



Report on Street-Based Team Pilot

commissioned as part of the
Youth Crime Action Plan (YCAP)

Bristol 2009

Contents

Introduction	3
Methodology: action research	4
Pilot 1: Gaunts Ham Park	6
Pilot 2: St Pauls	8
Pilot 3: Hillfields and Speedwell	10
Team development	12
Recommendations	13

*With thanks to all the street-based team members
for their hard work and creativity*

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Introduction

The Government Youth Crime Action Plan (YCAP) calls for increased intervention with young people who are involved in crime and anti-social behaviour. One of the initiatives the plan promotes is that of Street-Based Teams (SBT), to engage with young people and to signpost a range of services and activities designed to give them a more positive future. It is recommended that where appropriate, these teams work with local people who have previously been caught up in offending behaviour.

A pilot of this street-based work based on conflict resolution approaches, and working with both young people and adults, was commissioned in Bristol from Community Resolve, a community conflict transformation project. For more information on our work, please visit our website: www.communityresolve.org.uk

The original project brief was agreed by Safer Bristol and YOT as part of the Youth Crime Action Plan (YCAP). YOT has overall responsibility for the delivery of the YCAP initiatives.

Our street-based team was exploring how young people and adults share public spaces. By working between young people and adults within a conflict resolution framework, there was a chance to shift conflict dynamics, as well as to engage alienated young people by giving them a voice. This way of working is rooted in a cooperative conflict resolution ethos, which is very different to the working cultures of enforcement-based (police, ASBO team) or youth-only services.

The team's success was largely due to the number of young male workers aged 22-25. However, these team members were potentially most at risk by doing the work because of:

- youth and inexperience, leading to risky reactions
- area-based rivalries, sometimes involving people they know personally
- being identified as 'grasses', eg to the police.

Safety of workers is paramount and requires specialist and intensive training – which in turn requires an adequate, consistent and ongoing budget. This is particularly important when developing a diverse (background, skills sets, experience) street-based team, which requires proper commitment to training, supervision and support.

Many of the younger SBT members used the experience and skills developed through this project to further their personal and professional development. One team member gained employment with Rathbone as a youth worker, another was accepted as an apprentice. A third was employed as a mentor to young Muslims in Ashfield Secure Unit. Three members of the team have the opportunity to attend youth work training, funded by a grant from Quartet Community Foundation.

The second part of this pilot is an 8-day training in conflict, community engagement, mediation skills, first aid, worker safety and interviewing techniques. This will be attended by representatives from Community Resolve's team, police and PCSOs, social workers, YOT and drug and alcohol intervention teams. It will run between January and March 2010.

Methodology: action research

The pilot was designed around principles of action research. This interactive process combines collaborative problem solving with research and analysis of the underlying causes of community tension and conflict. Action research focuses on knowledge gained through action and for action. It has a positive future orientation and a commitment to empowering communities and contributing to positive social transformation.

During the six-month pilot, Community Resolve worked in three neighbourhoods across East Central Bristol, consulting adults and young people about the root causes of anti-social and community tensions in their local areas.

The aim of these consultations was to

- get some idea of community dynamics
- engage the local community in dialogue
- provide an opportunity for all involved to tell their stories – young people, local residents, shopkeepers and agency workers.

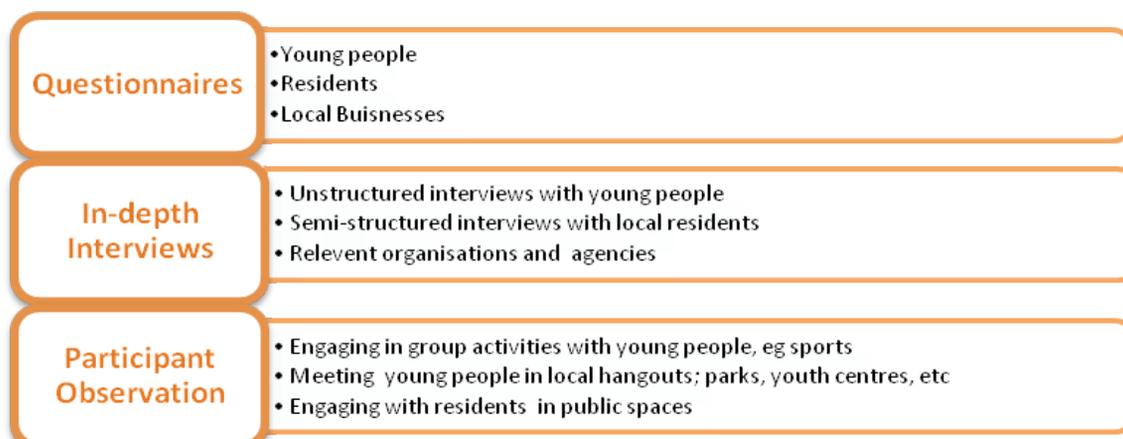
We hoped to bring different parties together to break down stereotypes and explore how community conflicts could be managed.

