities, offender management services, primary care trusts, higher education establishments, colleges, schools, faith and community groups.
0.10	BCU works with the force to establish a single point of contact to provide practical advice regarding Prevent matters to partners and ensure a regular exchange of Prevent information between the BCU, force, regional CTU/CTIU and delivery partners according to locally agreed protocols. Protocols should reflect the national information sharing protocol currently under development.	Finalised March 2009 (once national protocol is available).	BCUs, CTU/CTIU, special branch, local authorities, offender management services, primary care trusts, higher education establishments, colleges, schools, faith and community groups.
0.11	BCU monitors delivery of activities contributing to the local Prevent programme of action and to the partnership assessment of performance against NI35. BCU provides performance information to the force in accordance with the force and police authority performance framework.	First annual partnership assessment March 2009.	Force, local authority, police authority, local partnership forum.
0.12	BCU supports the local authority and other partners to develop a strategy for the use of "Prevent Violent Extremism" funding in support of the Prevent strategy.	Ongoing	Local authority, local partnership forum.

Objective 1: Challenge extremist ideology and support mainstream voices

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
	BCU			
1.1	Neighbourhood policing teams, supported by CTU/CTIU, develop knowledge of local faith groups and community groups to increase their understanding of Prevent issues and facilitate the identification of community leaders.	2,3,4	Oct 2008	CTU/CTIU, local authority, faith groups, community groups (e.g. youth / women's projects).
1.2	BCU, informed by neighbourhood policing teams, develops key individual networks (KINs) and independent advisory groups (IAGs), which are continually updated and used to facilitate two-way communication. KINS and IAGs should be representative of the community and mapped against neighbourhood profiles.	2,4,5	In place by Dec 2008, and ongoing review.	Local partners, community contacts, faith /community groups, higher education establishments, colleges and schools.
1.3	BCU, supports partner agencies to put in place appropriate engagement mechanisms for the community as a whole, but in particular women and young people, using methods that reach out beyond the usual community leaders and which empower community members. Engagement should be community-led and dynamic, taking place on many levels and in a variety of forms. This may include the establishment of forums for women and young people, which encourage the discussion of issues such as citizenship and faith. Community Engagement strategies relating to Prevent should be incorporated into overall police force / authority strategies for engagement and consultation to ensure a mainstreamed approach.	2,4	Ongoing	Local authorities, offender management services, primary care trusts, higher education establishments, colleges, schools, faith and community groups, children's services, police authority.

Objective 2: Disrupt those who promote violent extremism and strengthen vulnerable institutions

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
	FORCE			
2.1	Force should have an on-going dialogue with staff and students at higher education establishments including vice chancellors, heads of security, NUS representatives, and other student representatives aimed at building community cohesion and good race relations on campus and preventing the segregation of students.	1,3,4	Ongoing	Higher education establishments.
2.2	Special Branch Prison Intelligence Officers (SPIOs) work in conjunction with established crime PIOs, to assess the levels of radicalisation and extremism within the prison estate. The SPIOs should be consulted prior to Prevent taskings relating to prisons.		Ongoing	Prisons, CTU/CTIU.
	FORCE/BCU			
2.3	Where patrol officers identify places and people that may be involved in radicalisation, this information is forwarded without delay to the CTIO or equivalent, force SB, and the Force Prevent lead and discussed at regional tasking meetings (or on an ad hoc basis where urgent). Appropriate interventions, including work with people at risk of being drawn towards violent extremism (see objective 3), are considered, agreed and delivered. Where criminal activity is suspected, executive action may be considered.	3	Ongoing	CTU/CTIU, special branch.

