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Safer Neighbourhoods Ward Panels review - May 2014

Guidance for maintaining effective Ward Panels

What are Ward Panels?

Ward panel focus

As Safer Neighbourhood (SN) 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 SN team is focussed on resolving these problems, each SN team will require a process to involve local people to decide promises for them to work on.

Establishing a panel

This process will be based on a seven-stage model that is summarised at **Appendix A**. The 5th stage in this process, public choices, is where decisions are made. At this stage each SN Team must establish a panel in every ward. 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 SN area. The panel gives direction and local advice to the SNs team, although some priorities will require partners to take the lead.

Panel function

The Ward Panel will decide the promises 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 promise setting the 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.

Making the panel aware of police commitments

Ward Panels should be made aware of the full remit of the SN teams and that they have additional police responsibilities such as Offender Management and victim visits. This arrangement will be

available for all wards to assist in targeted problem solving activities but may reduce ward police resources on occasions. However, each SN ward team will continue to have a prominent presence on their ward and will engage with their communities in the normal way.

Who should be the members of a Ward Panel?

Panel make-up

The panel should be made up of local people who live and/or work in the area and have a close connection with the area.

Diversity

Where appropriate to the demographics of a ward, every effort should be made to ensure that people are recruited from within the six diversity strands (Race, Age, Disability, Gender, Sexual Orientation, Religion and Belief.) These people could be identified through consultation activities carried out on the ward i.e. public meetings, 'have a say events' or questionnaires. Each SN team will need to attract a wide range of people to ensure that the group is representative of the community. Some local 'leaders' will be useful however SN teams should not give the impression that they 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.

Structure

As with many community groups some members will request a formal arrangement, 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.

Administration

Record keeping should include minutes of the meeting with sufficient notes of the promises agreed and the reasons for decisions (**Record keeping and Constitution see appendix B**). It should be clear to the community who the ward 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, 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.

Chair and members

The chair of the group should be a community member with the SN representative in attendance at all meetings. As well as local people a local authority representative or other significant partner (youth worker or housing provider) should be involved to bring local knowledge and useful contacts to the panel.

Councillors

The ward panel may also benefit from the involvement of the local ward councillor who can observe the process and contribute their local knowledge of problems, but they should not be party to any 'voting' around the selection of promises. This is to ensure that priorities are selected by communities and free from any criticism that they are politically driven. It is also recommended that Councillors do not 'chair' these meetings for the same reasons.

Youth involvement

To increase participation of young people there should be more use of innovative engagement methods and better use of social media. For example: rather than expecting young people to take part in formal ward panels or SN Board meetings, targeted community police engagement events can be held for young people, these may include regular 'Question Time' sessions where young people have the

opportunity to directly question senior MPS officers. Should a young person be elected to the panel an appropriate risk assessment must be completed and written parental permission sought if the person is under the age of 18 years old. Transport to and from the venue must also be considered.

Core members

Each ward is different and each SN team should decide on the best people to be on the panel. However, some groups/individuals are crucial to the work of panels and therefore all teams should be required to have these groups/individuals involved. There may be the need to review and make changes to members on occasions for which the format is listed below.

Listed below are people who would ideally make up the core of a ward panel to best serve the wider community.

Recommended Core Membership

- Councilors (no voting rights)
- Educational representatives; (If there is a school in the ward)
- Small and Medium Enterprises and local traders;
- Representatives from large industrial estates; (If appropriate to the ward)
- Voluntary Sector Council;
- Housing representatives: (If the ward has public housing)
- Neighbourhood Watch
- Local Authority officers such as the Anti-Social Behaviour/Crime Prevention Officer
- Tenant and Resident Associations (If appropriate to the ward)
- Health professionals
- Young people
- Representatives from significant demographic groups

How should panel members be chosen?

Panel inception

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.

Chair person and panel members

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 must be able to feedback the results of police/partner activity and the reasons for priorities being set. 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.

