

# VICTIMS' BOARD

## TERMS OF REFERENCE

### 1. PURPOSE

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MOPAC partnership boards convene system leaders for the improvement of the criminal justice system in London, including delivery of the London Police and Crime Plan.

The purpose of the Victims Board is for partners to work collectively to improve the experience of victims and witnesses. The board reviews, coordinates and implements organisational and partnership activities to help victims and witnesses, increase public confidence in the criminal justice system, reduce the justice gap, and build resilience against repeat victimisation. Subsequent to the governance restructure, the Victims Board also addresses issues of Hate Crime and Modern Slavery.

### 2. OBJECTIVES AND KEY ACTIVITIES

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The board will improve the experience of victims and witnesses by:

- Monitoring compliance with the Victims Code of Practice, ensuring areas of non-compliance are understood and addressed
- Monitoring the quality of the victim and witness experience by reviewing and scrutinising relevant data and insights from partners and other sources
- Supporting the development and implementation of a Victims Law to enshrine the rights and entitlements of victims in legislation
- Working to increase public confidence in the justice system.

To do this, the board will:

- Agree, coordinate, implement and monitor its partnership activities
- Establish and deliver a shared annual workplan of partnership activities to improve the experience of victims and witnesses within the criminal justice system
- Escalate, delegate, and refer specific victim and witness issues as necessary to other boards or wider criminal justice system partners
- Inform on victim and witness issues to the London Criminal Justice Board (LCJB) and others, and consider and address any issues referred to it by other boards
- Report on its shared workplan and performance framework indicators
- Review its terms of reference and workplan annually.

In all activities, the board will take a partnership approach. The board is not responsible for oversight, except with regards to its own collectively agreed annual workplan.

## • PARTNERSHIP BOARD GOVERNANCE

The Victim's Board is convened by MOPAC to work in partnership for London. All partners will keep their individual governance and accountability arrangements, but will be jointly responsible for any commitments made under the board's shared workplan.

The board reports to the London Criminal Justice Board (LCJB) as shown below.

