

CABINET

17 July 2007

AREA WORKING - COMMUNITY HUBS AND CLUSTERS

REPORT OF CORPORATE DIRECTOR (POLICY)

Contact Officer: Steve Lincoln Tel No: 01962 848 110

RECENT REFERENCES:

None

EXECUTIVE SUMMARY:

There are a number of factors that are leading the Council to work more closely with communities and trying to improve its own 'local offer', and look to provide opportunities for partner agencies to also improve access to their services.

The report details a proposed approach that focuses on the larger centres which individuals will look to for their social life, leisure, some retail and a range of services. The approach involves each of these larger centres forming a community *hub* which offers a focus for a *cluster* of surrounding smaller communities. That *hub* therefore offers a focus for the development of improved access to services, while the *cluster* provides opportunities for undertaking community consultation, developing community planning and for building local choice into service provision.

RECOMMENDATIONS:

- 1 That the programme of *hub* developments proposed in Appendix 2 to the report is approved.
- 2 That the role of Members as Council representatives on the Safer Neighbourhood Panels is endorsed.

## CABINET

17 July 2007

### AREA WORKING - COMMUNITY HUBS AND CLUSTERS

#### REPORT OF CORPORATE DIRECTOR (POLICY)

#### DETAIL:

## 1 INTRODUCTION

- 1.1 There are a number of factors that are leading the Council to work more closely with communities and trying to improve its own 'local offer', and look to provide opportunities for partner agencies to also improve access to their services. These factors include both local considerations – a large district with a mix of urban and rural communities having different identities – and national policy drivers for more empowered communities as set out in the 2006 Government White Paper, 'Strong and Prosperous Communities'. The overall sustainability of communities depends on their ability to access services, jobs, and other opportunities without the need to travel long distances. This, coupled with the lack of public transport services in rural areas, leads to the conclusion that locally based and outreach services should be developed where possible. Working in partnership with other agencies to share the cost of overheads, and the use of information technology, provide opportunities to make this approach more affordable.
- 1.2 Closer working to achieve improved access and community empowerment could take a number of forms:
- (i) Providing local access to information and services;
  - (ii) Giving communities a stronger voice in matters which affect their future;
  - (iii) Giving communities an opportunity to challenge public service providers over the nature and quality of local provision; and
  - (iv) Giving communities a greater choice in the level or standard of service provided.
  - (v) Potential devolution of service delivery to parish councils and other community organisations.

## 2 IDENTIFYING COMMUNITIES

- 2.1 The term 'community' can have different meaning to different people. A starting point for the Winchester District is to consider our 47 parishes (including four parish meetings) as communities, alongside the unparished area of Winchester Town. In the case of the Town, separate neighbourhoods (Weeke, Stanmore or Highcliffe, for example) may see themselves as separate, distinct communities. However, a programme to develop access and service provision across upwards of fifty locations would not be cost effective or practical.

- 2.2 A more realistic option is to focus instead on the larger centres which individuals will look to for their social life, leisure, some retail and a range of services (health provision, local policing for example). This leads us towards the larger market towns in the district - Alresford, Bishops Waltham, Denmead and Wickham. Each of these forms a community *hub* which offers a focus for a *cluster* of surrounding smaller communities. That *hub* therefore offers a focus for the development of improved access to services, while the *cluster* provides opportunities for undertaking community consultation, developing community planning and for building local choice into service provision.
- 2.3 Whiteley is a different type of community, but with its significant population needs some consideration as a service *hub*. It offers some interesting challenges in respect of its location being on the district boundary, and also its close proximity to Wickham.
- 2.4 Winchester Town already acts as a *hub* for its neighbourhoods, at least in terms of providing access. It also fulfils that role for the communities immediately surrounding it - including Kings Worthy, Twyford and Colden Common. However, given the size of those communities, and their more rural nature, the issues of greatest concern may be different and there is a case for them offering some degree of separate access or local provision under each of the elements detailed in section 3.
- 2.5 This aim to become closer and more responsive to local communities is matched by other partner organisations. In particular, Hampshire Police are in the process of implementing the national 'Neighbourhood Policing' initiative, which aims to provide communities with improved access, influence, interventions and answers. Close working with the Police in the Winchester District has enabled us to design a proposed network of community *hubs* and *clusters* that would meet the needs of both organisations and create significant opportunity for joint working in the future.
- 2.6 A map showing the proposed area *clusters* and *hub* locations is shown in Appendix 1. It is recognised that there are many different ways in which parishes could be clustered together, and no single arrangement may suit all parties. The *clusters* shown in Appendix 1 are proposed for tackling crime and disorder issues and are based on the operational areas to which the Police currently operate (see sections 3.8 and 3.9 for more detail). It is recognised that this arrangement may not suit all parishes and may not be appropriate for themes other than crime and disorder. The aim is therefore to create a flexible arrangement where parishes can work within whichever cluster is appropriate for the subject in question. Further consultation will be required to ascertain how individual parishes might like to approach this.

