

# MAYOR OF LONDON

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More London  
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Our ref: MGLA070813-3150

Date: **31 OCT 2013**

Dear Joanne

Thank you for your letter of 5 August enclosing a copy of the Police and Crime Committee's report on Safer Neighbourhood Boards. My response has been structured in line with your report and the specific recommendations have been addressed at appropriate points throughout the document as well as in the enclosed appendix. I have also taken this opportunity to address some wider issues that are pertinent to this matter and of which the Committee ought to be better informed.

The creation of my role as Occupant of the Mayor's Office for Policing And Crime, with its broader range of responsibilities, clearly presents an opportunity to reconsider how we engage and involve the public in local policing; a point the Committee itself recognises<sup>1</sup>. In considering this matter, I want this opportunity to deliver more than just a structure within which people can talk to the local commander and instead for it to bring greater accountability at the local level. It also seems to me that any new engagement mechanism should be re-focussed to ensure it is aligned to MOPAC's mission and that it brings greater coordination between different engagement mechanisms, whilst creating an opportunity for the refresh of ideas and views.

In order to address these issues, I have pledged to:

- Establish Safer Neighbourhood Boards in every borough giving local Londoners and victims a greater voice;
- Give local people a direct say in Community Payback; and
- Create a £1million a year local crime prevention fund for Safer Neighbourhood Board projects.

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<sup>1</sup> P6, Safer Neighbourhood Boards Report

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Safer Neighbourhood Boards will have five key aims:

**Key Aim 1** – to ensure communities are more closely involved in problem solving and crime prevention;

**Key Aim 2** – to have a broad remit to reflect MOPAC's broader responsibilities, while respecting the view that local people know best what is needed at the local level;

**Key Aim 3** – to have greater reach and ensure a more frequent refresh of ideas and views;

**Key Aim 4** – to achieve greater coherence between different engagement mechanisms, e.g. ward panels, Independent Advisory Groups, Neighbourhood Watch and Stop and Search Community Monitoring Groups, so as to provide greater public accountability in policing and crime reduction;

**Key Aim 5** – to make more efficient use of resources to deliver value for money and target funds at tackling issues of local concern and crime prevention.

Safer Neighbourhood Boards will amalgamate some of those groups in the existing community engagement structure, such as Community Police Engagement Groups, to avoid duplication. They will also establish working relationships with other engagement and oversight functions such as ward panels and neighbourhood cluster panels, Neighbourhood Watch schemes, Independent Advisory Groups (IAGs) and Community Safety Partnerships.

I would emphasise here that Safer Neighbourhood Boards will not be statutory bodies and will have no statutory powers or delegated authority. The statutory duty to obtain the views of Londoners and hold the Commissioner to account remains with me as Occupant of the Mayor's Office for Policing and Crime. However, Safer Neighbourhood Boards will provide a key local accountability mechanism for my Office for Policing and Crime and how this works at the borough level will be up to those who commit to working on or with their Safer Neighbourhood Boards.

Given that this is the first attempt in decades to re-imagine the relationship between the police and the public to ensure there is greater accountability to the public, the Committee's report is somewhat over-reliant on comparisons with the current out-dated Community and Police Engagement Group (CPEG) model and with the views of those with a vested interest in maintaining the status quo. You are correct in identifying that CPEGs have their roots in the need better to engage local people in the policing of their communities, but the legislation has never prescribed the form that should take. At their best, CPEGs have served their purpose in providing a link between the public and the police, but at their worst they have often become too cosy – with local officers facing little genuine challenge. They have also become too costly; with paid full-time staff and expensive office space. You and many of your committee colleagues, are, of course, familiar with this picture as former members of the police authority and do accept within your report that there is clearly scope for change<sup>2</sup>.

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<sup>2</sup> P6, Safer Neighbourhood Board Report

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## Safer Neighbourhood Board Functions

I draw your attention to the publication of the Safer Neighbourhood Boards guidance document, which has been published and circulated amongst key stakeholders (a copy of the guidance document along with the covering letter is enclosed for your information).

As you will know, I take the view, and it appears from the report to be one you share, that one size does not fit all and it would not be right therefore fully to prescribe how every borough should set up their board. However, I do note your concerns about the differences between boroughs<sup>3</sup>, and I would argue that this presents an opportunity to address them. Therefore, I have provided the broad parameters within which I expect the boards to be developed. Many borough stakeholders have welcomed that approach and have been able to use the framework to develop their local plans. The guidance builds on that approach in the light of the ongoing dialogue with a range of stakeholders, providing exemplary detail to inform local development, rather than prescription.

The ten functions, which are explained in more detail in the guidance document, are as below:

1. Establish policing priorities in the borough;
2. Monitor crime performance and community confidence;
3. Monitor complaints against borough officers;
4. Hear and monitor complaints from victims of crime;
5. Provide assurance that a system of independent custody visiting is delivered;
6. Play a significant role in Community Payback;
7. Ensure all wards have a ward panel;
8. Oversee the borough Independent Advisory Groups;
9. Support Neighbourhood Watch;
10. Ensure the stop and search community monitoring function is delivered.

There are two specific issues that I would like to draw out of the guidance at this point in order to ensure the Committee has fully understood the meaning and intention; victims' complaints and independent advisory groups.

I note that you have acknowledged that the proposals about the role of Safer Neighbourhood Boards with respect to victim complaints have been clarified<sup>4</sup>. However, to ensure there is absolute clarity, I will reiterate here the information provided to you by Stephen Greenhalgh, my Deputy Mayor for Policing and Crime, in his letter to you of 29 July 2013.

The purpose of this Safer Neighbourhood Board function is in part to support the responsibilities for consulting victims, but to also increase the transparency of complaints processes to improve community confidence and to inform better service delivery. Safer Neighbourhood Boards will therefore perform an important function by (i) monitoring the data - identifying the broad issues and trends, (ii) promoting and publicising access to the system and (iii) including victim representation on the boards to provide specific insights and knowledge. In addition, as was advised at the meeting, certain victims' concerns would, on occasion, be heard and discussed.

With regard to the matter of IAGs, you will be aware that their role is to provide advice and guidance to the Metropolitan Police Service in response to specific incidents or areas of concern on an 'as required' basis. That is clearly quite a different function to that of a Safer Neighbourhood Board. However, my real concern is that borough IAGs have too often become standing groups that meet regularly, rather than to provide advice on particular events.

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<sup>3</sup> P10, Safer Neighbourhood Board Report

<sup>4</sup> P10, Safer Neighbourhood Board Report

# MAYOR OF LONDON

The establishment of Safer Neighbourhood Boards presents an opportunity to re-establish the distinct roles of each group and to ensure that IAGs are better integrated into the wider engagement landscape, bringing more coherence to the overarching structure.