New members

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

Organisation representatives

It would be reasonable to give more weight to those individuals who represent an organisation or a group rather than those who were not. This would also ensure that 'single issue' or non-inclusive members do not dominate panel meetings.

Meetings

Panel meetings could be held at different times of the day, on different days and at different locations in the ward to encourage attendance by a wide range of people. Neighbourhood representatives or panel members equally may find cost effective locations for meetings, however, the location must be agreed by all as being suitable and some meetings open to the public (at least half of the scheduled annual meetings would benefit by being open to the public).

Review

Ward Panel membership should be reviewed annually.

Ward Panel Responsibilities

Panel responsibilities

The purpose of the ward panel is to agree a realistic and achievable course of action to address the issues raised by the community. To enable true problem solving activities to be effective there should ideally be only one to a maximum of three promises that the SN team deal with. The ward panel need to meet regularly, about every two to three months. The panel will assess the information collected by police and other sources and consider how to prioritise the concerns of the community.

Data share

As part of the process of involving communities in setting promises, the panel may be given access to data and information. The crime mapping information is obtained from the MPS internet site (Met Police.uk) 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. (Advice can be found from the centre, C&S ESB)

Tasking

Tasks are agreed with feedback being given at the next meeting. A communication strategy will also be required to keep the whole community informed of the promises and the outcome of problem solving work. Police should ensure that the promises 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 but should take responsibility should something fall within their jurisdiction.

Reviewing promises, (problem solving)

The panel will review a promise that had been agreed at previous meetings and monitor the progress. When a promise has been resolved a new one will be agreed. The panel will also adopt a problem solving approach and encourage local action and multi agency work. 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. (The central SN unit does have a training package available PS Bill Connor)

Mapping promises

The panel should set the promises for the SN Team with limited police influence. Police will always deal with policing issues irrespective of whether they are a specific promise. Once the community have been consulted through all the various forms of engagement activities (Natural Neighbourhoods, virtual ward panels, street briefings, public meetings, KINs etc) regarding problems in their area, the evidence should be presented to the ward panel who must decide based on the information provided which issues are the most important and what they would like the SN team to achieve. 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 tactics used to achieve the objective of the promise will always remain with the police.

Analytic support

The BIU may be able to assist SN teams in providing additional analysis in addition to what they can obtain for themselves through Plan Web and the MPS crime mapping data publicly available on the internet. Decisions may follow a simple process of discussion to reach consensus. If agreement is not reached a vote may be taken or an extra promise agreed.

Balanced opinions

SN teams need to consider how they balance the opinions of panel members. Panel membership can include individuals who do not represent organisations or groups and panel members who do. It may be fair to give additional weight to the opinions of individuals who are representing an organisation or a group rather than those who are not.

Work capacity control

In agreeing local promises the SN Sergeants should be open and honest as to the true capacity of work they can undertake. SN Sergeants should be aware of the limits on their staffing levels compared to the promises set and must be pro-active in professionally controlling a balance of the two. Any areas of controversy should be referred to the next line manager for a decision.