### 3 PROGRESS TO DATE AND NEXT STEPS

#### Hubs

- 3.1 Local access to information and services could begin by taking the form of IT-based access points, complemented by the presence of Council Officers to give advice and information, and perhaps a regular programme of advice or information surgeries. In this instance the *hub* provides a physical location for an information and advice facility, perhaps through a parish office or other local focal point. These access points would be located within the larger rural communities so that any resident in the District could reach one without travelling too far and could significantly reduce the need to travel into Winchester to access services from the Council.

- 3.2 The intention is that each access point would operate as 'one-stop-shop', with information about the services of other statutory agencies such as Hampshire County Council, the parish council and the Police. Both have been involved in developing the *hub* and *cluster* concept.
- 3.3 The New Alresford 'Parish Pilot' was established at Arlebury Park in 2006 to test the concept of access points. It was officially launched in October 2006 and will run for a year, after which time the success of the pilot will be assessed and a decision taken as to how to proceed. To date the pilot *hub* has offered only information, through IT and literature, but not visiting officers. Although the pilot has yet to be completed, a couple of key lessons have been learned that will inform how the concept is developed in other locations.
- a) The pilot access point is located at the home of New Alresford Town Council and as a result of joint working on the project, relationships between the City Council and Town Council appear to have improved. This is a positive outcome and one which we hope to replicate as the access points are rolled out to other communities.
  - b) The key learning from the pilot has been that Arlebury Park does not have a large footfall of visitors. It is important that where possible these access points are located in places where there is a significant throughput of residents, as this will lead to secondary use of the access point services. An ideal location would seem to be a centrally located community centre, where all sections of the community tend to visit at one time or another, although other well-used facilities would be equally appropriate.
- 3.4 A number of visits have taken place to look at other potential sites for access points across the district, involving Council officers and the Police as a key partner. Initial discussions with the parish councils and/or managers of the facilities in question have been generally positive and there appears to be great potential, and significant synergy with the aspirations of these organisations to provide a greater range of services to their users. When selecting the most appropriate location for an access point, consideration has been given to the proximity to the 'local centre', suitability of facilities, ease of adaptation, likely cost and willingness of the building owner/manager to work with us. A summary of the proposed options is shown in Appendix 2.
- 3.5 The proposed schedule includes creation of an access point at Denmead and Colden Common in 2007/08 to add to the pilot access point at Alresford. Further access points are proposed for Bishops Waltham and Wickham in 2008/09, once the appropriate changes are made to the buildings in question. It is also hoped that a suitable location can be found in Kings Worthy. A budget is available that should enable all of the necessary work to be completed (see section 5) so if the availability of appropriate facilities and time commitments allowed then these could possibly be brought forward.
- 3.6 At this time it is not possible to accurately predict when an access point at Whiteley will be developed, due to the current lack of a suitable location and the complexities of the Winchester / Fareham divide. However, it is hoped that a move towards area working in Fareham through new Community Action Teams will complement our approach and help us to identify a solution that is workable and meets the needs of all parties.