## **Governance of Safer Neighbourhood Boards**

The structure of each Safer Neighbourhood Board may differ from borough to borough depending on the local context. A number of proposals have been received and are being developed and discussed. All proposals will be considered in the context of the guidance and should be based on the identified functions. Once agreed by all parties, borough models will be published on the MOPAC website. Once in place, accountability for the delivery of their functions will be delivered through a proforma reporting mechanism to MOPAC.

On page 12 of your report, you refer to the matter of tenure. This is, of course, a thorny issue that I know many of you on the Committee will have previously grappled with as members of the police authority. As you will know, many members of the community have given their time to such activities over many years; this is laudable and their work is valuable. However, the difficulty with this is three-fold - (i) it can lead to the development of an overly-comfortable relationship with the police in which there is no effective challenge and accountability, (ii) it can lead to the stagnation of views and ideas and (iii) it creates the perception that the role is so specialist that no one else could ever do it. This becomes a self-fulfilling prophesy in which it is argued that no one else will come forward so we must forever continue with the same few.

That is why I have indicated that there should be a maximum term of office for Safer Neighbourhood Board members. The specific duration of tenure is perhaps less important, provided there is a limit. This will help to ensure that SNBs have greater reach and ensure a more frequent refresh of ideas and views. Ultimately, it will be for local partners to consider how best to manage this when setting up their boards and agreeing their appointment processes.

## **Resourcing Safer Neighbourhood Boards**

You have raised the question of financial and administrative support for Safer Neighbourhood Boards. As you know, I have committed to top slicing in excess of £166,000 from the Safer Neighbourhood Board Fund to guarantee each borough £5,200 for the purposes of administrative support<sup>5</sup>. However, to draw comparisons between what will be required and how that should be funded misses the point that Safer Neighbourhood Boards are not CPEGs. They will be entirely new bodies with a new set of functions and will operate within a new community-police engagement landscape.

Some misleading assumptions have also been made about current levels of CPEG funding. You will recall that in 2010 the former MPA Community Engagement & Citizen Focus sub-committee conducted a value for money review of CPEGs, which identified significant concerns about the levels of funding allocated to staff resources and concluded that this would be unsustainable in the longer term. In response to this review, and to the prevailing economic climate, the police authority agreed a budget savings plan which saw the overall budget for the community engagement funding reduced by 50% over three years. As a result of that decision, the 2013/14 community engagement budget is £800,000 and not up to £1.6m as implied in your report<sup>6</sup>. The £1m Safer Neighbourhood Board Fund that I have pledged to create, therefore represents a 25% increased investment against current community engagement funding, which I would hope you will welcome.

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<sup>5</sup> As advised by my Deputy Mayor for Policing & Crime at your meeting on 27 June 2013

<sup>6</sup> P15, Safer Neighbourhood Boards Report

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Your concern that a ring-fenced allocation of £5,200 per borough to support administration and management of the boards is insufficient is misplaced. You have represented concerns that this figure presents a challenge to do the same (or more) work with reduced resources<sup>7</sup>. This suggests a perception that Safer Neighbourhood Boards will be CPEGs by another name, which is not the case. The establishment of the boards should be considered as an entirely new endeavour and developed on that basis.

In addition, the suggestion that Safer Neighbourhood Boards will be spending inordinate amounts of time and resource on the recruitment and training of volunteers is a red herring. I recognise the value of the contribution of volunteers to the work of MOPAC and other partners, and the need to provide appropriate support, training and recognition. To this end, MOPAC will provide some initial training for Safer Neighbourhood Boards and is working to develop links with local voluntary and community service councils to facilitate access to further local training for board members. In addition, we know that many people involved in volunteering activity are wholly committed and do so much more than just attend meetings, so the idea that people would not want to do so in the future seems to me to be at odds with reality.

One of my stated aims is to achieve more efficient use of resources to deliver greater value for money and increase the amount of funds targeted at crime prevention. The emphasis being on increasing the overall amount of funding available and realigning how we use those funds, rather than on making savings. Of the funds currently allocated to CPEGs in 2013/14, over 70% of it will be used to fund (or partially fund) staff posts. While paid administrators have made a valuable contribution to some of the good work CPEGs have carried out, the new model sees more of the enlarged funding targeted at tackling issues of local concern and crime prevention. The ring-fenced part of the fund represents a recognition that boards will require some administrative support and could deliver 50 hours a month at the London Living Wage<sup>8</sup>.

As described by Steve O'Connell AM, MOPAC Adviser for Neighbourhoods, when he appeared before you on 13 June 2013, the remainder of the £1m fund will be available for boards to bid into for specific crime prevention and community engagement projects. Where appropriate those bids might include an element of funding to build capability and capacity to deliver specific projects. This would, however, have to be balanced and not to the point that we simply return to the position of using the majority of the funding to support staff costs. I would challenge the Committee's assertion that it is somehow unreasonable to seek support in-kind from borough partners who operate within the heart of their communities and very much support local mechanisms for engagement. Indeed a number have already indicated that they would provide meetings rooms either free of charge or at a reduced rate. Boroughs may also wish to explore pooled support and this is something MOPAC may be able to assist with.

As advised by my Deputy Mayor for Policing and Crime, Stephen Greenhalgh, when he appeared before the Committee on 27 June 2013, officer support has been, and will continue to be, available to assist boroughs in setting up and delivering Safer Neighbourhood Boards through both the Engagement Team, which leads on the development of policy and guidance for Safer Neighbourhood Boards, and MOPAC's four Area Teams. In addition, my Deputy Mayor for Policing and Crime has already advised the Committee that any requests for specific assistance with the transition from the existing mechanism to Safer Neighbourhood Boards will be considered on a case-by-case basis. Safer Neighbourhood Boards will also be free to work with borough partners to identify and access additional external funding, and MOPAC officers would, of course, publicise funding opportunities with boroughs should they arise.

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<sup>7</sup> Ps11, 13 & 17, Safer Neighbourhood Boards Report

<sup>8</sup> The London Living Wage is currently £8.55 per hour

## MAYOR OF LONDON

However, it would be quite inappropriate for MOPAC to seek out and apply for such funding on behalf of boroughs - such matters should be addressed locally.

Turning now to the matter of the Safer Neighbourhood Board Fund, by minimising the investment of resources in core staffing costs, I have maximised the funds available to support the delivery of Safer Neighbourhood Board projects. Further details have been provided in section seven of the guidance, but I have provided the key points below for ease of reference.

The outcomes for the Fund will be:

- (i) To contribute to reductions in key neighbourhood crime; and
- (ii) To contribute to increasing community confidence.