Feedback

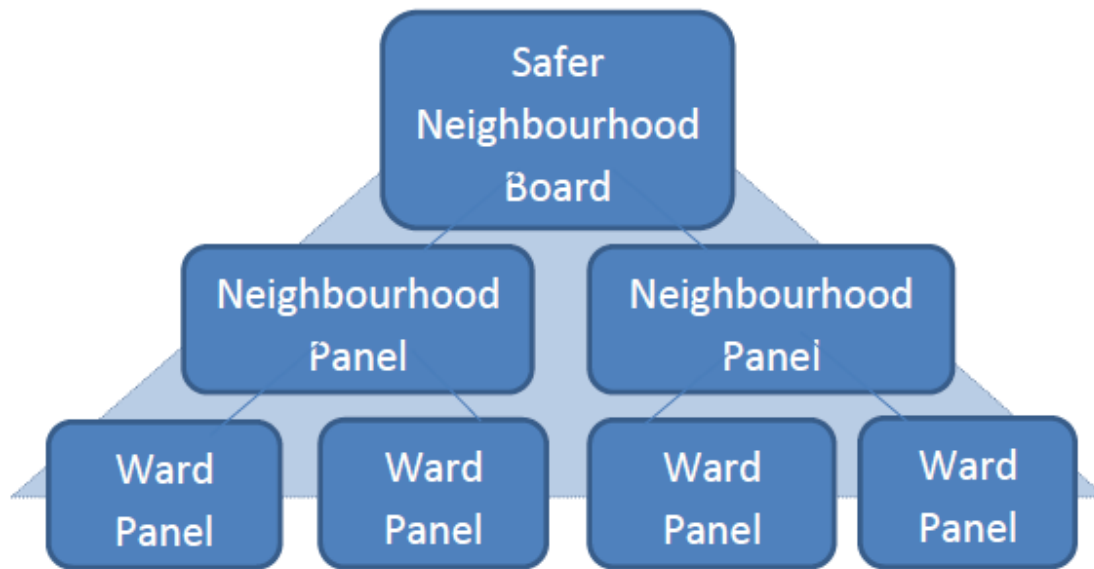
Providing feedback and providing key messages is vitally important in reassuring that the local police understand and deal with the issues that matter to local people and is a key principle of the MPCA Community Engagement Commitment. Feedback should be a key item for the panel agenda. Panel members should also provide feedback to their contacts and groups.

Neighbourhood/Cluster panels and Safer Neighbourhood Boards (SNBs)

SN Teams now serve a neighbourhood or cluster of wards and a neighbourhood or cluster level mechanism should exist to engage at that level. Membership would be made up of the ward panel chairs from the wards making up that neighbourhood or cluster. Neighbourhood or cluster panel meetings will be attended by the neighbourhood inspector and the purpose will be to set and deliver 'priorities'. Whereas the 'promises' agreed at the ward panel would address issues at a very local level, the priorities agreed at the neighbourhood or cluster panel would address issues that may be more serious, cross ward boundaries and can call upon the wider resources of the SN Team.

LPM suggests quarterly meetings for neighbourhood/cluster panels but this should be something that is agreed with the membership.

Safer Neighbourhood Boards (SNBs) are the borough level mechanism to provide oversight and engagement with police services. Membership of most SNB boards will include representatives from neighbourhood/cluster panels. This collection of ward, neighbourhood (or cluster) and borough level meetings allows issues to be addressed at the most appropriate level.



Requirements to make changes to ward panel membership.

Quality assurance

Where it is apparent that current panel membership in whole or in part is no longer synonymous with the good of the wider community, it may be necessary to restructure or dissolve and reconstitute a panel. This may mean removing one or more members and must be done with the following protocols in mind:

- a. The SN Sergeant must document and bring any issues to the attention of their line manager and the ward panel chair if appropriate. A meeting with both should be arranged where jointly they may agree that one or more of the panel must leave and be replaced with more appropriately suited members.
- b. Should the issues not be resolved at that meeting, the SN Sergeant must document the reasons for further consideration by the line manager and submission to their second line manager.
(BOCU SN Lead)
- c. Any final decision to either remove a member or dissolve a panel, where the chair is not in agreement or willing to take action, the final decision must be signed off by the area commander.
(C/I SN Lead or Ward Inspector if they agree to take the responsibility)
- d. Police retain the right to stop using a failing panel at any time but should consult the central unit for advice before any such action is taken.
- e. The Central SN Unit at ESB can offer advice and guidance as required. (Tel 78 3706)

Key Individual Networks (KIN) Lists

Useful contacts

In addition to developing memberships that better reflect the ward, SN Teams should maintain a range of individual contacts, a list of key individuals who may have some influence within their community. This will be a list of key individuals who can keep them abreast of local concerns and could include:

- Publicans
- Newsagents
- Concierge staff
- Security staff
- Religious leaders
- Garage staff
- Café and restaurants

- o Taxi and private hire
- o Local business community

KIN lists should be regularly reviewed in order to ensure that they are up to date and remain relevant to the needs of the ward. PCSOs are best suited to update these during patrol or a bi-annual drive to recruit and update would be of value.