### Clusters

- 3.7 A *cluster* of communities can have an influential voice by providing a focus for shared issues and concerns, which can be used to influence service delivery. Careful consideration has been given to how this idea can be developed in a way such that it strengthens and supports the role of elected representatives.
- 3.8 It seems sensible to begin by considering the issue of crime and disorder, as Hampshire Police are in the process of implementing the national 'Neighbourhood Policing' initiative (<http://www.hampshire.police.uk/Internet/localpolicing/safer/>). This initiative requires community forums or panels - set up to bring together communities with common concerns, give them a channel to voice those concerns and enable the Police (and other partners) to respond to them with immediate action. Rather than attempting to create separate structures and risk duplication, Council officers and the Police have worked together to create a set of *clusters* that might meet the needs of both parties (Appendix 2).
- 3.9 The proposed *clusters* may not be to the satisfaction of everyone, but it seems extremely unlikely that any arrangement could be found that would be. The proposed *clusters* match the operational areas used by the Police in Winchester District so are a good basis from which to start. The forum in which the *cluster* groups would come together has initially been called a Safer Neighbourhood Panel (SNP). Similar arrangements have been established in Portsmouth so the model has been taken as a basis for what we hope to achieve. A briefing paper shown in Appendix 3 explains how these could operate.
- 3.10 It is proposed to establish SNP's that generally match the identified hub parishes although each concept is not directly reliant upon the other. A SNP is proposed for Kings Worthy, Colden Common, Alresford, Bishops Waltham, Wickham and Denmead. At the current time one is not proposed for Whiteley, as Police response to incidents in Whiteley comes from Fareham so does not draw upon the Winchester resources. In Winchester Town, it is hoped that the Town Forum might take on the role of the SNP, working where necessary with relevant community groups and representatives of those parishes in the cluster groups immediately to the north and south of the Town.
- 3.11 The general principles that underpin current thinking on the SNP's are as follows:
- a) That they be led by the primary parish council, acting as a 'first among equals' within their *cluster* group. This reflects both the aim to empower communities and also the lack of capacity that exists within the Council or Police to lead a district-wide network of *clusters*.
  - b) That (where possible) existing structures and meetings are adapted rather than new ones created.
  - c) That membership includes each parish council, the City Council and County Council members for the area, the Police Area Sergeant and selected community groups, such as Neighbourhood Watch.
  - d) That issues relating to rural parishes be kept clearly distinct from those relating to urban areas of Winchester Town which will hopefully be dealt with through the Town Forum.

- e) That the meetings taken place roughly once every three months.
  - f) That issues raised and prioritised at the meeting be fed into the Community Safety Partnership's Tasking and Co-ordinating Group (TCG), at which financial and people resources for the area are allocated.
- 3.12 It is important to note that we do not expect the approach taken in all *clusters* to be identical. While there must be a certain amount of consistency so that the *clusters* form a framework that is applied across the District, it is essential that local character and circumstance is reflected in their operation. For example, this variation could take the form of membership, size or frequency of meetings.
- 3.13 The role of the City Council's elected members in this process is an important one. By attending and supporting the work of the SNP they will be able to represent the views and concerns of residents and influence the allocation of resources in response to these concerns. They will also be the Council's primary representative at the meetings, as Council officers will not have the capacity to attend all meetings in all areas. Whether all members for the area attend the meetings or whether ward members agree on one member to represent them is an issue for local discussion and agreement, as described in 3.12.
- 3.14 Discussions have taken place with all six hub parish and town councils. The response so far has been generally positive, with all being keen to participate. Further discussions will now take place in each area that include the other parish councils and city and county councillors, to hopefully agree a way forward in each area. If these discussions go smoothly the first meetings of the SNP's could take place in the autumn.
- 3.15 There are also other ways in which *clusters* can increase influence on policies and services. The outputs from *cluster* discussions could feed directly into a community planning process that articulates local community needs and aspirations and seeks to build them into wider planning and delivery frameworks. This could build on the established model of market town health checks, and enhance the parish plans that give communities a more influential voice in matters which affect their future (in relation to this please see the District Community Planning Guidance and Protocol which was agreed at Cabinet on 20<sup>th</sup> June 2007). A cluster can also provide a powerful voice for scrutinising the performance of local service providers, against commitments made through a community planning process or in response to the 'community call for action'.

#### OTHER CONSIDERATIONS:

#### 4 CORPORATE STRATEGY (RELEVANCE TO):

- 4.1 This initiative is central to the Council's approach to providing an equitable service to residents in all parts of the Winchester District. It also enhances the community leadership role, through the bringing together of partner agencies to deliver a more seamless service to residents and the increased empowerment of parishes. In particular it supports aims in the Council's Corporate Strategy 2007-2012, in the areas of 'safe and strong communities' and 'an efficient and effective council'.
- 4.2 This initiative has links to the flexible working project being led by the Head of Organisational Development. Where possible it is hoped to find sites within key communities that could host both the public-facing services detailed in this report and

the back office work required to increase flexible working options. A report on the flexible working project will be brought to Cabinet in the coming months.