This will be achieved by using the Fund to support projects:

- focussed on issues and concerns identified by the local community, and which support delivery against MOPAC's 7 key crime types (burglary, vandalism/criminal damage, violence with injury, robbery, theft from the person, theft of and from a motor vehicle), but particularly quality of life crimes such as antisocial behaviour; and
- focussed on the engagement and inclusion of those local communities that are not involved with the crime and policing agenda and to support them in helping to make their communities safer.

Safer Neighbourhood Boards will be invited to submit proposals to MOPAC based on local assessment of where the funding will make the biggest impact on crime prevention and community engagement, and to reflect local priorities.

In this letter, and the appendix, which addresses each individual recommendation, I have set out my response to the Committee's report on Safer Neighbourhood Boards. I have also taken the opportunity to ensure the Committee has a better understanding of some of the wider issues, which come to bear on this area of work. I hope you will welcome this opportunity to develop a new accountability and engagement structure, which is aligned to the new policing landscape. I trust you will find this information helpful.

Yours ever,



**Boris Johnson**  
Mayor of London

Enc.

Appendix.

# APPENDIX

| Specific Recommendations   | Response  |
|--|---|
| <p><b>Recommendation 1</b></p> <p>MOPAC needs to urgently provide guidance to those looking to set up Safer Neighbourhood Boards. As a Mayoral initiative, it is incumbent on MOPAC to clarify to CEPG and borough partners what Boards are expected to do and how.</p>  | <p>MOPAC guidance has been published and circulated. A copy has been included with this response for ease of reference.</p>   |
| <p><b>Recommendation 2</b></p> <p>By October 2013, MOPAC should write to the Committee confirming:</p> <ul style="list-style-type: none"> <li>• which of the initial ten responsibilities will be required of each Safer Neighbourhood Board</li> <li>• what MOPAC expects from each Board in order to successfully carry out each duty.</li> <li>• How MOPAC will monitor and evaluate each duty.</li> <li>• How it has communicated this information to those looking to set up Safer Neighbourhood Boards.</li> </ul> | <ul style="list-style-type: none"> <li>• The ten responsibilities are listed on page 3 of this letter and are explained in more detail in section 3 of the enclosed guidance document, which indicates what is expected from each board to successfully deliver and carry out each duty.</li> <li>• Safer Neighbourhood Board delivery will be monitored and evaluated through a process of regular reporting and as part of the annual review process linked to the Safer Neighbourhood Board Fund. Further detail on the fund has been provided in the guidance. Full details of how to submit bids will be published and circulated in due course.</li> <li>• This information has been circulated to stakeholders as part of the guidance.</li> </ul> |
| <p><b>Recommendation 3</b></p> <p>By October 2013, MOPAC should write to the committee outlining in greater detail:</p>  |   |

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| <ul style="list-style-type: none"> <li>• What Safer Neighbourhood Boards basic structure could look like in order to fulfil the functions outlined in section 2, recognising that MOPAC wants to leave some room for Boards to reflect local circumstances.</li> <li>• Expectations about the membership of boards, how they can ensure they are comprehensively representative of the communities they serve, and whether term limits will still be placed on membership.</li> </ul>  | <ul style="list-style-type: none"> <li>• The guidance details the wider community engagement landscape within which the Safer Neighbourhood Boards will operate. The structure of each Safer Neighbourhood Board may differ from borough to borough depending on the local context, but should be based on the functions identified within the guidance.</li> <li>• Section 4 of the guidance lays out expectations for the membership and tenure of the Boards.</li> </ul>   |
| <p><b>Recommendation 4</b></p> <p>As the Deputy Mayor for Policing and Crime signs off on each Board proposal, he should publish a Deputy Mayor Decision setting out the agreed proposal and his reasons for granting approval to each structure.</p>  | <ul style="list-style-type: none"> <li>• Each borough proposal will be published once it has been finalised and agreed with local partners.</li> <li>• In line with statutory duties, decisions related to the Safer Neighbourhood Board Fund will be published on the MOPAC website.</li> </ul>  |
| <p><b>Recommendation 5</b></p> <p>By October 2013, MOPAC should write to the Committee with a detailed assessment of the resources it plans to grant Safer Neighbourhood Boards in 2014/15. This assessment should:</p> <ul style="list-style-type: none"> <li>• Outline how much funding is available for Safer Neighbourhood Boards' core costs (including any additional establishment costs in the first year) along with the rationale for this decision</li> <li>• Whether MOPAC will consider additional funding if needed after a period of time.</li> <li>• An assessment of the potential costs boards could incur, and potential areas for savings against CPEG costs (in the context of CPEG funding of up to £50,000).</li> <li>• Any external funding MOPAC has identified for Safer Neighbourhood Boards, and how it will support new boards in accessing that funding</li> </ul> | <ul style="list-style-type: none"> <li>• As detailed in the guidance, each Board will receive £5,200 to meet core staffing costs. This would provide in excess of 50 hours per month at the rate of the London Living Wage to provide resources to organise and administer Board meetings.</li> <li>• The delivery and effectiveness of Safer Neighbourhood Boards will be monitored as part of the funding oversight and this will provide an opportunity to keep</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Further details on the “borough problem solving fund”, what it is likely to target, and how much money will be available.</li> <li>• More detail about any further resources (for example, MOPAC staff) that will be available to Safer Neighbourhood Boards from April 2014.</li> </ul> | <p>the funding model under consideration.</p> <ul style="list-style-type: none"> <li>• Safer Neighbourhood Boards are an entirely new endeavour, so the types of costs they could incur will be dependent upon the way in which each board chooses to operate and deliver its functions. Provided they spend their funds in accordance with MOPAC’s funding criteria that is a matter for each board.</li> <li>• MOPAC has already put in place £1m of funding for Safer Neighbourhood Boards. Boards will be free to work with borough partners to identify and access additional external funding, and MOPAC officers would, of course, publicise funding opportunities with boroughs should they arise. However, it would be inappropriate for MOPAC to seek out and apply for such funding on behalf of boroughs; such matters should be addressed locally.</li> <li>• The Safer Neighbourhood Board Fund will total £1m, with over £830,000 available for boards to bid for projects. The key outcomes for the fund will be to contribute to reductions in key neighbourhood crimes and to increasing community confidence. This will be achieved by using the fund to support projects (i) focussed on issues and concerns identified by the local community, and which support delivery against MOPAC’s 7 key crime types (burglary, vandalism/criminal damage, violence with injury, robbery, theft from the person, theft of and from, motor vehicle), but particularly quality of life crimes such as antisocial behaviour; and (ii) focussed on the engagement and inclusion of those local communities</li> </ul> |
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that are not involved with the crime and policing agenda and to support them in helping to make their communities safer.

- Officer support from MOPAC will continue to be available to assist boroughs in delivering Safer Neighbourhood Boards from April 2014.