Virtual ward panels

Public surveys

The Central SN Unit advises that each borough considers the use of the virtual ward panel system. In short, this is a community engagement tool which targets those people who can not physically or are less inclined to attend formal meetings, to have a voice and get involved in the decision making process. People are being asked to select from a list of recurring issues within their ward which they feel should be a promise for the SNT to deal with. Responses to the survey feed into the Ward Panel and information compliments the other forms of community intelligence provided. Training to use the virtual ward panel system is available from the SN Centre (Bill Connor Tel: 78 3706)

Social Media

Public communication

Safer Neighbourhood Teams must use all existing local communication mechanisms to share information with the wider public.

- o Make better use of community websites, consider using neighbourhood link to share information on the work of Safer Neighbourhoods teams and panel meetings.
- o Including information in local free magazines that are delivered door to door.
- o Placing information in public spaces which are used/visited by the wider public, such as transport hubs, supermarkets, local coffee shops, local post offices, doctor surgeries/clinics and shopping centres.

Improving information provision will improve community police engagement. More publicity and information on the work of panels can also 'enhance confidence in the MPS'

Appendix A

7 Steps to Community Engagement – The Role of the Ward Panel

SN 7 Steps	The role for Ward Panel
1. Research	Contribute any local knowledge or information about the community, such as contact details or organisations that may wish to be involved
2. Engage	Ward panel members can assist with meetings or activities by arranging them or helping with communication and publicity
3. Public Preferences	As above panel members can take an active role in gathering information on the issues that concern local people
4. Investigational and Analysis	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.
5. Public Choices	This is the key role for the ward panel. The panel assess the different concerns raised by the community at public meetings or other consultation and decide which should be promises. These should be choices that are informed by research and analysis from step 4
6. Plan and action	Panel members may be involved in some activity. Non-enforcement activity, such as communication with the community may be carried out by the panel to help publicise what is happening
7. Review	The panel should be part of the review process and agree when a promise has been completed or requires further work

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

Appendix B

CONSTITUTION

1. NAME

The name of the Panel shall be the _____ **Ward Panel**, hereinafter referred to as _____ WP

2. AIMS

The aims of the _____ WP shall be as follows:

- a) In agreement with the Metropolitan Police, there will be police officers dedicated to _____ ward in the London Borough of _____, which shall be known as the _____ SNs Team, (hereinafter referred to as _____ NT). The _____ WP shall identify and set local priorities for this team, and monitor its work in accordance with the Terms of Reference agreed in Appendix 1.
- b) To represent all communities and groups, including individuals in _____ ward in the above pursuit, in an equal partnership with this community, _____ Council, and the Police.
- c) To uphold equal opportunities and foster good relations amongst all members of the community.

3. MEMBERSHIP

- a) The structure of the __ WP shall be that of a democratic assembly of community representatives. Full (voting) membership shall be open to all community representatives (or their substitutes – see (h) below) who live, work or learn in _____ ward (the area covered by the __ WP).
- b). The area covered by the __ WP shall be within the boundaries of _____ ward in the London Borough of _____.
- c). The size of the __ WP shall be no more than _____ members.
- d) Admission to full membership may be considered at any meeting, when it will be decided by a simple majority vote of existing members who are satisfied that the new member:
 1. supports the aims of the __ WP and agrees with the Terms of Reference in Appendix 1
 2. Demonstrates that he or she has been democratically elected by an identifiable group of people, who shall be regularly consulted/involved in determining the decisions and priorities of the __ WP.
 3. Evidence to support the above criteria may include formal minutes of AGMs and other meetings, a list of elected officers, membership lists, constitution and procedures for calling and advertising meetings. It may also include a description of the function of the group/network, times of regular activities, copies of newsletters/notices and references from community, voluntary or statutory organisations who work with the group/network. Evidence of how the representative was elected, who was involved and how he or she will consult/report back to the group/network may also be sought.
 4. An application shall be made to the secretary of the __ WP on the appropriate application form, satisfying at least one of the requirements in 3.d.3, above. In order to maintain diversity (all seven strands), memberships must be renewed every 12 months. They will lapse 18 months from the previous application if not renewed.
- e) Individuals may be admitted to the __ WP as members with full voting rights if existing members are satisfied a particular area, or the community in that area, is not represented on the Panel.