5 RESOURCE IMPLICATIONS:

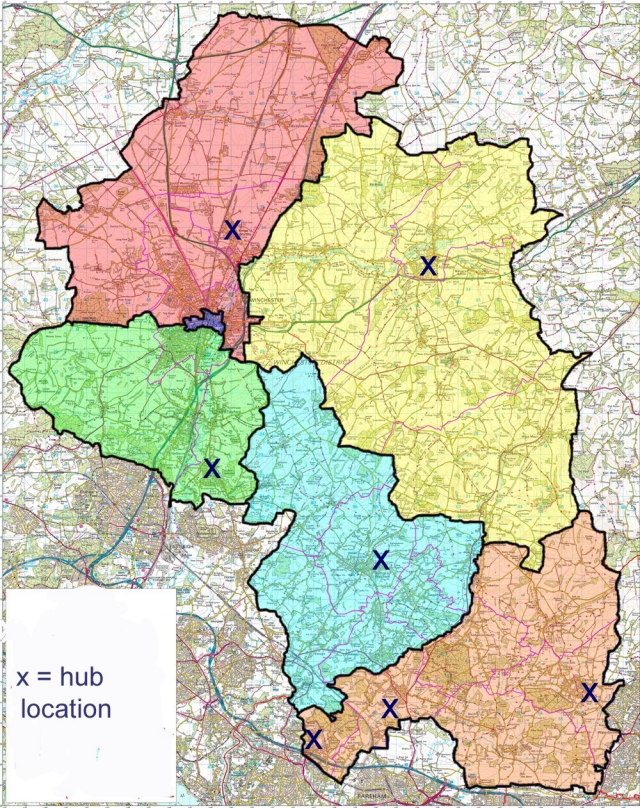
- 5.1 A one-off revenue amount of £50,000 has been included in the 2007/08 budget for this initiative. It is anticipated that this will be sufficient to enable all of the necessary work required to establish a network of access points as detailed in Appendix 2, although no detailed costs for this work have yet been established. The one unknown factor at this time is Whiteley, where no suitable facility appears to currently exist. This may mean that the existing budget is insufficient to establish an access point in Whiteley.
- 5.2 However, no recurring revenue budget provision has been made to support this initiative. There will be ongoing costs in maintaining and supporting this initiative over time, so a growth bid will be submitted as part of the budget process for 2008/09 in support of this work. It is impossible to estimate exactly what the ongoing cost will be at this stage, as each location may vary. However, from experience gained on the pilot at New Alresford, the ongoing cost could be anywhere from £1,000 - £4,000 per access point.

BACKGROUND DOCUMENTS:

None

APPENDICES:

- Appendix 1: Map of proposed *hubs* and *clusters* for Winchester District
- Appendix 2: Summary of proposed hub locations across Winchester District
- Appendix 3: Safer Neighbourhood Panels briefing



x = hub  
location



### Summary of proposed *hub* locations across Winchester District

| Community     | Location                                     | Comments   | Timescale                      | Other options considered  |
|---------------|--|--|--------------------------------|---------------------------|
| Denmead       | Community Centre                             | <ul style="list-style-type: none"> <li>• Well used building</li> <li>• Supportive Centre Manager</li> <li>• Already used by Police</li> <li>• Co-location with Parish Council</li> <li>• Slightly outside the centre of the settlement</li> <li>• Old building would be fairly difficult to adapt</li> </ul> | 2007/08                        | Sports Pavilion           |
| Colden Common | Community Centre                             | <ul style="list-style-type: none"> <li>• Well used building</li> <li>• Supportive Centre Manager</li> <li>• Already used by Police</li> <li>• Co-location with Parish Council</li> <li>• Adjacent to shop – busy area</li> <li>• Seems fairly easy to adapt</li> </ul>                                       | 2007/08                        | -                         |
| Alresford     | Arlebury Park (until review in October 2007) | <ul style="list-style-type: none"> <li>• Co-location with Parish Council</li> <li>• Supportive Town Clerk</li> <li>• Purpose built reception area is ideal</li> <li>• Not frequently used by residents</li> </ul>  | To be reviewed in October 2007 | Library, Community Centre |