23 October 2013

Dear

## **Safer Neighbourhood Boards**

In his 2012 manifesto the Mayor set out the importance of ensuring the police focus on the priorities of local communities, and that the clearest way to achieve this was to enable neighbourhoods to set policing priorities. To this end he announced his intention to establish a Safer Neighbourhood Board in every London borough.

The establishment of Safer Neighbourhood Boards offers the opportunity for local communities to have more of a say over a wider area of policing and the criminal justice system. To reflect the Mayor's commitment, there will be a £1 million Safer Neighbourhood Boards Fund from April 2014.

The Mayor recognises the value in local people shaping their engagement and accountability mechanisms and is keen to see boroughs decide for themselves the make-up of the boards and how they will deliver their functions.

In discussions with partners in all 32 London boroughs about the establishment of Safer Neighbourhood Boards MOPAC has therefore avoided being prescriptive. However, those discussions identified that borough partners would welcome more detailed guidance about setting up Safer Neighbourhood Boards. The enclosed guidance is MOPAC's response to those requests. Additionally MOPAC officers will continue to provide advice and support as partners begin setting up boards.

I look forward to working with all London's Safer Neighbourhood Boards to give Londoners a greater voice in how policing is delivered in their borough.

Yours sincerely



**Stephen Greenhalgh**  
**Deputy Mayor for Policing and Crime**

## Safer Neighbourhood Boards Guidance

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## **1. Manifesto**

In his manifesto for the 2012 election the Mayor stated that he will;

“Establish Safer Neighbourhood Boards in every borough giving local Londoners and victims a greater voice”

“Give local people a direct say in Community Payback”, and

“Create a £1million a year local crime prevention fund for Safer Neighbourhood Board projects”

The manifesto talked of enabling neighbourhoods to set policing priorities as a way of ensuring the police focus on the priorities of local communities. As a result, the London Police and Crime Plan, the Mayor’s strategy for tackling crime and making London safer over the next three years, not only reflects the Mayor’s mission and priorities, it also sets out his plan to fulfil his manifesto commitment on giving Londoners a greater voice.

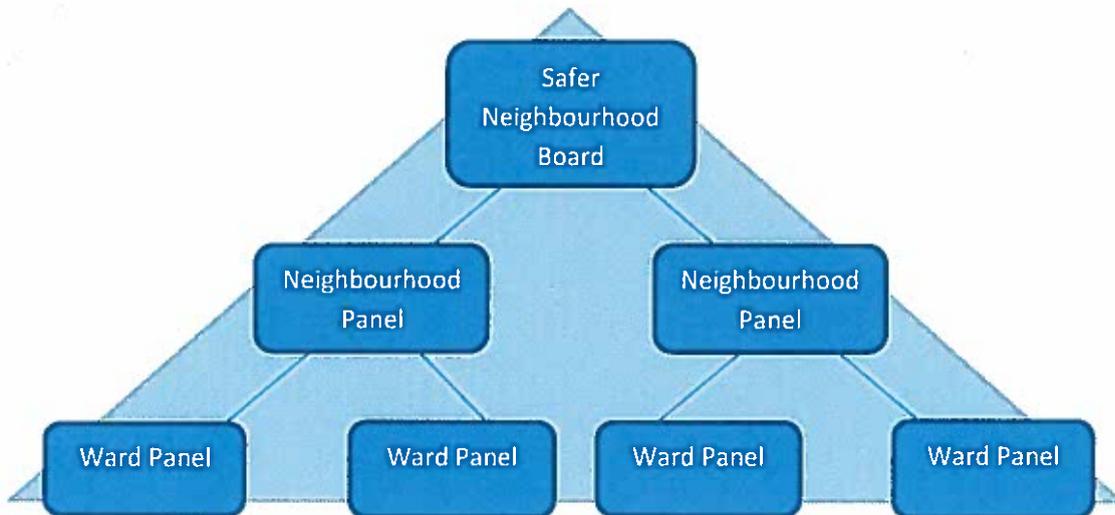
The role of Safer Neighbourhood Boards will be to establish local policing and crime priorities, monitor police performance and confidence, and fulfil a range of important, specific functions. The £1million available to Safer Neighbourhood Boards represents a 25% increase in that available to existing borough engagement and oversight groups in the last two years.

## **2. The role and purpose of Safer Neighbourhood Boards**

Safer Neighbourhood Boards will be the primary borough-level mechanism for local engagement and as such, will have five key aims:

1. To ensure communities are more closely involved in problem solving and crime prevention;
2. To have a broad remit to reflect MOPAC’s broader responsibilities, while respecting the view that local people know best what is needed at the local level;
3. To have greater reach and ensure a more frequent refresh of ideas and views;
4. To achieve greater coherence between different engagement mechanisms, e.g. ward panels, Independent Advisory Groups (IAGs), Neighbourhood Watch and Stop and Search Community Monitoring Groups, so as to provide greater public accountability in policing and crime reduction;
5. To make more efficient use of resources to deliver value for money and target funds at tackling issues of local concern and crime prevention.

Safer Neighbourhood Boards will sit within the wider engagement landscape as set out in figure 1.



*fig.1 This represents a model engagement structure. The establishment of the Safer Neighbourhood Board is not dependent on the presence or effectiveness of the panels.*

Safer Neighbourhood Boards will amalgamate some of those groups in the existing community engagement structure, such as Community Police Engagement Groups, to avoid duplication. They will also establish working relationships with other engagement and oversight functions such as ward panels and neighbourhood cluster panels, Neighbourhood Watch schemes, IAGs and Community Safety Partnerships.

Safer Neighbourhood Boards will not be statutory bodies and will have no statutory powers or delegated authority. The statutory duty to obtain the views of Londoners and hold the Commissioner to account remains with the Mayor. However, Safer Neighbourhood Boards will provide a key local accountability mechanism for MOPAC and the Mayor and how this works at the borough level will be up to those who commit to working on or with their Safer Neighbourhood Boards.

### 3. Safer Neighbourhood Board functions

In the Mayor's manifesto, and subsequent discussions between MOPAC and borough partners, ten specific functions for a Safer Neighbourhood Board have been identified.

1. **Establish policing priorities in the borough** – Boards will sit at the apex of a new engagement structure (fig.1) that builds up from ward panels, to neighbourhood cluster panels to the board, bringing all the different priorities together to inform borough-wide priorities. This process will be supported by local police and should also draw in the wider partnership to reflect the alignment between different priorities.
2. **Monitor crime performance and community confidence** - Data will be supplied by the police and will ideally be aligned to the MOPAC 7 neighbourhood crimes and confidence target. Wider crime data may be supplied, particularly in areas that the board considers are important in its borough.