- f) A member may resign at any time by informing the Chair in writing.
- g) If a member does not attend (three) consecutive meetings without giving an apology to the satisfaction of the __WP, the Panel will have the right to remove that member from the __WP by a two third majority vote of members present in a meeting. Please see de-selection criteria in Appendix 1.
- h) A member may provide a substitute, provided that substitute adheres to the Terms of Reference as agreed in Appendix 1.
- i) Councillors representing _____ward shall be invited to send one member to attend the meetings to assist and advise the __WP, but they shall have no voting rights.
- j) Council, and other statutory service providers and agencies, may from time to time be invited to the meetings to assist and advice the __WP

4. ANNUAL GENERAL MEETINGS (if the panel feel appropriate)

- a) The first AGM of the __WP shall be held no later than eighteen months after the inaugural meeting and once in each calendar year thereafter, but not more than fifteen months after the holding of the preceding AGM.
- b) The __WP shall call an Annual General Meeting for the purposes of receiving the Annual Report of the Panel and the statement of accounts; of accepting the resignations of the Officers; of electing Officers for the coming year; of making recommendations to the Officers and voting where necessary to amend the Constitution.
- c) At least 14 clear days' notice shall be given in writing by the secretary to each member.
- d) Officers of the __WP shall be: Chair, Vice-Chair, Secretary, and Treasurer, nominated and elected from the membership, in accordance with the requirements of Appendix 2.
- e) The quorum for the AGM shall be not less than 10 members.

5. QUORUM

- a) In the case of the AGM, if there is no quorum, the meeting will wait for up to half an hour of the scheduled start time to allow a quorum to be reached. If a quorum is still not reached, the AGM will be postponed to the date of the next Ordinary Meeting.
- b) All other meetings may proceed even if there is no quorum, however all decisions are subject to ratification by the next meeting in quorum.

6. ORDINARY MEETINGS

- a) The frequency of ordinary meetings shall be at least bi-monthly, or as determined by the __WP Chair.
- b) Not less than (14 clear days') notice shall be given to all members of an Ordinary Meeting.
- c) The quorum for ordinary meetings shall be not less than 6 members.

7. Special General Meetings

- a) A member may at any time call a Special General Meeting of the Panel, either for the purpose of altering the Constitution or for considering any matters which the officers may decide should be referred to the members in general. A Special General Meeting shall be called at the written request to the member, countersigned by not less than 5 other members who must give reasons for this request. Any matters received by the Secretary 14 clear days before the Special General Meeting shall be discussed at the meeting.
- b) Not less than 14 days notice of the Special General Meeting shall be given to all members.
- c) The quorum for Special General Meetings shall be not less than 8 members.