Pilot design

Internal evaluation and ongoing peer review was a central aspect of the project design and methodology. Peer review is considerably more time-intensive than a centralised management structure, but it proved to be a valuable strategy.

A high degree of reflexivity, group review and evaluation was built into the delivery timetable. Team members were closely involved in the planning and design of the project, from the structure of the questionnaires to the duration of the contact sessions.

A range of methods were employed to gather both qualitative and quantitative feedback and data from young people, residents, local shops, businesses and partner organisations:



“It was good experience of street engagement work, and gave everyone more confidence... It made me really examine my own practice... [and] made us realise what we could achieve with a small team.”

Rathbone Team Leader

Regular revision of the questionnaires made comparative quantitative analysis between the target areas more difficult. However, these changes meant the surveys were tailored to the needs and concerns of the communities themselves. The questions and format of the questionnaires were co-created by the entire team.

Remit

Following extensive consultation with police, youth workers, community safety and housing workers, the team worked in one agreed priority area for six weeks at a time.

Teams were dispatched to target areas in small groups, combining local knowledge through the team’s age, gender, racial and ethnic mix. In each area, the SBTs opened dialogue with young people, residents, local business people and agencies such as youth services, police and PCSOs.

Our target figures per 6-week pilot were:

- Contact:** 50 young people
- Voluntary engagement:** 20 young people/2 hrs each
- YP conflict facilitation:** 10 young people/3 hrs each
- Accompaniment / signposting:** 5 young people / .5 hr each

The team exceeded these targets by a large margin in all pilot areas, making referrals to other organisations, signposting young people to positive activities and developing channels of communication between conflicting parties within communities.

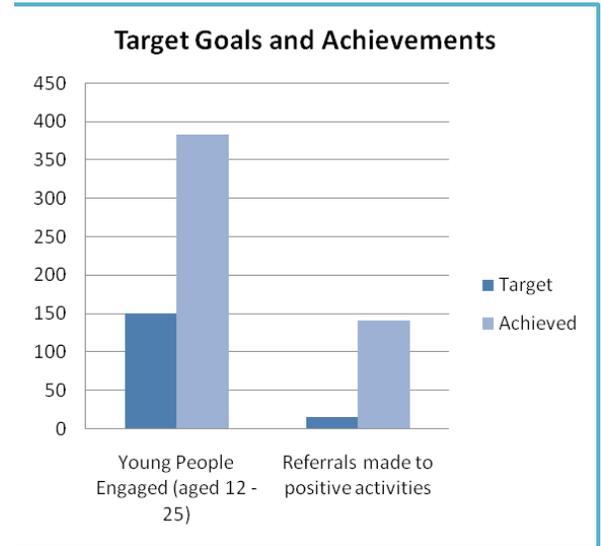
In addition, they gathered information about people’s experiences and their suggestions for positive community development. They sought to develop relationships of trust with participants, aiming for a depth of engagement that allowed meaningful and honest information.

Working in partnership

It was hoped that Community Resolve teams would work closely with appropriate agency workers. Although some good agency relationships were established, this pilot was too short to achieve full collaboration.

During the course of this pilot we did work closely with Rathbone, an organisation dedicated to supporting young people into education, training and employment. They were also setting up a new team in Bristol, and Rathbone workers accompanied our SBT team during most sessions.

At the end of each pilot, a full report presented the findings to partner agencies, YOT and local workers. It included a sample ongoing tension management plan that could potentially be managed by local agencies working in partnership.