3. **Monitor complaints against borough officers** – Complaints data will be provided to the boards who will monitor frequency and types of complaints received, how they've been discharged and the time taken to reach resolution. This will enable them to seek responses from the Borough Commander on what actions are planned to address local concerns about the complaints process. There is no duty to hear specific, individual complaints or be involved in their progression or disposal.
4. **Hear and monitor complaints from victims of crime** – Victim complaints can be an important indicator of the quality of service delivered to members of the public. Safer Neighbourhood Boards will seek to improve victim access to the complaints system and treatment within the local justice process by (i) monitoring data identifying the frequency and types of complaints received, how they've been discharged and the time taken to reach resolution, (ii) by promoting and publicising access to the system and (iii) by including some form of victim representation on the board to provide specific insights and knowledge. The role of the boards will not be to deal with specific, individual victim complaints but they may decide to offer victims the opportunity to address them directly in order to inform their monitoring responsibility.
5. **To provide assurance that a system of independent custody visiting is delivered** – this is an important accountability and oversight mechanism, for which MOPAC retains statutory responsibility. In order to ensure that the work of the local independent Custody Visiting (ICV) panel helps deliver confidence in policing, the board should receive regular reports on the work of the panel and local custody matters. Boards will decide if this is best achieved by having a representative from the ICV panel as a member of the board or whether receiving reports every three to six months while retaining the opportunity to raise serious custody concerns at any time.
6. **Play a significant role in community payback** – Safer Neighbourhood Boards will have a key role to play in identifying and nominating local projects and problems to the borough Community Payback coordinator. MOPAC is engaging with SERCO, the Community Payback service provider, and they are keen to engage with Safer Neighbourhood Boards to increase the number of community-nominated payback projects that are undertaken across London.

*Note – any member of the public can nominate projects for Community Payback. It will be important for boards to have good links into their communities to gather information and views about what areas and problems might be nominated to the Community Payback coordinator (or through the online portal).*

7. **Ensure all wards have a ward panel** - The Metropolitan Police Service is working to reinvigorate ward panels, with clearer roles/functions, more representative membership and meetings that are open to the public. Where ward panels are not in place or not functioning the board will have the opportunity to ask the MPS what plans are in place to address this. As ward and neighbourhood panels also have an important role in setting police priorities you may feel this function is best achieved by having ward or neighbourhood panel members on the board.

8. **Oversee the borough Independent Advisory Groups** – IAGs provide a valuable role in giving expert advice to the MPS in response to specific incidents or areas of concern on an ‘as required’ basis. The board should determine the relationship with the IAG in order not to duplicate work. As with ICV panels this may comprise an IAG membership on the board or a reporting relationship.
9. **Support Neighbourhood Watch** –MOPAC supports the MPS and London Neighbourhood Watch Association aim to expand the number of watches and establish a Neighbourhood Watch Association in every borough. As well as links at the ward panel level, the board can help raise awareness of Neighbourhood Watch. The board will decide whether it wants to explicitly support and monitor Neighbourhood Watch via membership of the board, or explore other ways to support the function.
10. **Ensure the stop and search community monitoring function is delivered** - This is an important accountability and engagement mechanism, and consideration should be given as to how to integrate this oversight with your local board structure. This might take the form of direct representation or the receipt of regular reports on the work of the local Community Monitoring Group.

#### 4. **Membership of Safer Neighbourhood Boards**

As part of the Mayor’s duty to obtain the views of people concerning policing, secure their cooperation in preventing crime and obtain the views of victims, the Mayor recognises the value in local people shaping their engagement and accountability mechanisms. So while he will insist that young people, victims of crime and the local authority are represented on Safer Neighbourhood Boards as set out below, he is keen to see the boroughs decide for themselves the make-up of the boards and how they will deliver their functions.

Boards will need to have sufficient numbers and breadth of skills to ensure that the board can effectively fulfil its functions. The board is likely to have links to many functions and organisations – not all of these need to be board members.

*Note – while you will want to be able to represent a broad range of views and experiences, an overly large membership may hinder the board’s functionality. As a guide, a membership body of between 12 and 25 may be helpful in ensuring the board can function effectively.*

Boards will need to ensure diverse representation to reflect the communities in which they operate. In line with the Mayor’s commitments, the membership of a Safer Neighbourhood Board should ensure and reflect the following:

- **Representation of the victim voice** - MOPAC is committed to ensuring that the victim voice is heard and represented in the work that we do together in London. A membership place should be provided for a locally-based victim services representative.

*Note – victim representation need not be limited to one organisation as there may be a number of victims’ services in your area representing different constituents, so consideration should be given as to the most appropriate group or groups to be included.*

- **Representation of the youth voice** - Given the over-representation of young people in the criminal justice system as both victims and perpetrators, it is important that the youth voice is effectively represented in policing and crime engagement activities.

*Note – having a young person on the board may not be the best or most practical way of achieving this aim. It may be by either reserving a membership place for a youth organisation representative or by linking into other existing youth organisations’ own structures, which may be more effective and representative. As with victim representation, the precise nature of the membership will be a decision for the borough partners to make.*

- **Representation of elected Members-** The role of elected members, who have a democratic mandate to represent the views and interests of local people, is important. To ensure an appropriate balance, consideration should be given to the ratio of elected to community members.

*Good practice note – it is for local determination as to who should sit on the board and in what capacity, but the inclusion of the Community Protection or Crime Reduction portfolio holder might be the most appropriate given the board’s remit. In addition, you should give consideration to how best to maintain the balance between the number of community versus elected representatives on the board.*

- **Representation of the wider community-** Local Safer Neighbourhood Boards will need to give consideration to the wider local community and how best to ensure their views are represented.

*Note – Boards should try to ensure that the many and varied voices within your community are heard and have the opportunity to inform and influence the board’s work. Again, this might be achieved by either reserving a membership place for specific organisations or by linking into other existing forums and structures, which may be more effective and representative;*

- **Tenure** – The Mayor’s manifesto states that members will sit on the boards for a maximum of three years. This will help to achieve key aim number 3, ‘to have greater reach and ensure a more frequent refresh of ideas and views’. Partners will have to consider how best to manage this when setting up their boards and agreeing their appointment processes.

*Note – Boards should try to establish a membership with an appropriate mix of experienced and newly-engaged members of the community. Consideration should also be given as to how to maintain a degree of continuity of skills and experience, whilst also having in place a process to refresh the membership at appropriate intervals. Members sitting on the board may already be subject to their own mechanisms for nomination or election that result in a change of representative on the board. Some members may wish to commit for one or two years to help their board become established. The Terms of Reference for membership of the board should state that no member can sit on the board for more than three years and that groups who wish to nominate a member must be mindful of this. This should ensure that changes in membership are staggered.*

## 5. Safer Neighbourhood Board meetings

The renewed emphasis on public engagement at neighbourhood level through ward panels will provide greater opportunities for the public to engage with the police and other partners about the things that matter most in the area where they live. All Safer Neighbourhood Board meetings need not therefore be public meetings. However, it is important that Safer Neighbourhood Boards conduct some public-facing activity and boards should hold **at least one public event/crime summit a year**. This gives the board the opportunity to bring together all those in the community who have been working to make the borough safer, to update the wider community on the work that has been carried out over the year and to consult and engage with them on plans for the coming year.