| Community       | Location         | Comments  | Timescale | Other options considered  |
|-----------------|------------------|---|-----------|---|
| Bishops Waltham | Jubilee Hall     | <ul style="list-style-type: none"> <li>• Will be co-located with Parish Council later in 2007</li> <li>• Well used building</li> <li>• Supportive Parish Clerk</li> <li>• Possibility to remodel foyer</li> <li>• Away from the centre of the settlement</li> <li>• Not currently occupied</li> </ul> | 2008/09   | Police Station, Well House (current Parish Council office)                              |
| Wickham         | Community Centre | <ul style="list-style-type: none"> <li>• Well used building</li> <li>• Adjacent to school and doctors surgery</li> <li>• Work is planned to renovate the foyer</li> <li>• Located away from the town square</li> </ul>  | 2008/09   | -   |
| Kings Worthy    | Unknown          | Discussion to be had with parish council  | Unknown   | -   |
| Whiteley        | Unknown          | Suitable location still to be identified  | Unknown   | Vacant Unit in Whiteley Village, Meadowside Centre, Community Centre (Fareham District) |

## Safer Neighbourhood Panels

Practice Advice - September 2005

### **Guidance on Setting up and Maintaining Neighbourhood Panels**

#### **What are Neighbourhood Panels?**

As Safer Neighbourhoods teams engage with communities, through various methods such as meetings or contact points, the teams will gain an insight into the local community's crime and disorder concerns. In order to ensure that the work of each Safer Neighbourhoods Team is focussed on resolving these problems each Safer Neighbourhoods Team will require a process to involve local people to decide the priorities for their local Safer Neighbourhoods Team to work on.

This process will be based on a seven-stage model that is summarised at **Appendix A**. The 5<sup>th</sup> stage in this process, public choices, is where decisions are made. At this stage each Safer Neighbourhood area/ward must establish a **Neighbourhood Panel**. This panel should be made up of local people whose role is to assess the local concerns, identified through community engagement and analysis, and establish priorities for policing in the Safer Neighbourhood area. The panel gives direction and local advice to the Safer Neighbourhoods Team, although some priorities will require partners to take the lead.

The **Neighbourhood Panel** will decide the priorities for the area by examining the results of community consultation and research by police and partners. This will include taking account of results from public events and meetings where the community have voiced concerns. In addition to priority setting, the neighbourhood panel should also be fully involved in deciding what type of action should be taken on their concerns and have an input to the problem solving approach.

#### **Who should be the members of a Neighbourhood Panel?**

The panel should be made up of local people who live and/or work in the area or are involved in charitable work or business and have a close connection with the area. These people could be identified through consultation activities carried out on the ward i.e. public meetings, 'have a say' events or questionnaires. Try to attract a wide range of people to ensure that the group is representative of the community. Some local 'leaders' will be useful but try to avoid the impression that you are just listening to the usual people who attend every meeting. Nominations might be made at public meetings/events to avoid any impression that the panel has been imposed or selected by the police. This will also ensure that a wide range of people can take part in prioritising and resolving local issues. An ideal size for the group would be about 10-12 people; too many could make it hard to reach agreement.

As with many community groups, some members will request a formal arrangement while others will prefer a less structured approach. Whatever the system chosen for the panel meetings, the participants must agree on how decisions will be made to prevent bias or personal opinions influencing the priorities selected by the group. Setting ground rules will be an essential part of the first meeting and must be shared with new members.

Record keeping should include minutes of the meeting with sufficient notes of the priorities agreed and the reasons for decisions (**Record keeping and Constitution see appendix B**). It should be clear to the community who the neighbourhood panel members are and how long the panel will be asked to serve the community. Members should aim to be involved for a year with an agreed tenure of 2/3 years maximum. A record should be kept of panel membership,

# SAFER NEIGHBOURHOODS

LOCAL POLICE, LOCAL KNOWLEDGE

including changes of panel members. After establishing the panel it must be clear to members, and the community, how changes to panel membership will be made.

The chair of the group should be a community member with the Safer Neighbourhood sergeant in attendance at all meetings. As well as local people, a local authority representative or other significant partner (youth worker or housing provider) may be involved as an observer to bring local knowledge and useful contacts to the panel. The neighbourhood panel may also benefit from the involvement of the local ward councillor who can observe the process and contribute their local knowledge of problems. The panel must decide if the councillor should have a role in deciding the priorities as their involvement may politicise the outcome.