Agencies worked with:

- Bristol City Council Youth and Play Services
- YOT
- Police and PCSOs
- Safer Bristol
- Community development teams
- Rathbone

Pilot 1: Gaunt's Ham Park, Barton Hill

Following consultation with local workers from the police, youth services and community safety, the first area the team focused on was Gaunt's Ham Park, a small patch of land in Barton Hill where young people were hanging out. The pilot also took in the adjacent streets, blocks of flats and local shopping areas where young people congregate, as well as the Crypt youth club.

The team met with a wide range of local young people, residents and professionals and discussed the issues and tensions in the Gaunt's Ham Park area. Questionnaires were conducted with residents and businesses and more informal interviews were used with young people to gain as wide a range of perspectives as possible. Safer Bristol agreed to provide some support with monitoring and evaluation.

In Gaunt's Ham Park, Barton Hill, the street-based team engaged:
204 young people
79 adults - residents, agency workers & businesses

Questionnaires completed by:
26 adults

Gaunt's Ham Park Questionnaire

Community Resolve is an organisation that focuses on community tension and situations where people come into conflict in shared spaces. We are working here for six weeks to talk to people about their experiences of living in this area and find out if they have concerns.

Confidentiality: We don't need your name or exact address

1. Do you live near Gaunt's Ham Park?
2. Where do you live (street or postcode)?
3. What do you do if you have free time?
4. Where do you go?
5. Do you feel this is a safe place? On a scale of 1 – 5 (most safe)
6. Are there any other places you go?
7. Why do you go there?
8. Do you feel safe generally?
9. What do you see happening around this park? What goes on?
10. If you need information or advice (drugs, housing, etc) where would you go?

Perceptions of young people

The young people we met were predominantly friendly, intelligent and articulate, and were happy to express their views on the issues affecting their lives. Throughout the course of our engagement, it became clear that there is an urgent need for increased provision of resources and activities in the area, particularly for older teenagers and girls of all ages.

Central issues for young people included perceptions of racism and stereotyping, problems with the police and being moved on, feeling excluded from the community and being labelled.

One good example was a key group of school-age Somali males who were willing to share their experiences of the area with us. It became clear that many felt misrepresented in their community, and disrespected by other residents and law enforcement officials. They claimed that people mistake them for older troublemakers, when in fact they are using the park as a relaxing space to meet and socialise in between their GCSE revision.

"The local people and the police all think we're adults, gangs out to cause trouble. We're not, we're just kids, getting the blame for stuff we haven't done because you can't tell the difference."

Young person, Gaunt's Ham Park

There was clear potential for younger team members to develop further engagement and ongoing projects with these and other young people. We felt that providing young people in this area with positive role models and guidance would be a successful strategy to combat antisocial behavior in this locality, aiding them into further education, training and work experience.

Issues for young people

- **Boredom:** the most recurring theme was boredom and the lack of anything to do in the area – want activities.
- **An opportunity to contribute:** some young people are interested in volunteering to help the Crypt stay open more hours.
- **Being labelled:** perceptions and stereotypes about them from other local residents/community.
- **Harassment & hassle from adults:** Police, PCSOs & residents.
- **More information** about education, crime, sexual health, hobbies.

Issues for residents

- **Lack of facilities in the park:** a playground, inadequate seating, no toilet facilities – ‘it’s a long way home for a pee’, need dog poo bins, more lighting, nothing is very well maintained; locks on the gates in the park; it’s dirty! - skips for neighbourhood clean-ups; skip at the back – it needs to be picked up;
- **More community facilities needed:** more local shops; more open spaces; more facilities; bigger and better shops; street sign at front of Wm Mason CIs; more street cleaners
- **More community events/involvement:** street parties; events like the Fun Day, where people can meet; more police presence, better communication, more input from Somali elders;
- **More for young people to do:** educating others about different communities, play equipment

Conclusions from Pilot 1

- The SBT reached far more young people than originally anticipated, and signposted / referred on much greater numbers. The teams could definitely engage young Somali men in conflict facilitation and dialogue (eg with police/local residents) but need a longer timeframe.
- A very strong theme from young people was lack of resources and things for them to do in the evening. Access to the Crypt Youth Club is limited, depending on their age, and they did not seem to be engaged with any other local clubs.
- The teams felt it would be good to provide more events where young and old could mix and engage in dialogue. This interest in more events was also reflected in interviews and questionnaire responses from residents.
- Length of time in one place: six weeks passed quickly and doesn’t allow for meaningful intervention. Preferable would be 10 weeks - 5 weeks scooping, 5 weeks promoting dialogue and relationship building between young people and local adults.