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
2.4	A liaison officer within the BCU/force is available to provide advice to local youth provisions (formal and informal), schools and higher education establishments on PVE. This may include supporting the local authority to brief schools and universities/colleges, encouraging the involvement of schools in projects to work against violent extremism and supporting the local authority to customise The Department for Children, Schools and Families (DCSF) national toolkit on PVE for local use.	3,4	Liaison officers identified by Oct 2008. Ongoing process.	Local authorities, schools, higher education establishments.
2.5	BCU/Force ensures that all officers working within the education environment, or acting as liaison officers receive a basic level of training on Prevent and support delivery of the DCSF Toolkit. Coverage of these links is kept under review, with a view to ensuring all education institutions have a relationship with an officer, as part of the implementation of the youth crime action plan.	3,4	Trained by March 2009.	Local authorities, schools, colleges, higher education establishments.
	BCU			
2.6	BCU works with the CTU/CTIU to identify venues or locations within the neighbourhood, which are or could be used by those promoting violent extremism. The BCU works with the local authority to ensure that those who run such spaces are aware of any misuse of premises.		March 2009	CTU/CTIU, special branch, local authorities, faith groups, community groups, higher education establishments and schools, community centres.
2.7	BCU, working with the CTU/CTIU, supports local authority to advise local organisations and communities about how they may be vulnerable to violent extremism and provide them with points of contact and sources of advice for when they do have concerns.	3,4	Feb 2009	CTU/CTIU, local authority, local organisations may include faith groups, community groups, higher education establishments and schools, community centres, libraries, gyms, bookshops.

Objective 3: Support individuals vulnerable to recruitment by violent extremists

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
	BCU			
3.1	BCU (supported by the force and CTU/CTIU) works with the local authority and other local agencies to develop arrangements to receive and consider information from local partners regarding individuals who may be vulnerable to radicalisation. This responsibility can be delivered through adapting existing processes, such as safeguarding or targeted youth support arrangements, or through the Channel Project, or similar process. The BCU helps the local authority to mainstream the identification and support of young people vulnerable to violent extremism into the existing youth and children services, and offender management services/youth offending teams. Data sharing should follow the protocols agreed under 0.10.		March 2009	Force, CTU/CTIU, local authorities, offender management services, primary care trusts, higher education establishments, schools, faith groups, community groups, YOTs, local safeguarding children's board (LSCB), targeted youth support services.
3.2	BCU (supported by the force and CTU/CTIU) supports partners to identify interventions that can be used to support individuals at risk of being drawn towards violent extremism. Interventions may be delivered through a range of partner agencies, including community groups where appropriate, and may be bespoke interventions or interventions already identified through broader youth inclusion projects or other mainstream activity. Support plans should be tailored to the needs of each individual.		March 2009	
3.3	In support of 3.1, a process is in place to keep the progress of individual cases under review and assess and manage risk following interventions or engagement with vulnerable individuals.		March 2009	

Objective 4: Increase the capacity of Communities to engage with and resist violent extremists

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
	BCU			
4.1	BCU deploys neighbourhood policing teams in response to neighbourhood profiles, local priorities and demand, with deployment kept under regular review. Staff profiles and experience should match the neighbourhoods in which they work, wherever possible, e.g. reflecting minority, new and emerging communities.	6	Ongoing	Force, CTU/CTIU.
4.2	BCU has in place a broad and ongoing community engagement strategy on Prevent. Representative communities are routinely consulted and have the opportunity to identify and receive feedback on local priorities.	5	Strategy in place by Jan 2009.	Community/faith groups, local authority, police authority.
4.3	BCU neighbourhood policing teams and other operational police staff/officers in regular contact with the public have an understanding of the Prevent strategy and are trained, briefed and tasked in relation to Prevent. Learning and development programmes such as the Intelligence & Community Engagement (ICE) programme are used to increase the confidence and ability of staff to engage with communities and gain community intelligence. The impact of training should be monitored.	6, 7	ICE by June 2009. Tasking ongoing.	Force, CTU/CTIU.