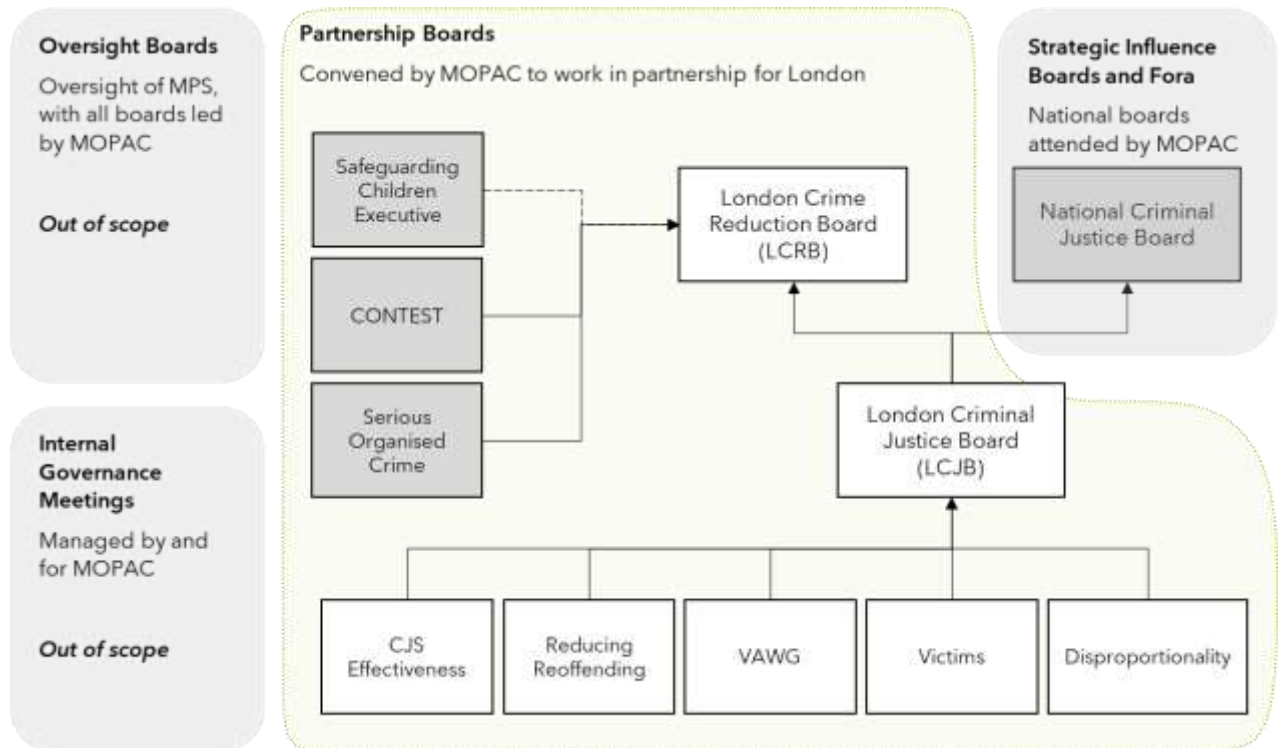


Figure 1 MOPAC Partnership Board Structure

### 1. Relationship to other partnership sub-boards

Sub-boards are distinct but overlap on certain issues. Communication between Chairs at the LCJB, and policy teams through the secretariat will ensure work on cross-cutting issues is aligned but not duplicated.

### 2. Relationship to reference groups

The Victims Board is influenced in its agenda and work by the Victims' Reference Group (VRG). The VRG consists of frontline advocates from victim service providers and meets three weeks prior to each Victims' Board meeting. A rotating member of the VRG attends the Victims Board. The board may maintain a similar relationship with other reference groups at the discretion of the Chair.

### 3. Performance framework

LCJB and the secretariat will define a single performance framework informed by the Police and Crime Plan, partner plans and other relevant reports and legislation such as the

Victims Bill, to guide the strategic coordination of the partnership boards. Within this framework, this board will have a set of key performance indicators (KPIs).

It is the responsibility of the board to deliver to the planned outcomes and KPIs. To support this, each board will report its high level outcomes to the LCJB. For the Victims Board this includes:

- Improved criminal justice outcomes for all victims and survivors
- Victims receive better support from the Police and CJS, including in on-line interaction
- Improved compliance with the Victim Code of Practice and increased Victim awareness of the code

The board will review the KPIs on an annual basis and set new targets for the upcoming year. In addition, the board has the flexibility to address emerging issues by running deep dives into particular themes with the intention of creating board actions.

## • MEMBERSHIP

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Membership will be decided by the Chair. This board's membership is ideally 5 to 15 members and not exceeding 25 members and will be renewed or altered on an annual term. Current membership:

- Independent Victims' Commissioner for London (Chair)
- *Bar Council*
- *Citizens Advice*
- *CPS South and North*
- *CPS Head of Policy (victims)*
- *HMCTS*
- *VRG*
- *Judiciary*
- *London Councils*
- *Magistrates Association*
- *MoJ*
- *MOPAC*
- *MPS*
- *NPS*
- *Parole*
- *Victim Support*
- *HMPPS*

Other attendees may be invited on a temporary basis or for specific agenda items.

### **1. Membership expectations**

Members will be expected to:

- perform a strategic leadership role to improve the London criminal justice system
- support delivery of the London Police and Crime Plan or a mayoral strategy

- Have the decision-making power within their own organisation to commit and deliver on actions
- Attend all meetings and contribute to papers, data, and analytical products
- Lead, or be prepared to lead, on a relevant outcome on behalf of the board
- Ensure that relevant information from their organisation is available to the Board
- Ensure that information from the Board is communicated back to the organisations they are representing
- Observe appropriate standards of confidentiality and integrity in relation to all matters, documents and information before the board.

In addition, the chair will be expected to:

- be a member of LCJB, or if impractical a senior member of the board will sit on both the board and LCJB to provide connection
- provide a highlight report on the operation the Victims' board to each LCJB meeting
- review board membership and terms of reference annually or as required.

Meeting arrangements

## **2. Meeting frequency**

Meetings will be held on a quarterly basis.

## **3. Secretariat**

Board operations will be supported by a secretariat function provided by a MOPAC partnership officer. The secretariat will maintain consistent workplans for the boards.

## **4. Policy Support**

The board will be supported as appropriate by policy officers and other MOPAC staff.

## **5. Decision-making**

The Chair will define decision making protocols for the board during their meetings.

## **6. Escalation, delegation, and referral**

**Escalation:** Risks and issues that cannot be resolved by members or need broader awareness will be escalated to LCJB via the chair or secretariat.

**Delegation:** The board may be delegated issues at any time from LCJB, which they will need to provide updates, input or decisions on within an agreed time period

The board may also set up and delegate to short-term task and finish groups including members of the board as necessary. Any task and finish group will expire by default after a date of six months from tasking unless extended for the same period by the board.