“They put up signs outside the swimming pool where we hang out: ‘thieves operate in this area’... It’s a direct insult aimed at us! There aren’t any thieves there, not even a broken wing mirror on that street. They just want to make the area look bad and make people think we’re criminals”

Young person, Gaunts Ham Park

Pilot 2: St Pauls

The team was tasked to engage with young people all around the St Pauls area, with particular focus on the parks. This broad remit made it more difficult for our team to build relationships and gain the trust of local young people, and spread our human resources thinly. The team did not identify a compact target area equivalent to Gaunt's Ham Park.

What emerged was that both adults and young people felt that there were a lot of opportunities for young people in St Pauls. They were very positive about the area, particularly with regard to the community spirit, the play equipment, the cultural diversity, the proximity to the centre and the parks and green spaces. Although 42% of respondents said they felt there were places where they felt unsafe, only 15% of the residents interviewed had experienced problems in the area - and that mostly concerned dogs and vandalism.

Perceptions of young people

Only 28% of the young people who completed the questionnaire had experienced problems in the area, mostly based around people using drugs, issues surrounding dogs in public spaces, and people fighting.

A problem that was frequently raised by young people was being stopped and searched by the police, who they felt unfairly victimised them. Many young people were concerned about the cultural and ethnic tensions experienced by the Somali community in particular. One young person expressed a wish for separate parks for Somalis and others said they do not use Broadplains Youth Club because it is mostly attended by Somalis.

Young people's suggestions for how the area could be improved included:

- providing more bins and dog waste facilities
- mending broken play equipment
- adding more benches and play equipment
- the provision of a skate/bike park.

While residents were able to identify dozens of opportunities for young people in St Pauls, the young people themselves felt that there is a lack of resources and entertainment, especially for those in the 16-18 age range. Docklands Youth Club is open but according to our respondents it is over-subscribed. Some young people prefer to hang out in the streets and parks, while others would like the opportunity to be more involved in their communities and take part in local activities.

Adult perceptions

Although illegal drug use and selling remains problematic in this area, and was of concern to adults and young people alike, residents have generally noticed positive changes to the area over the past few years. They mentioned more services and facilities such as the library and learning centre, less prostitution, and less fly tipping.

In St Pauls, the team engaged:

86 young people
59 residents & businesses

Questionnaires completed by:

66 young people
59 residents

Responses from young people:

"Every Somali kid at my school gets beaten up ... I don't know anything about Somali culture"

"We need a bike shop, we have to steal everything"

"I've got two pitbulls but it's not ok to have them in this park, kids get scared"

"Make specific dog parks"

"Make a Muslim-only park"

"They spent 6-7 months asking us what we wanted and we can't go in now it's opened [Docklands youth club]"

"We get arrested and stereotyped, stopped and searched"

"We need a caff for young people to chill out, smoke cigarettes and stay inside in the warm"

"I found a needle in this park"

Contention over dogs

We were asked to research concerns surrounding dogs in public spaces in St Pauls. Local PCSOs and the park warden in St Pauls Park felt that issues around dogs cause many problems in the area. Several of the people we spoke to had had personal experiences with dangerous dogs in St Pauls.

Our results show 60% of residents feel that dogs should be allowed in public spaces provided they are kept under control, and their owners clear up after them. The majority of young people (57% of respondents) felt that dogs should not be allowed in parks where children play.

Adult respondents blamed dog owners for their badly behaved pets. Several people expressed the view that as Islam prohibits its followers from contact with dogs, dogs loose in public spaces presented a problem for them. As one young person explained, *“I like dogs, but my religion prohibits me from touching them”*. Another adult respondent considered fear of dogs to be cultural in nature, explaining *“it is my culture to be afraid of dogs; it has become an instinct now”*.

Residents including young people suggested that:

- Owners of dangerous dogs should be vetted for suitability and be required to have a licence.
- Children should not be allowed to bring dogs into public spaces without adult supervision, as often they are unable to control them.
- Events should be held in public spaces in which members of the public are able to meet dogs in a safe and controlled manner, and learn methods for dealing with dogs in public spaces.