*Note – We know that people are most likely to engage on matters of direct relevance to themselves, and local ward panel meetings are the appropriate place for this kind of engagement. Most proposed board structures plan quarterly meetings. Borough level public meetings will have their place and should aim to be inclusive and broad based.*

### **Terms of Reference**

Terms of Reference will be used to set out the parameters within which the Safer Neighbourhood Board will operate and its relationship with MOPAC. We would encourage boroughs to draft their own Terms of Reference and some guidance has been provided in Appendix 1 to assist you in this process should you wish to use it.

### **Administration**

One of our key aims is to achieve a more efficient use of resources, value for money and the increased targeting of funds at crime prevention. Under the current model over 75% of funds are consumed on running costs – funding (or partially funding) posts. While paid Administrators or Coordinators have made a valuable contribution to some of the good work CPEGs have carried out, the new model sees more of the (larger) funds targeted at tackling issues of local concern and crime prevention. In order to achieve this, each borough will be provided with approximately £5,200 to specifically support administration and management of the boards. The ring-fenced part of the fund represents a recognition that boards will require some administrative support and the figure would deliver over 50 hours a month at the London Living Wage. Boroughs may wish to explore pooled support and this is something MOPAC may be able to assist with.

*Note – the establishment of a Safer Neighbourhood Board should be considered as an entirely new endeavour rather than simply a re-branding of the existing CPEG mechanism. This is an opportunity to reconsider and to develop new, more efficient ways of working and the administration and support requirements should be developed on that basis.*

### **Data provision and performance monitoring**

Safer Neighbourhood Boards will require access to data, information and reports in order to fulfil their oversight and accountability role. A variety of data could be considered, but at the very least it is expected that boards should request and receive regular reports on crime and anti-social behaviour in the area, police complaints, independent custody visiting and stop and

search reports. Much of the relevant information is already in the public domain and is regularly provided to existing community groups. Where this is not the case, MOPAC will work with the MPS and other partners to ensure appropriate arrangements are in place to facilitate the provision of relevant information and data.

*Note – information and data provided to the public should be presented in an easy to read format, should be meaningful and comparable over time. It should be aligned to the 7 MOPAC priority crime types, but may also include wider data.*

## **6. Other requirements**

### **Accountability**

While Safer Neighbourhood Boards are the mechanism the Mayor has pledged to establish to deliver on his duty to provide oversight and engagement, boards will have a wider accountability to their members and partners, and through them, their communities. Accountability to MOPAC will be delivered through a proforma reporting mechanism through which boards can feedback issues, actions and concerns. MOPAC will assist the boards in fulfilling their wider community accountability by hosting information on the work of each board.

In addition, Safer Neighbourhood Boards will be expected to join and participate in the Talk London community, a web-based consultation and engagement tool, which will host MOPAC consultation surveys and provide a place in which to discuss policing and safety issues.

There will also be financial accountability mechanisms in line with the disbursement of any public funds. Details on the proforma and financial mechanisms will be provided in the coming months. These will be focused on ensuring that the processes are sufficiently robust but not overly bureaucratic.

### **Volunteer development**

We recognise that it is important to support and value the contribution of volunteers to the work of MOPAC and other partners. To ensure Safer Neighbourhood Board members are able to operate effectively MOPAC will provide some core central training. Locally developed and delivered training may be of more value to those working in a local context and MOPAC is working to develop links with local voluntary and community service councils to facilitate access to local training for board members.

### **Local MOPAC Challenge**

There may be occasions when MOPAC would like to deliver a local MOPAC Challenge, bringing together a range of local people to explore a particular local issue or to highlight good practice. This could include cross borough issues where neighbouring boroughs have common concerns. We would want to work with the Safer Neighbourhood Boards to host and facilitate such events

More details on the specific mechanisms to facilitate this action will be developed in the coming months.

## **7. Funding**

The £1m Safer Neighbourhood Board Fund represents an increased investment in community engagement - 25% more than the current £800k budget. Approximately £5,200 per borough of the £1m fund will be ring-fenced to support administration and management of the boards.

The remainder of the fund (approximately £833 000) will be allocated on a formula basis to reflect different levels of demand.

The key outcomes for the Fund will be:

- (i) To contribute to reductions in key neighbourhood crime; and
- (ii) To contribute to increasing community confidence.

This will be achieved by using the Fund to support projects:

- focussed on issues and concerns identified by the local community, and which support delivery against MOPAC's 7 key neighbourhood crime types (burglary, vandalism/criminal damage, violence with injury, robbery, theft from the person, theft of and from, motor vehicle), but particularly quality of life crimes such as antisocial behaviour; and
- focussed on the engagement and inclusion of those local communities that are not involved with the crime and policing agenda and to support them in helping to make their communities safer.

Safer Neighbourhood Boards will be invited to submit proposals to MOPAC based on local assessment of where the funding will make the biggest impact on crime prevention and community engagement, and to reflect local priorities.

MOPAC will want to ensure that Safer Neighbourhood Boards are not duplicating the work of Community Safety Partnerships. This might, for example, mean that the fund is used to support smaller scale community-led projects.

Partners will only be able to submit bids when their Safer Neighbourhood Board model is agreed with MOPAC and the board is established.

More details of the funding process will be provided in due course.

## **8. Setting up a Safer Neighbourhood Board**

Setting up a Safer Neighbourhood Board can be approached in a five stage process.

1. Read the guidance note and contact MOPAC to discuss any initial thoughts and clarify any particular issues.
2. Call a meeting with all interested parties to discuss local issues and agree the way forward - a MOPAC officer can be present if you wish.

3. Work with local partners and stakeholders to develop a draft model for your Safer Neighbourhood Board – based on the MOPAC guidance, but consider your local context and how best to make it work for you.
4. Submit the draft to MOPAC for discussion and agreement.
5. Develop your Safer Neighbourhood Board implementation plan.

The first steps in setting up the Safer Neighbourhood Board could be initiated by the Local Authority, the existing Community Police Engagement Group or by the local police; there is no right or wrong answer. Regardless of who initiates and takes a lead in the process, this should be a partnership endeavour involving the police, local authority, the community and other local partners who will have a lot to bring to the discussion and to gain from involvement in the Safer Neighbourhood Board.