## **How will panel members be chosen?**

To start work with a community and set up a panel it may be useful for some existing community leaders to form an interim panel, possibly with a well known community leader taking the lead as chairperson. This should be a short-term arrangement until further community members volunteer. As more community members become involved the panel may develop by a process of nominations. If this approach is taken, interim members should be kept involved once they leave the panel i.e. by inclusion in the ongoing community consultation and engagement process.

The panel chair and panel members should be people who have the respect of the community and are trusted to voice their concerns. The panel members need to understand community concerns from a variety of perspectives and be able to feedback the results of police/partner activity and the reasons for priorities being set. This is why the panel needs to be as representative as possible. The panel should be a mixed group of men and women of various ages and be drawn from all parts of the neighbourhood to prevent focus on one area at the exclusion of others. Representation should be sought from significant race or faith groups in the area and people from different sections of the community i.e. those living in private dwellings and people from social housing. Consideration should also be given to the panel having a representative from any group forming a large section of the community such as students, young people, lesbians or gay men. Each team must also make plans to involve people with disabilities in community engagement and make the panel accessible to this section of the community.

If there are insufficient panel members, new members can be generated by an advert in local publications, housing association newsletters or supermarket notice board. Alternatively consider an open invitation to specific groups or random invitations made in person at other community events or venues.

## **What are Neighbourhood Panel responsibilities?**

The purpose of the neighbourhood panel is to agree a realistic and achievable course of action to address the issues raised by the community. The panel need to meet regularly, about every six weeks. The panel will assess the information collected by police and other sources and consider how to prioritise the community concerns. About three tasks for action should be agreed, with feedback being given at the next meeting. A communication strategy will also be required to keep the whole community informed of the priorities and the outcome of problem solving work. Police should ensure that the priorities are achievable within available resources, and set a timescale for achievement or feedback to the community. Partners may need to agree the level of their involvement.

The panel will review priorities agreed at previous meetings and monitor progress. When a priority has been resolved a new problem will be agreed. The panel will also adopt a problem solving approach and encourage local action and multi agency work.

# SAFER NEIGHBOURHOODS

LOCAL POLICE, LOCAL KNOWLEDGE

Problem solving training can be given to panel members at a local level to help them understand how the community can become involved in solving problems.

## How will the panel decide on priorities?

The community should set the priorities for the Safer Neighbourhoods Team with limited police influence. Once the community have been consulted about the problems in their area the information is considered by the neighbourhood panel who decide which issues are the most important and the way that the community would like the police to respond. The work of the panel will be made easier if the issues and concerns of the community are presented to them with some analysis. This may be as simple as a map showing the occurrences of a problem, or a ranking of the frequency of issues being raised.

The Safer Neighbourhoods Analyst/Partnership Analyst has a key role to play in this by presenting analysis on the community issues that were identified during consultation. Decisions may follow a simple process of discussion to reach consensus. If agreement is not reached then a vote may be taken or an extra priority agreed.

## Neighbourhood Panels and work with partners and other agencies

Districts will have a variety of terms used for the group that brings together partners at district level to co-ordinate tasking of neighbourhood problems to the most appropriate agency, partnership or policing unit. In Winchester this is called the **Community Tasking and Co-ordinating Group (TCG)**. The TCG brings together community safety partners such as the local authority, street wardens, housing managers and others who have a role to play in community safety. The Safer Neighbourhoods Team will refer issues to this group for assistance and problem solving activity from partners.

In some districts this problem solving/partnership operational group operates at a level covering two or more wards. These smaller groups may take a problem solving approach involving local people, including businesses or housing providers/landlords who can assist to resolve problems. This will enable work to be carried out at a very local level with partners who have a specific responsibility or take the lead for the local authority on a geographic basis, for instance a housing district or estate.

### **Information Sharing**

As part of the process of involving communities in priority setting, the panel may be given access to data and information. This information will be de-personalised and usually relate to broad crime types or information such as police call data or council services requests. This sharing of information does not require any information sharing protocol or agreement with panel members as long as the information does not identify any person as a victim offender or witness, or contain private details about any person.

Members of the community will not normally be covered by exchange of information protocols. This means that police officers and staff should not share personal information that would identify a person with the community.