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
4.4	BCU puts in place activities to increase community understanding of police action to prevent violent extremism. These should be developed with key agency staff and communities and may include tabletop exercises where young people and community contacts work through information injects that expose them to a greater understanding of decision making during a CT operation/incident, e.g. Operation Nicole (or equivalent); job shadowing; or encouraging people to become special constables.	5	March 2009	Force, Police Authorities, CTU/CTIU, local authorities, offender management services, primary care trusts, higher education establishments, schools, faith/community groups, YOTs, LSCBs, targeted youth support services.

Objective 5: Effectively address grievances

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
	FORCE			
5.1	Force, in partnership with the police authority, has in place a system for recording organisational learning arising from feedback from partner agencies/communities and complaints concerning police enforcement of CT legislation.		March 2009	Police authority, BCUs, CTU/CTIU, local authorities, offender management services, primary care trusts, higher education establishments, schools, faith groups, community groups.
5.2	Force undertakes a weekly documented assessment of community tension using the Experienced Evidential Potential model (EEP), which encompasses all BCU submissions and includes the impact of global, national and local events. Force takes any necessary action to mitigate risks. This information should be disseminated, in line with current procedures, to the National Community Tension Team (NCTT), which will circulate the National Community Tension Assessment. The NCTT should be informed immediately of any critical incidents.	6	Ongoing	CTU/CTIU, force special branch and NCTT.
5.3	Force Prevent lead, in partnership with the police authority and CTU/CTIU, oversees a process to monitor the quantity and quality of Schedule 7 Port TACT Examinations, S33 TACT cordons, S44 & S43 TACT stops with a view to assessing the impact they are having on the community.	6	March 2009	Police authority, CTU/CTIU & BCU.
	FORCE/BCU			
5.4	Force/BCU works with the CTU/CTIU and local partners to develop a consequence management plan in respect of any enforcement activity relating to terrorism (or violent extremism), which has an impact on the local area. This should include input from neighbourhood policing teams and consider how best to manage the potential negative impact of enforcement activity on the local community.	7	Process in place. March 2009	CTU/CTIU, special branch, police authority, local authority, KINs/IAG.

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
5.5	Force/BCU, in partnership with police authorities, publicises its efforts to recruit from black and minority ethnic communities and its commitment to equality, proactively explaining the purpose of TACT, stop and search and how people's rights are protected.	1	March 2009	Police authority.
	BCU			
5.6	BCU undertakes a weekly documented assessment of community tension (EEP model) at local level in accordance with force instructions. This should include information from partner agencies. The BCU takes any necessary action to mitigate risks. This information should be disseminated in accordance with force arrangements.	6, 7	Ongoing	CTU/CTIU, force, local authorities, offender management services, primary care trusts, higher education establishments, schools, faith groups, community groups.
5.7	BCU, working with the force and CTU/CTIU, has a process in place to ensure the effective flow of information to key partners, KINs, IAGs and communities as appropriate, during and after police interventions in the community, or real or suspected terrorist incidents. Neighbourhood policing teams can support the delivery of this information.	2,7	As required	CTU/CTIU, KINs, IAG local authorities, offender management services, primary care trusts, higher education establishments, schools, colleges, police authority.
5.8	Working with the local authority and police authority, the BCU and in particular neighbourhood policing teams, has an established process to record and effectively address community grievances resulting from issues including race/hate crime/anti-social behaviour/harassment/police activity. Information about grievances should be shared amongst partner agencies where appropriate.		Oct 2008	Police authority, local authority.