Once partners and stakeholders have developed a proposed model for their Safer Neighbourhood Board they should submit this along with draft terms of reference to MOPAC via their Area Team single point of contact (see details in point number 10 below). MOPAC officers will continue to discuss the proposal with partners until they, and MOPAC, are satisfied that the model will deliver a functional Safer Neighbourhood Board. The MOPAC Chief Operating Officer will then write to the partners (or a nominated contact) to confirm acceptance of the model and an agreed commencement date. The board will then be in a position to access the administrative funds and submit bids to the Safer Neighbourhood Boards Fund.

*Note – MOPAC officers will advise on proposals being developed by any partner or group. However, borough partners and stakeholder groups will need to work together to develop a single final proposal for submission to MOPAC for agreement.*

### **Timescales for implementation**

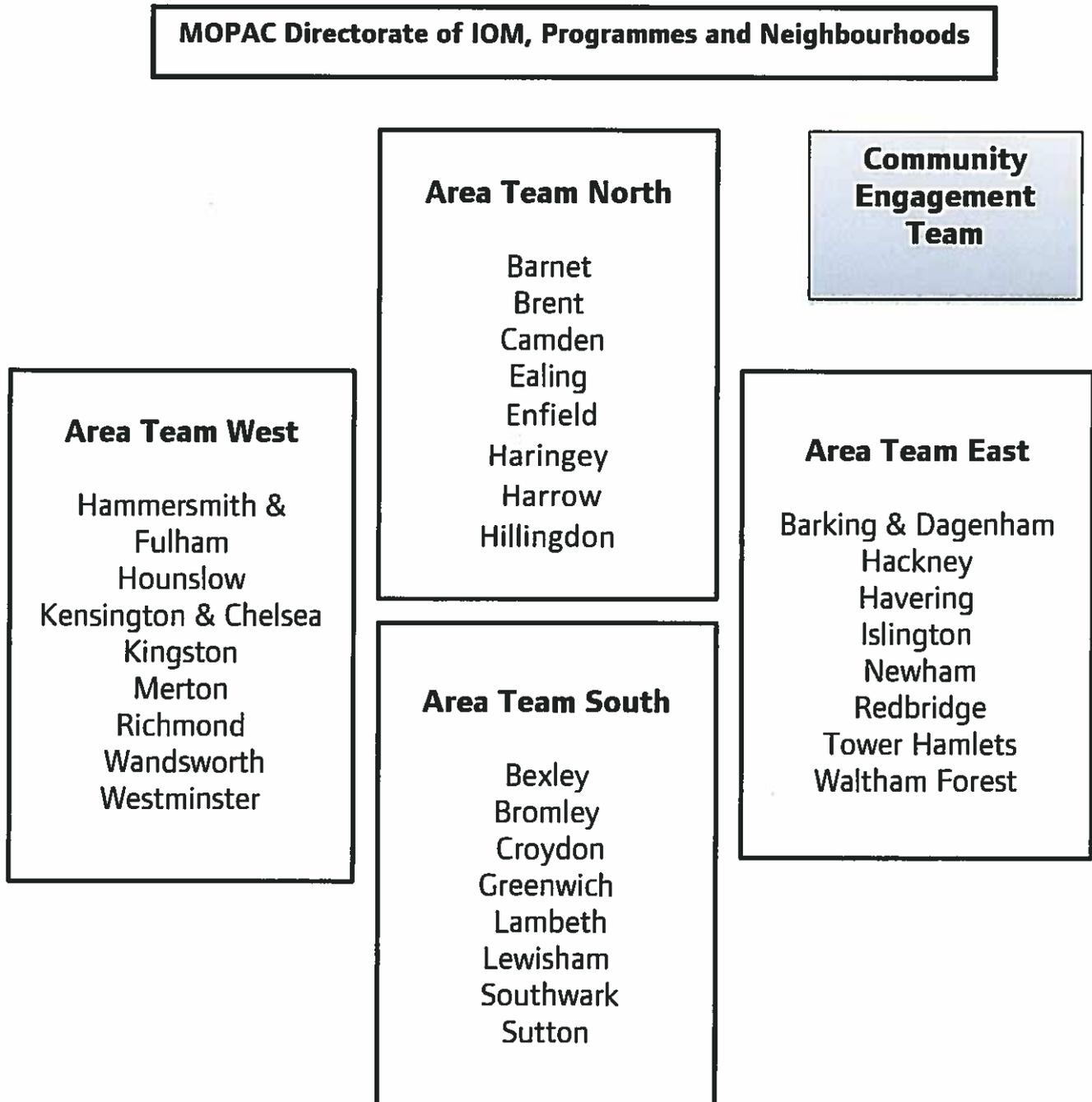
MOPAC recognises that partners in each borough are at different stages in considering and developing their Safer Neighbourhood Board plans. The Safer Neighbourhood Board Fund will be implemented in **April 2014** and the implementation of your local Safer Neighbourhood Board should be aligned with this timetable. However, we welcome and will support any borough that is ready to proceed prior to that date.

## **9. Support from MOPAC**

MOPAC has four Area Teams, one aligned to each quadrant of London. Each team contains five MOPAC officers at different grades who will have responsibility for the delivery of MOPAC policy and engagement areas within a cluster of boroughs. Each team will have a single point of contact (SPOC) for Safer Neighbourhood Boards (see attached contact list). In the first instance you should contact your MOPAC Area Team SPOC who will be able to discuss the Safer Neighbourhood Board process in more detail. They, along with their Area Teams, will offer ongoing direction on accountability mechanisms and the bidding process for the Safer

Neighbourhood Board Fund. Additional advice and support is also available from the Head of Engagement and the Public Engagement Programme Manager (see attached contact list).

## 10. Organisational Chart



## 11. Single points of contact (SPOC) and contact details

|                                     |                    |   |                    |
|-------------------------------------|--------------------|---|--------------------|
| <b>Barking &amp; Dagenham</b>       | Gemma Woznicki     | <b>Hounslow</b>                             | Chris Benson       |
| <b>Barnet</b>                       | Hamera Asfa Davey  | <b>Islington</b>                            | Sarah Easey        |
| <b>Bexley</b>                       | Sarah Denton       | <b>Kensington &amp; Chelsea</b>             | Mary John-Baptiste |
| <b>Brent</b>                        | Lynne Abrams       | <b>Kingston</b>                             | Chris Benson       |
| <b>Bromley</b>                      | Sarah Denton       | <b>Lambeth</b>                              | Natasha Plummer    |
| <b>Camden</b>                       | Lynne Abrams       | <b>Lewisham</b>                             | Naomi Simpson      |
| <b>Croydon</b>                      | Sarah Denton       | <b>Merton</b>                               | Chris Benson       |
| <b>Ealing</b>                       | Lynne Abrams       | <b>Newham</b>                               | Sarah Easey        |
| <b>Enfield</b>                      | Hamera Asfa Davey  | <b>Redbridge</b>                            | Gemma Woznicki     |
| <b>Greenwich</b>                    | Naomi Simpson      | <b>Richmond</b>                             | Chris Benson       |
| <b>Hackney</b>                      | Sarah Easey        | <b>Southwark</b>                            | Natasha Plummer    |
| <b>Hammersmith &amp; Fulham</b>     | Mary John-Baptiste | <b>Sutton</b>                               | Sarah Denton       |
| <b>Haringey</b>                     | Hamera Asfa Davey  | <b>Tower Hamlets</b>                        | Gemma Woznicki     |
| <b>Harrow</b>                       | Lynne Abrams       | <b>Wandsworth</b>                           | Nishi Shah         |
| <b>Havering</b>                     | Sarah Easey        | <b>Waltham Forest</b>                       | Gemma Woznicki     |
| <b>Hillingdon</b>                   | Lynne Abrams       | <b>Westminster</b>                          | Mary John-Baptiste |
| <b>Head of Community Engagement</b> | Natasha Plummer    | <b>Programme Manager, Public Engagement</b> | James Tate         |

