

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.

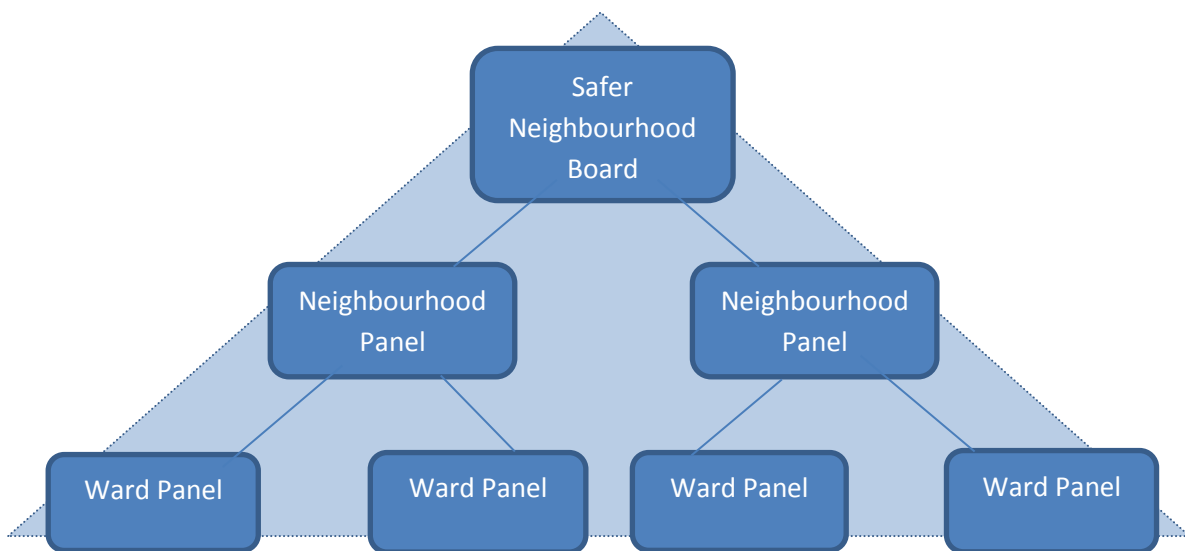


fig.1 This represents a model engagement structure. The establishment of the Safer Neighbourhood Board is not dependent on the presence or effectiveness of the panels.

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

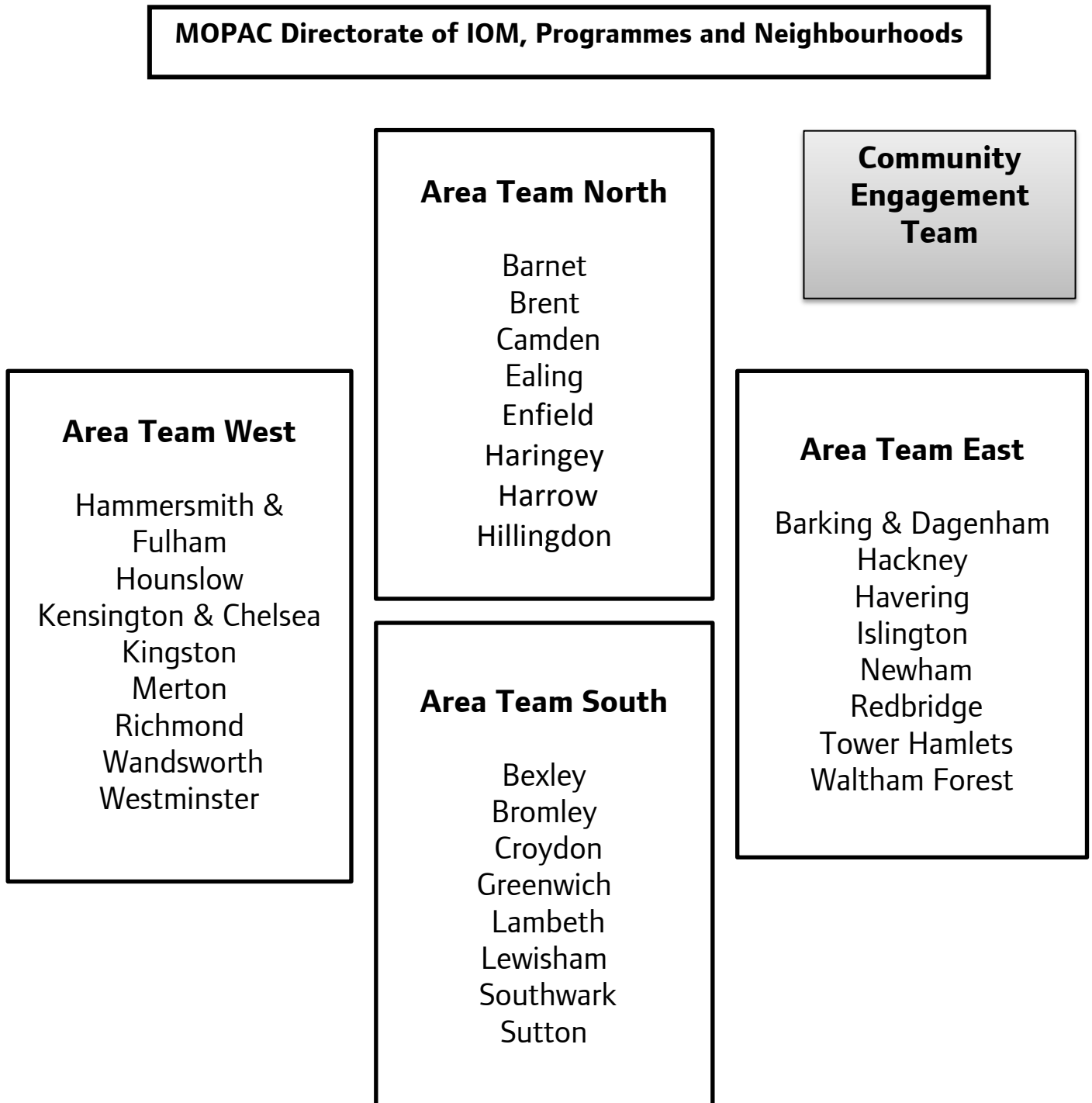
MOPAC recognises that partners in each borough are at different stages in considering and developing their Safer Neighbourhood Board plans. The Safer Neighbourhood Board Fund will be implemented in **April 2014** and the implementation of your local Safer Neighbourhood Board should be aligned with this 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

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