**Referral:** Partnership boards do not exercise oversight of other organisations. The board will identify a relevant oversight board or person to which they can refer relevant issues raised that could be considered oversight, via the chair, secretariat, or MOPAC lead.

This board may receive referrals of risks or issues relevant to its purpose at any time by other boards, reference groups, or partners via the chair or secretariat.

## **7. Agenda**

Agenda items will be requested two weeks prior to board meetings, and the agenda and any papers circulated to all members five working days prior to the board meeting.

Actions and owners will be agreed at each meeting and the named members will be asked to provide an update or confirmation of completion at the next meeting.

Items under All Other Business are at the discretion of the Chair.

# DISPROPORTIONALITY BOARD

## TERMS OF REFERENCE

### 1 PURPOSE

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MOPAC partnership boards convene system leaders for the improvement of the criminal justice system in London, including delivery of the London Police and Crime Plan.

The purpose of the Disproportionality Board is for partners to work collectively to reduce disproportionality across the criminal justice system. The board enables partnership leadership and delivery of the Mayor's Action Plan for transparency, accountability and trust in policing.

### 2 OBJECTIVES AND KEY ACTIVITIES

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To fulfill the board's purpose, the partnership board will:

- Drive the delivery of the Mayor's Action Plan for Transparency, Accountability and Trust in Policing, and oversee progress against key actions
- Identify and align common disproportionality themes across partnership Boards
- Provide constructive insight and collaboration to reducing disproportionality in policing and across partnerships and the wider criminal justice system
- Retain the confidence of communities through transparent and legitimate community involvement and representation.

To do this, the board will:

- Agree, coordinate, implement and monitor its partnership activities
- Establish and deliver a shared annual workplan of partnership activities to improve the issue of disproportionality within the criminal justice system
- Escalate, delegate, and refer specific disproportionality issues as necessary to other boards or wider criminal justice system partners
- Inform on disproportionality issues to the London Criminal Justice Board (LCJB) and others, and consider and address any issues referred to it by other boards
- Report on its shared workplan and performance framework indicators
- Review its terms of reference and workplan annually.

In all activities, the board will take a partnership approach. The board is not responsible for oversight, except with regards to its own collectively agreed annual workplan.

### 3 PARTNERSHIP BOARD GOVERNANCE

The Disproportionality Board is convened by MOPAC to work in partnership for London. All partners will keep their individual governance and accountability arrangements, but will be jointly responsible for any commitments made under the board’s shared workplan.

The board reports to the London Criminal Justice Board (LCJB) as shown below.