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### **Developing Terms of Reference for your Safer Neighbourhood Board**

Terms of Reference (TOR) are used to set out the parameters within which your Safer Neighbourhood Board will operate. MOPAC is happy for borough partners to establish their own TOR. In developing their TOR partners involved in setting up a Safer Neighbourhood Board should be mindful of the MOPAC Safer Neighbourhood Board Guidance which sets out the form and functions of the boards.

In broad terms the TORs should set out the following:

- The aims and objectives
- The membership (who/which bodies and the appointment process)
- The role of Safer Neighbourhood Board officers (if they have specific roles, e.g. chair/vice chair)
- Secretariat support (who provides it and on what basis)
- Details of the frequency and location of meetings
- A code of conduct for members

Some suggestions are provided below but you may have other views and/or wish to more directly reflect your local circumstances and priorities.

#### **Aims and objectives of the *\*\*Borough Name\*\** Safer Neighbourhood Board**

The *\*\*Borough Name\*\** Safer Neighbourhood Board will;

1. Ensure communities are more closely involved in problem solving and crime prevention.

We would suggest this means:

- a) having access to a Safer Neighbourhood Board Fund to support local engagement and crime prevention projects; and
- b) working with local people and partners to nominate the tasks local offenders should undertake to pay back to the neighbourhood for their crimes

2. Have a broad remit to reflect MOPAC's broader responsibilities, but respect the view that local people will know best what is needed at the local level.

We would suggest this means:

- a) working in partnership with the local police and Community Safety Partnership to set local policing and crime priorities;
- b) working with the police and partners to ensure every ward has a Ward Panel; and
- c) working to increase the provision of Neighbourhood Watch.

3. Have greater reach and ensure a more frequent refresh of ideas and views

We would suggest this means:

- a) widening engagement with previously under-represented groups such as young people and victims, allowing their voices to be heard and to influence local delivery;
- b) bringing greater democratic accountability to MOPAC community engagement through the inclusion of elected members; and

c) limiting tenure to three years to ensure the membership is regularly refreshed.

4. Provide greater public accountability of policing

We would suggest this means:

- a) monitoring data on victim complaints and complaints against borough officers;
- b) monitoring police and partner performance on crime reduction and community confidence;
- c) ensuring a local stop and search community monitoring group is in place, receiving reports on and publicising their work;
- d) receiving reports on the outcomes of the Independent Custody Visiting (ICV) scheme, delivered by their borough ICV panel, and publicising its work.

5. Make more efficient use of resources to deliver value for money and target funds at tackling issues of local concern and crime prevention.

We would suggest this means:

- a) supporting the rationalisation of the range of groups and forums that operate locally – e.g. independent custody visiting, stop and search community monitoring groups, Ward and Neighbourhood Panels - into one coherent structure; and
- b) ensuring that a greater percentage of the money available from the Safer Neighbourhood Boards Fund is better targeted at crime prevention and community engagement activities by limiting administration costs.

*Note: The above aims and objectives align with those laid out in the Safer Neighbourhood Guidance. There may be areas of policing specific to your borough that you would like to see explicitly addressed in the aims and objectives of your board.*

**Membership of the \*\*Borough Name\*\* Safer Neighbourhood Board**

This will not be fully prescribed by MOPAC, but we would suggest that its size be maintained at between 12 and 25 members to ensure it remains effective. It must include:

- a) victim representation;
- b) youth representation;
- c) councillor representation to provide democratic accountability;

Statutory agency membership is advisable and this could include:

- d) a representative of the local authority community safety team;
- e) the borough community safety portfolio holder;
- f) local police;
- g) a representative of local probation;

Other groups whose voices should be heard and may therefore be considered for membership include:

- h) the local ICV panel;
- i) the local stop and search community monitoring group;
- j) representatives of the local ward or neighbourhood panels;

Other members might include:

- k) a representative(s) of the local independent advisory group;

- l) a representative of the local neighbourhood watch; and
- m) representatives of any other local group and/or people with particular skills and experiences of local relevance.

*Note: Even where MOPAC prescribes the inclusion of victim representation, young people and councillors in the membership, the process by which those voices are represented will be up to the partners setting up the boards. You may want to make those processes explicit in your TORs. More information is available in the Safer Neighbourhood Boards Guidance.*

### **The role of the chair, vice-chair (and any other officers) in the *\*\* Borough Name \*\** Safer Neighbourhood Board**

You may want to explicitly state:

- a) the process by which Safer Neighbourhood Board officers will be selected;
- b) their tenure (which cannot be more than 3 years);
- c) their remit and responsibilities.

### **Secretariat support for the *\*\* Borough Name \*\** Safer Neighbourhood Board**

You may want to explicitly state:

- a) who will provide the support (named organisation rather than person);
- b) on what basis the support is provided, e.g. a cross-charged service delivered by the Local Authority or voluntary sector organisation, an individual contracted on an hourly rate etc.;
- c) their remit and responsibilities.

*Note: You may wish to identify who will be responsible for liaison with MOPAC for such tasks as data provision (though most of this will come from the police), the submission of bids to the Safer Neighbourhood Boards Fund and the submission of the proforma demonstrating the work of the board.*

### **Meetings of the *\*\* Borough Name \*\** Safer Neighbourhood Board**

You will need to state

- a) the frequency of meetings;
- b) whether the meetings will be public. The Safer Neighbourhood Boards Guidance states that there should be at least one public facing meeting per year. If this is the case you may want to explain the rationale;
- c) you may want to have a set agenda. If so, the standing items can be stated in the TORs;
- d) the processes for submitting reports or considering requests to attend by non-members

### **Code of conduct for members of the *\*\* Borough Name \*\** Safer Neighbourhood Board**

Most partner organisations will have codes of conduct. MOPAC officers can direct partners to those most commonly used in community organisations if required