8. CONDUCT OF BUSINESS

- a) Offensive behaviour, including racist, sexist or inflammatory remarks, shall not be permitted at any meeting, and shall constitute a breach of reasonable behaviour. If the unreasonable behaviour persists then, following a vote, the member or members responsible shall be excluded from the remainder of the meeting. Also see Code of Conduct in Appendix 4.
- b) All meetings shall be open to members of the general public for whom the opportunity to speak shall be at the discretion of the Chair. This will be subject to a “part two” section of the agenda as per the Terms of Reference of the __WP relating to confidentiality, as referred to in Appendix 1.
- c) Members may not use their position on the Panel for party-political purposes either during meetings or as a representative of the __WP outside meetings.
- d) At all meetings except those dealing with alterations to the Constitution, decisions shall be taken by a simple majority of those members present and voting. Any alteration to the Constitution shall be taken by the approval of a 2/3rds majority of members present and voting.
- e) Except for AGM business, the Chair shall have a second casting vote in the eventuality of a tie vote at any meeting. The Chair shall also have a representative role of the __WP entering in to correspondence with councillors, council and other statutory service providers and agencies, and members of the public. The Chair shall also be responsible for setting the agendas of meetings.
- f) The Secretary shall be responsible for:
 - ◆ Issuing the appropriate notices for all meetings
 - ◆ Either delegating or personally preparing and despatching agendas, minutes of all meetings, and all other relevant paperwork subject to the approval of the Chair, and within the appropriate notice periods.
 - ◆ The reporting of all correspondence to meetings of the __WP, subject to the prior approval of the Chair.
 - ◆ Reporting to the __WP any new membership applications to fill vacancies and verifying the criteria requirements of potential applicants, ensuring membership criteria is reported to the __WP, maintained and followed
 - ◆ Maintaining an appropriate filing system for all the above.

11. DISSOLUTION

- a) If the Panel, by a simple majority, decides at any time to dissolve itself, it shall give at least 21 days' notice of a meeting to all members.
- b) If such a decision is confirmed by a simple majority of those present and voting at the meeting, the ___WP shall have the power to dispose of any assets it holds.

This Constitution was adopted as the Constitution of _____ Ward Panel at a public meeting held at _____ on _____

Signed..... (Chair)

Signed..... (Secretary)

Date

APPENDIX 1

TERMS OF REFERENCE OF THE WARD PANEL

- 1) These “terms of reference” will form the guidelines for the work of the _____WP
- 2) Provided any proposals of amendment have been circulated in advance and within the appropriate notice periods to all members, these Terms of Reference may be altered during any meeting by a simple majority vote of members present.
- 3) The __WP shall receive regular update reports from the __ SNT and based on these reports and the Key Performance Indicators (KPI’s) of the __SNT surveys, shall follow the criteria below. (See paragraph 2.a. of the Constitution, under “Aims”)
- 4) No person or persons regardless of their status, on or outside the _____WP membership, shall receive preferential treatment with regards to the work of the _____SNT.
- 5) The work of the _____SNT shall be to benefit all members of the public, living, working, and passing through the ward of _____.
- 6) The _____WP in its endeavours to fulfil its task shall consult and seek advice from officers working in the council, other statutory sector service providers and agencies, councillors, and members of the public pertinent to any particular issue within its own remit.
- 7) The _____WP shall have the right to ask for and receive the update work reports of the _____SNT, including those submitted to higher management within the Metropolitan Police
- 8) The “criteria” to be followed in prioritising promises shall be:
 - a. The work of the _____SNT shall be both reactive and proactive, and based on strategic planning
 - b. Both, reactive and proactive work shall be based on the following priorities depending on the resources of the team at the time - for example:
 - i. Drug related anti-social and unacceptable behaviour
 - ii. Youth related anti-social and unacceptable behaviour
 - iii. Street drinking related anti-social and unacceptable behaviour
 - iv. Graffiti related anti-social and unacceptable behaviour
 - v. Any other activity, causing emotional harm to members of the public

(The above priorities are only examples and not necessarily in the same order, and depending on circumstances at any one time are subject to change by a simple majority vote of those present during a meeting of the _____WP)
- 9) **Confidentiality**
 - a. As a member of the __WP information may be acquired that has not been made public, and will remain confidential until decided by the Metropolitan Police. It will be regarded as a betrayal of trust to breach such confidences. Members must never disclose or use confidential information arising from the work of the _____WP for personal advantage or for the advantage of anyone known to them, or to the disadvantage of the _____WP or the Police.