### **Will this panel affect existing police working groups i.e. Sector Working Groups?**

In many districts **Sector Working Groups (SWG)** operate with existing community policing teams and have links within the consultative process as members of Community and Police Consultative Groups (CPCG). SWGs vary in size but usually cover large areas across many neighbourhoods/wards. As Safer Neighbourhoods teams develop the relationship between community and police will become more focussed on smaller geographic areas. Whilst there is only partial coverage of a borough with Safer Neighbourhood Teams the SWG will still have a role as a form of consultation for non-Safer Neighbourhood areas. However as coverage becomes complete the role of the SWG will change or may become obsolete.

The options for the future of sector working groups include:

1. SWGs disband once the whole borough has Safer Neighbourhoods Teams. (Consultation will be at ward/neighbourhood level through neighbourhood panels).
2. A gradual process with sections of the SWG breaking away and engaging with police in their local Safer Neighbourhood area. This would present opportunities to build trust through existing relationships. Neighbourhood panels might include a former SWG member for continuity.
3. SWG continues with a role of liaison with the Safer Neighbourhood Inspector. This group would identify issues that were common to a number of Safer Neighbourhood areas and work with police to raise these in wider forum and seek solutions, possibly at borough policing or Crime and Disorder Partnership level.

When considering the roles of neighbourhood panels and sector working groups it is important to consider how changes will affect other consultative process such as the Community Police Consultative Group (CPCG). In many districts each SWG has a seat on the CPCG. Although including a representative from each neighbourhood panel would increase numbers at the CPCG it would ensure geographic representation, improve consultation and help increase diversity on CPCGs. Neighbourhood panels will also be a useful group for consultation by Crime and Disorder Partnerships and the MPS.

**SAFER  
NEIGHBOURHOODS**  
LOCAL POLICE, LOCAL KNOWLEDGE

**7 Steps to Community Engagement - The Role of the Neighbourhood Panel**

| Safer Neighbourhood 7 Steps            | Role for Neighbourhood Panel  |
|--|---|
| <b>1. Research</b>                     | Contribute any local knowledge or information about the community, such as contact details or organisations that may wish to be involved  |
| <b>2. Engage</b>                       | Neighbourhood panel members can assist with meetings or activities by arranging them or helping with communication and publicity  |
| <b>3. Public Preferences</b>           | As above, panel members can take an active role in gathering information on the issues that concern local people  |
| <b>4. Investigational and Analysis</b> | Panel members can take part in visual audits of the Neighbourhood and collate information from environmental surveys. At this stage the different community concerns are assessed and analysed by police and partners.  |
| <b>5. Public Choices</b>               | This is the key role for the neighbourhood panel. The panel assess the different concerns raised by community at public meetings or other consultation and decide which should be priorities. These should be choices that are informed by research and analysis from step 4. The Panel should feed its recommendations into the Community TCG process. |
| <b>6. Plan and action</b>              | Panel may be involved in some of activity. Non-enforcement activity, such as communication with the community may be carried out by the panel to help publicise what is happening   |
| <b>7. Review</b>                       | The panel should be part of the review process and agree when a priority has been completed or requires further work  |

**This is cyclic process, return to step 1 after the first round of activity**

**Sample Agenda and Record Keeping**

- Welcome and introductions
- Attendance and apologies for absence
- Record of attendees (including organisation they represent if applicable)
- Set time limit for the meeting and business to be discussed
- Agree minutes of last meeting and update on priorities agreed at last meeting
- Discuss current community safety issues requiring attention
- Agree which issues will be the next set of priorities. Record reason for choice, action to be taken and reason for the priorities being selected
- Any other business
- Agree time and date of next meeting

**Sample Constitution**

- Purpose of the Panel
- Terms of reference
  1. Be community representatives and to identify issues of local concern which have an impact on fear of crime or the quality of life in an area. Anything sub-judice or relating solely to an individual case will not be considered
  2. Assist the Community Safety Partnership in community engagement
  3. Assist in problem solving and crime prevention activity
  4. Assist in environmental audits
  5. Review priorities at regular intervals
  6. Provide information to the community on progress of priorities
  7. Feed in community recommendations to Community Tasking and Co-ordination Group
  8. Meet with the Community Safety Partnership Strategic Group twice a year
- Membership and attendance requirement
- Review of membership
- Meetings (frequency, location and record keeping)
- Nominations and elections for chair (process and timescale for holding the role)
- Members' responsibilities (voluntary participation, promote inclusion and equality of opportunities)

The constitution may be signed and should be reviewed annually.