Objective 6: Develop PREVENT related intelligence, analysis and research

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
	FORCE			
6.1	Force has capability and capacity supported by IT to produce the necessary intelligence products to manage and mitigate the CT Prevent risk. Feedback on the value and use of intelligence is provided to those who submit it.	2	March 2009	BCUs, CTU/CTIU, special branch.
	FORCE/BCU			
6.2	Force through BCUs and supported by CTU/CTIU, maps its communities to produce a CT profile of vulnerable locations and communities. Mapping should be supported by neighbourhood policing teams and informed by the national guidance and information sharing protocol under development to assist forces in developing and sharing information from CT profiles. Local information through partners also needs to feed this mapping process. Profiles should be regularly updated and formally reviewed.	1, 2, 3, 4, 5	March 2009	BCUs, CTU/CTIU, special branch.
6.3	Force/BCU has a process for the regular sharing of tension indicator information with partner organisations in accordance with force/local information sharing protocols or where appropriate specific Management of Police Information (MOPI) arrangements. Sharing appropriate information with partners enables the targeting of programmes and interventions at a sub-geographical level and the identification of key links or trends.	5, 7	March 2009	Local authority, offender management services, primary care trusts, higher education establishments, schools, colleges, faith/community organisations, NCTT.
6.4	Force/BCU along with the police authority has a process in place for regular dip samples of CT related information reports applying minimum standards as set out in force instructions.		March 2009	Police authority.

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
	BCU			
6.5	BCU, through CTIO or equivalent, has in place a process for the collection, development, analysis and dissemination of intelligence relating to CT Prevent to force SB, CTUs/CTIUs.	2	March 2009	BCUs, CTU/CTIU, special branch.
6.6	BCU has a tactical tasking and coordination process that is informed by signal crimes, tension indicators and community intelligence. Prevent and violent extremism is an agenda item at Tactical Tasking & Coordinating Group (TTCG) meetings (or equivalent) and the SB/CTIO is in attendance where possible.	2	October 2008	CTU/CTIU, NCTT, special branch.
6.7	BCU screens all intelligence reports for information relating to Prevent activity and draws this to the attention of the Prevent lead and CTIO (or force SB)	2	Ongoing	Forces, CTU/CTIU.
6.8	BCU supports partners, and in particular the local authority, to formally evaluate the outputs and benefits of local Prevent projects and actions. The evaluation is used to inform the development of future projects and is fed back regularly to the police authority.		Ongoing	CTU/CTIU, force, local authority, police authority, offender management services, primary care trusts, higher education establishments, schools, colleges, faith groups, community groups, youth services.

Objective 7: Improve CT-related strategic communications

No.	Activity	Other Objectives	Suggested Timescale	Delivery Partners
	FORCE			
7.1	The force provides regular briefings to the police authority about the vulnerability to radicalisation for violent extremism within the force area, and briefs the police authority following any CT operations.		Ongoing	Police authority.
	FORCE/BCU			
7.2	Force/BCU has an established internal communication process to raise Prevent awareness amongst staff and disseminate organisational learning.		March 2009	CTU/CTIU/SB, front line officers, including Neighbourhood Policing Teams.
7.3	Force/BCU, including neighbourhood policing teams, works with partners to develop and deliver a shared community communications strategy regarding Prevent activities. The communications strategy should also include community liaison as a priority in respect of Pursue-related activity. The communications strategy should reflect the diversity of neighbourhoods as identified in profiles.	1,2,4,5	March 2009	Local authority, CTU/CTIU, offender management services, primary care trusts, higher education establishments, schools, colleges, faith groups, community groups.
7.4	Force/BCU ensures that the style, language and content of communications are appropriate for the audience, makes use of delivery channels that are effective in delivering messages to the relevant audience and takes steps to reduce the risk of communications being manipulated.	1,2,4,5	March 2009	See 7.3.
7.5	Force/BCU, together with partner agencies, engages with the media to communicate the rationale for Prevent activity and explores the role that the media can play in building a climate of trust, understanding and mutual respect in communities.	1,2,4,5	March 2009	See 7.3.

Section D Programme Management and Review

10. Governance of the Prevent strategy needs to provide clear strategic direction to deliver the continuously evolving Prevent programme. In order to ensure that Prevent activity is delivering results, it is vital that programme delivery is monitored and managed effectively. Paragraphs 11 to 17 explain the processes and partnerships that can be put in place locally to facilitate the effective delivery of Prevent activity.