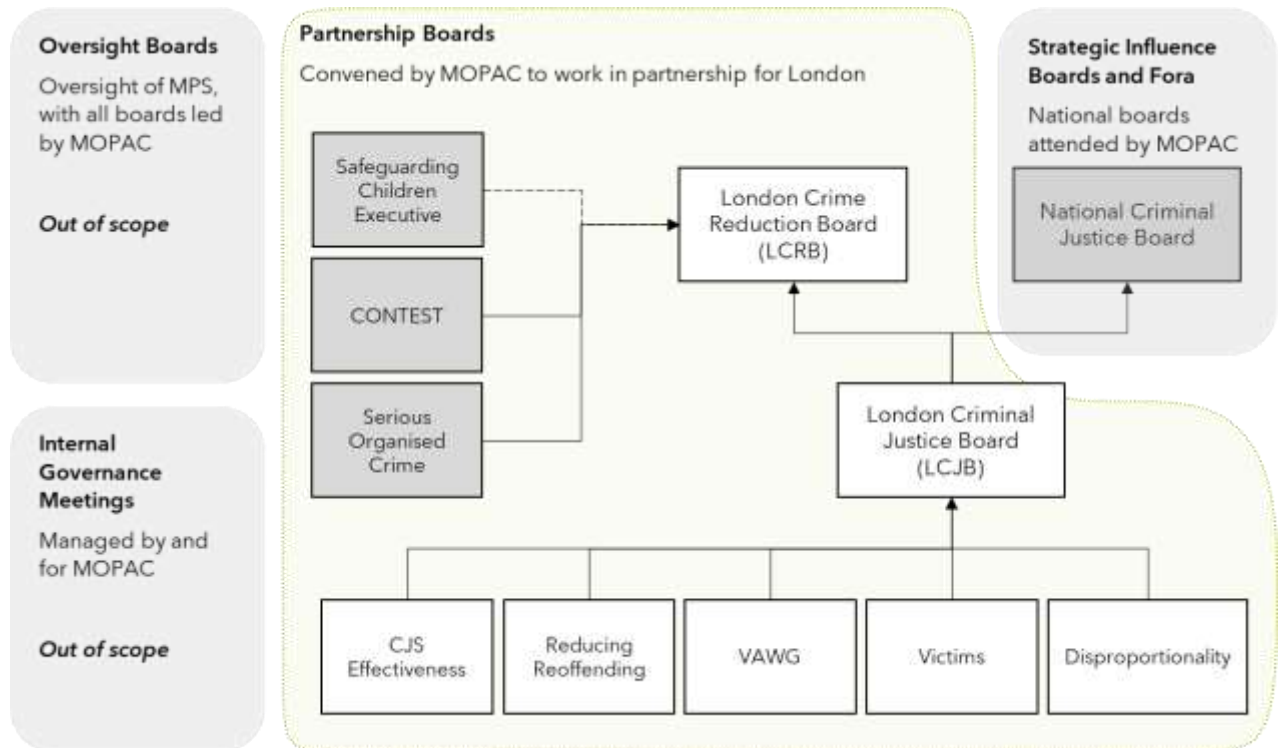


Figure 1 MOPAC Partnership Board Structure

#### 3.1 Relationship to reference groups

Sub-groups of the Disproportionality Board may be developed according to need.

#### 3.2 Performance framework

LCJB and the secretariat will define a single performance framework informed by the Police and Crime Plan, to guide the strategic coordination of the partnership boards. Within this framework, this board will have a set of key performance indicators (KPIs).

It is the responsibility of the board to deliver to the planned outcomes and KPIs. The board will review the KPIs on an annual basis and set new targets for the upcoming year.

## 4 MEMBERSHIP

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Membership will be decided by the Chair. This board's membership is ideally 5 to 15 members and not exceeding 25 members and will be renewed or altered on an annual term. Current membership:

- Deputy Mayor for Policing and Crime (Co-Chair)
- Deputy Mayor for Communities and Social Justice (Co-Chair)
- MOPAC Senior Staff
- Metropolitan Police Service
- Representatives of the VRU Young Person's Action Group
- Representation from the Mayor's EDI Advisory Board
- Chair of the External Reference Group
- IOPC
- CPS London
- Probation
- HMCTS
- London Councils
- Metropolitan Black Police Association
- Metropolitan Police Federation
- College of Policing
- Her Majesty's Inspectorate of Constabulary & Fire and Rescue Service
- Youth Justice Board
- National Police Chiefs Council

Other attendees may be invited on a temporary basis or for specific agenda items.

### 4.1 Membership expectations

Members will be expected to:

- perform a strategic leadership role to improve the London criminal justice system
- support delivery of the London Police and Crime Plan or a mayoral strategy
- Have the decision-making power within their own organisation to commit and deliver on actions
- Attend all meetings and contribute to papers, data, and analytical products
- Lead, or be prepared to lead, on a relevant outcome on behalf of the board
- Ensure that relevant information from their organisation is available to the Board
- Ensure that information from the Board is communicated back to the organisations they are representing
- Observe appropriate standards of confidentiality and integrity in relation to all matters, documents and information before the board.

In addition, the chair will be expected to:



- be a member of LCJB, or if impractical a senior member of the board will sit on both the board and LCJB to provide connection
- provide a highlight report on the operation of the Disproportionality board to each LCJB meeting
- review board membership and terms of reference annually or as required.

## 5 MEETING ARRANGEMENTS

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### 5.1 Meeting frequency

Meetings will be held on a quarterly basis.

### 5.2 Secretariat

Board operations will be supported by a secretariat function provided by a MOPAC partnership officer. The secretariat will maintain consistent workplans for the boards.

### 5.3 Policy Support

The board will be supported as appropriate by policy officers and other MOPAC staff.

### 5.4 Decision-making

The Chair will define decision making protocols for the board during their meetings.

### 5.5 Escalation, delegation, and referral

**Escalation:** Risks and issues that cannot be resolved by members or need broader awareness will be escalated to LCJB via the chair or secretariat.

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### 5.6 Agenda

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Actions and owners will be agreed at each meeting and the named members will be asked to provide an update or confirmation of completion at the next meeting.

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