What worked well in this pilot

- People were very receptive and enthusiastic about our presence - very good interactions with the community
- Questionnaires worked well following team development
- Good inter-agency work and networking
- Tapping into existing networks and events
- SBT worked well, with complementary skills and abilities and good gender balance.

What could work better

- Team not really needed in St Paul
- Concerns regarding wasted resources, eg SBT going out in bad weather as can't engage in public spaces
- Need appropriate meeting places / times to find older teens - most contact with younger children & older people
- Need to research existing local projects, youth clubs and events in the area so know where young people will be and where to refer them
- Local information pack to distribute / refer to
- Huge area to cover - building trust easier in smaller area
- Worker safety, including suitable location for a break
- Need for more teambuilding.

**“Thank you
for caring!”
St Pauls
resident**

Concern over local parks

Local people felt that the parks could be better maintained, particularly with regard to repainting surfaces and removing graffiti, trimming trees and shrubs, provision of shelters from the rain and waste bins.

Other adult responses included:

“Make beautiful parks and leave the kids to it! We've all been young once!”

“The park can be intimidating for adults. During the holidays the kids stay out and make noise til 11-12pm”

“I would not bring my children into a space with dogs”

“We need more lights in the parks!”

Pilot 3: Speedwell & Hillfields

The team was deployed to Speedwell and Hillfields as the final location for this pilot. We were asked to include Speedwell because of recent assaults by young people on PCSOs there; the atmosphere is challenging for residents. In the third week of this scoping exercise a young Hillfields resident, Shevon Wilson, was killed in a stabbing in St George’s. Dispersal Zones were in force in both Hillfields and Speedwell, which affected how many young people the SBT were able to engage with.

This broad area proved difficult to cover effectively, and in response to the movements of young people out of the Dispersal Zones, we chose to target our resources around Meadowvale, Hillfields youth centre, Barton Fields and the Lodge Causeway shopping area. We met with young people in local youth clubs, parks and on the streets, in addition to engaging with residents and local businesses.

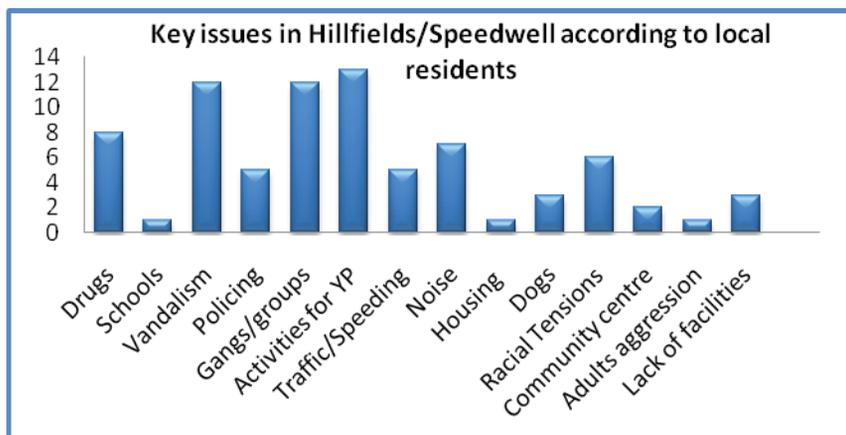
The tragic death of Shevon Wilson midway through our detached work in Speedwell transformed the atmosphere in this community. At the request of Police and PCSOs, we conducted several street-based sessions in the immediate aftermath of the death, and we also accompanied the mourners on a memorial procession.

We attempted to remain as sensitive to the community as possible during a period of mourning, and during our engagement with local residents and young people, we discussed the community’s methods of dealing with this tragedy. In addition to the processions, these included holding a candlelit vigil in the local park, and creating a shrine to Shevon’s memory on Meadowvale.

Perceptions of local people

Local residents and young people have been the driving force behind this show of unity and respect, but immediately following Shevon’s death, residents and young people felt that local efforts to celebrate his life were being undermined rather than supported by the local council.

Most of the adults and young people we spoke to felt that ASB problems in the area are directly caused by a lack of resources for young people. Amenities have been reduced over time with a concomitant increase



In Hillfields and Speedwell, the street-based team engaged:
89 young people
47 residents & businesses

Questionnaires completed by:
56 young people
25 residents

Responses from young people:

“Young people are more worried about the police than gangs”

“We are harassed by the police, (they) stop and search us for no reason, and recently they jumped out with M16s”

“I feel there is a race element in the attitude of the police. I have been stopped and searched 4 times in one day.”