BCU

11. At a local level, BCUs, together with local authorities and other partners are expected to play a key role in the development and delivery of a multi-agency programme of action on Prevent. Programmes should be in place by January 2009 to enable multi-agency partnerships to report on progress against NI35 at the end of the reporting year. Detailed guidance on developing programmes of action is provided in **Delivering the Prevent Strategy: Practical Steps for Local Partners**.²

12. To provide oversight of local programmes of action, many areas have established local partnership Prevent forums, reporting either to the local Crime and Disorder Reduction Partnership (CDRP) Community Safety Partnership (CSP) or Local Strategic Partnership (LSP), whilst some areas monitor delivery of the Prevent agenda directly through the CDRP/CSP or LSP. The nature of the partnership structure should be agreed locally, but needs to include all relevant

partners (see page 7 for further information). Advice on developing effective partnership arrangements can be found in Annex A/B of Delivering the Prevent Strategy: Practical Steps for Local Partners.

13. Local partnerships, including the police, need to agree their own arrangements for reviewing progress on the delivery of Prevent-related activity and assessing its effectiveness. All local partnerships are required to carry out an annual self-assessment of the contribution of local partners in developing programmes in support of the seven Prevent objectives (National Indicator 35 (NI35)). Although the reporting requirement on NI35 is annual, local partnerships may wish to carry out more regular assessments of progress for local purposes. Whilst Welsh partnerships are not formally monitored in relation to NI35, they have decided to benchmark their own progress against the indicator. General guidance on evaluation and review of Prevent programmes of action is provided in section 2.5 of Delivering the Prevent Strategy: Practical Steps for Local Partners.

14. BCUs should also provide information to the force on delivery against milestones in accordance with force procedures. BCU Prevent leads may be expected to attend a regular force Prevent/Contest board, where progress across the force is reviewed.

²Contact the Regional Prevent Delivery Manager in your regional government office, or your CTU/CTIU for a copy of this document.

Force

15. Each force should have a board in place with responsibility for monitoring delivery of Prevent activity across the force area. This may be a specific Prevent board, or a wider CONTEST board. The force-level board would normally include representation from BCUs and other key stakeholders, including local authority Prevent leads from priority areas.
16. It is recommended that forces should have a programme management process in place to monitor the delivery of Prevent activity across the force, including planning, risk management, monitoring delivery against milestones and assessing benefits. Force performance monitoring should be closely aligned with local partnership processes for reviewing performance on multi-agency Prevent activity. Forces should also consider other ways in which the benefits/outcomes of Prevent activities can be evaluated, for instance, through community surveys and through user evaluation of community engagement activities such as tabletop exercises and youth forums.
17. The force should provide regular reports on Prevent activity to its police authority and to the Prevent regional delivery managers through the regional meeting process.

List of Abbreviations

Association of Chief Police Officers	ACPO	Key Diagnostic Indicator	KDI
Assessments of Policing and Community Safety	APACS	Key Individual Networks	KIN
Basic Command Unit	BCU	Local Safeguarding Children’s Board	LSCB
Comprehensive Area Assessment	CAA	Local Strategic Partnership	LSP
Comprehensive Spending Review	CSR	Management of Police Information	MOPI
Community Safety Partnership	CSP	National Community Tensions Team	NCTT
Counter Terrorism	CT	National Intelligence Model	NIM
Counter Terrorism Intelligence Officer	CTIO	National Indicators	NI
Counter Terrorism Unit	CTU	National Union of Students	NUS
Counter Terrorism Intelligence Unit	CTIU	Primary Care Trust	PCT
Crime & Disorder Reduction Partnership	CDRP	Preventing Violent Extremism	PVE
Department for Children, Schools and Families	DCFS	Special Branch	SB
Experienced Evidential Potential	EEP	Special Branch Prison Intelligence Officer	SPIO
Equality Impact Assessment	EIA	Tactical Tasking & Coordinating Group	TTCG
Information Technology	IT	Terrorism Act	TACT
Intelligence & Community Engagement	ICE	Youth Offending Team	YOT
Independent Advisory Group	IAG		

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