“My mates were arrested; they came back with black eyes, another one with broken fingers”

“I was stopped at gunpoint recently by a car full of police”

“There are a lot of idiots driving at high speeds and lots of vandalism”

“A gang hangs out near the shops; I have been threatened with a knife and had to defend myself. I shouldn’t have to put up with that outside my front door. I would be happy to join a youth panel or steering group”

in the population of young people in the ward. (This echoes findings of the 0708 *'Class, Race and Community'* research carried out in Hillfields by Centre for Psycho-Social Studies, UWE and Community Resolve - see www.community-resolve.org.uk/resources.)

Many of our respondents felt that the public facilities at Meadowvale Community Centre are not being used effectively. There is a clear need for additional engagement with sections of the community, many of whom currently have no access to these facilities, particularly local young people.

More public events are needed where younger and older members of the community can meet each other in a safe and positive environment and work together. The desire for more community events was reflected in interviews and questionnaire responses from young and old.

Pilot conclusions

This third pilot was distinctly affected by the impact of Shevon's death. In response to the incident, the team were asked to patrol specific areas in Speedwell and do extra shifts. However, the newly-formed pilot team felt ill-equipped to deal with the aftermath of the stabbing incident. Some of the younger team members had strong issues about their safety; the team were not confident that they had the complex communication skills needed in such an environment; and it was awkward to be trying to engage with young people in a neighbourhood that was in mourning.

The SBT revised their routine in order to be more sensitive to the needs of the community, and raised some particular concerns:

- **the response of authorities** to the incident and the community's reactions. Care needed to be taken about how the aftermath of the young man's death was handled. Some good, planned, joint agency working would have had positive results.
- **a review of how information is shared** between agencies. We were asked to go into this area with very little knowledge of the dynamics. This is particularly important when working where there is gang activity or high levels of tension, as here.
- **more intergenerational work** is needed. The SBT recommended more events where young and old could mix and work together.

Learning from this pilot

- Street-based work is more effective in smaller, more clearly defined areas rather than such a large residential area as Hillfields and Speedwell.
- The team needs a base. Without this, the SBT spent too much time walking deserted streets in the cold and dark, especially as autumn progressed.
- It is important to sort out transport issues for the SBT. For safety reasons, the team should have transport that can deliver and collect them from the area where they are working.

Responses from adults:

"Meadowvale Community Centre is wasted as it is. Run by a few elderly people for other elderly people and no young people go there"

"The kids need more than just activities; peer mentors and business community mentors"

"The kids just need somewhere to hang out that's not on the street"

"They (the young people) laugh at the police; there is no respect"

"I'm fed up with the way this area has deteriorated"

"Older kids hang out in the park and scare the younger ones off"

"Let's start training up the parents to help out in the youth club, I would volunteer!"

"I now avoid going to the local shops as I don't want to pass the kids"

"I keep my two young children away as they are very intimidating"

"The council sent me a letter yesterday saying that our memorial bench is 'unsuitable', and we have to pay £800 + £310 installation for a council-approved one instead. No one's going to sit on it, I told them it's for Shevon, but I don't know if they'll listen" Local resident

Team development

The Community Resolve street-based team of 10 was drawn from Community Resolve workers, youth workers and community development workers. Younger trainees with Community Resolve - five under the age of 25 - all grew up in the local area and are recognised members of local communities.

The team met for fortnightly team review meetings and nightly debriefings. Older Community Resolve staff and trainees had extensive previous training in conflict management and mediation skills, and several of the younger workers had 10 days training in conflict resolution methods.

We deliberately put together a very diverse group - gender, age, background - which brought its own complications, as well as being a key factor for its success. To build the highly diverse group into an efficient team, and to set baseline approaches with practitioners from outside Community Resolve, the SBT did some training in Dealing with Challenging Behaviour (1 day) and Interviewing skills (2 hrs).

Team development issues that emerged from the pilot included:

- **Clarity of roles** within the team and within the community: as this was a new way of working, the SBT had to think on its feet, as members tried to work out what they could best achieve with various approaches.
- **Length of time in one place:** six weeks passed quickly and doesn't allow for meaningful intervention. An alternative time frame could be 10 weeks, 5 weeks scoping, 5 weeks promoting dialogue and relationship building between young people and local adults.
- **Hours of working:** more flexibility was needed to respond when there are problems, especially after school.
- **Developing a shared approach:** this is complicated across such a diverse team. But despite inter-group difficulties, all acknowledged the value of such a diverse group working together by the end of the pilot.

The team's evaluation of street-based work

At the end of the pilot, two meetings were held to celebrate its successes and to analyse how this way of working could be improved. The team defined their role as:

- Finding out how the community gets along
- Listening to stories from young and old residents, workers, etc
- Collecting background info before working in an area through inter-agency collaboration, scoping sessions
- Building better relationships between local community, young people and residents as mediators and conflict resolvers
- Calming situations, making referrals, providing a channel of communication
- Follow-up after initial period, especially with young people
- Signposting young people and adults to positive local activities.

As a group, they identified the following as important elements for

***“Our final meeting was very positive. We all felt proud of our achievements, and of all the advances we have made throughout the course of this project.*”**

We have all learnt new skills and shared existing ones; and we have worked together to overcome very difficult circumstances”
SBT member

“We are NOT informers. Police and public need to be clear on this.”
SBT member

successful street-based work:

- a multi-skilled team
- rapport in community, local knowledge
- mediation skills, communication skills
- detached youth work skills
- clear communication with police
- quick response, on-call, flexible, confident
- good cultural awareness, mixed teams
- language skills an asset
- clear boundaries, appropriate team size
- the importance of a planned approach.

Relationship with police / enforcement

Feedback from local beat officer on Pilot 1:

“Overall we felt the work in Gaunt's Ham Park has been valuable ... there seems to have been an improvement in relations between the young people and us. It would be too early to tell if this improvement also translates into less ASB and incidents. [A fall in incidents was confirmed by Safer Bristol two months later.]

We did have a slight feeling that some of the youth workers ... had a slightly negative prejudice against police and seemed to take sides with the young people. [... However,] meeting with the youth workers ... was very productive so we could explain our role better.

We are still having incidents there so it would certainly be useful to have work continuing if possible to try and divert the younger people from ASB.”

A common theme did emerge from across all three pilot areas - the poor relationship between young people and the police, with frequent references to intimidation, abuse and even violence. This suggests that there is a useful role for the team as a bridge between community and enforcement, possibly by presenting the views and feelings of young people.

Team members disagreed on how closely they should work with the police, with younger members in particular feeling there should NOT be a strong relationship. They felt that it could compromise their relationships with young people on the streets, including those they knew personally. However, they agreed that the SBT would work well as a role-model for how young people could deal with adults/authority, and how police could interact respectfully with young people.

They also agreed that there should be

- Myth busting between YP & Police
- Regular updates and info from Police
- A chance to share SBT recommendations

Other recommendations

Appropriate record-keeping:

standardized records to make tabulation and impact assessments simpler and more powerful

A kit for team members:

contact numbers of local beat officers, maps, etc.

Pack of local information:

for young people and adults

Prioritising team safety:

risk assessments for all sessions; team members never work alone; in sensitive areas no less than three

Representative teams:

age, gender, racial and religious balance within the teams

Clear communication:

between team members and between agencies - an online group for sharing up-to-date information

More training:

drug/alcohol problems, personal safety, first aid, mediation, research methodology, conflict resolution, child protection, community engagement

Multi-agency working:

relationships and partnerships to be developed

Flexible working hours:

according to target group, weather conditions and other events, eg football matches.

**Community Resolve is not-for-profit
conflict transformation organisation based in Bristol.**

As well as our work with communities and young people around conflict, we work with residents and parents, and offer training in conflict analysis and conflict facilitation to workers across the city. We also design and deliver community interventions and carry out research.

Our partners and referrers include:

Local residents
Voluntary agencies
Avon & Somerset Constabulary
YOT
Multi-agency forums
Council departments
Community safety groups
Primary and secondary schools
Local universities

We are committed to recruiting from local communities, and have a staff group that reflects Bristol's diversity. In addition, we actively train young adults to work with us.

For information on our work or to watch a short film about our approach, please visit our website or get in touch.

www.communityresolve.org.uk

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