- b. If necessary, meetings shall be closed to members of the public and other non-voting members, in a “part two” section agenda, to consider confidential matters.
- c. Apart from the breach of trust, there may be cause for prosecution under the data protection act for the breach of confidential information

10) Disclosure of Interests

- a) If members have an interest in a matter arising at a meeting of the ___WP or through its work, in which the member concerned may benefit as a result, they should always disclose it. Having declared an interest, it will be up to the ___WP to determine on a case by case basis, whether or not that member should withdraw from that part of the meeting.
- b) The opportunity to declare an interest will be given at the start of each meeting. However, members can declare an interest at any point during a meeting when it becomes apparent that they have one.
- c) Members should at all times avoid any occasion for suspicion and any appearance of improper conduct. They should not allow the impression to be created that they are, or may be, using their position to promote a private or personal interest, rather than forwarding the general public interest. They should always be aware of public perceptions, knowing all the facts of the situation, would the public reasonably think that a member might be influenced by it.
- d) Members who may have doubt about disclosing an interest should disclose it anyway and seek the advice of the _____WP on whether they should continue to take part in the business under consideration.

11) De-selection Criteria

- a) All Panel members shall agree to abide by the Code of Conduct in Appendix 4. De-selection of a member shall require a two third majority of those present and voting. One or more of the following to be used by the _____WP for the de-selection of any member:
- b) Failure to fulfil designated actions or prepare for meetings
- c) The member’s representation, skills and expertise are unnecessarily duplicated on the _____WP
- d) The member no longer demonstrably represents their community and/or has their respect
- e) The member has failed to attend three consecutive meetings of the _____WP without giving an apology to their satisfaction
- f) The representative’s membership would undermine the credibility and legitimacy of the _____WP or fundamentally weaken aspects of its work; and
- g) The member has broken the Code of Conduct or the conditions of these “terms of reference”
- h) Panel members shall have a right to a hearing against any decisions to deselect. In this instance the _____WP shall hear the appeal in a special meeting and its decision will be final.

12) Gifts and Hospitality

- a) Each member is personally responsible for treating with caution any offer or gift, favour or hospitality that may be made, in the knowledge that the member is on the panel of the _____WP. The person or organisation making the offer may be doing so to obtain information or trying to influence a decision.
- b) Members are personally responsible for all decisions connected with the acceptance or offer of gifts or hospitality and for avoiding the risk of damage to the public confidence in the _____WP

All members are required to sign the disclosure below that they will abide by the conditions set out above

Signed **Name** **Date**

Organisation

Appendix 2

Ward Panel: Standing Orders for the AGM

- 1) Nominations for positions of chair, vice-chair, secretary and treasurer.
- 2) These officers will be elected from any of the members present at the AGM. They must be nominated by one member and seconded by another. Members cannot nominate themselves.
- 3) Except for the inaugural AGM, nominations must be received 10 days before the AGM. Nominees are encouraged to make a short written statement about themselves and their interest in the position. These should be attached to the nominations.
- 4) These nominees' written statements will be circulated to voting members 7 days before the AGM.
- 5) At the AGM, nominees for position of chair, vice-chair, secretary and treasure will have the opportunity to speak for a few minutes to introduce themselves and their interest in the position.
- 6) An independent overseer will facilitate the initial part of the meeting until a chair is elected.
- 7) Voting members:
 - a) Each voting member shall have one vote. In the case of voting organisations, the named representative or a named substitute will cast the vote on behalf of their organisation. (Please check the Voting Members List to ensure that your group is listed and that details for the named delegate to _____WP and his/her substitute is correct.)
- 8) Voting:
 - a. There will be one round of voting for chairperson, vice-chair, secretary and treasurer. One ballot sheet will ask reps to vote for their choice chair, vice-chair, secretary and treasurer.
 - b. It will be possible for the same individual to be nominated for several positions.
 - c. Votes will then be counted by two independent people and the outcome announced.
 - d. Two eventualities may produce an unclear result:
 1. A tie for a position
 2. The same candidate being successful for two positions.
 - e. In the case of a tie, a postal ballot of all voting members will be held. Votes must be returned within 10 days of the AGM. This postal ballot will include the views of all voting members including those unable to attend in person.
 - f. If there is still a tie or if all voting members are present at the AGM making a postal ballot of no extra significance, then the outcome remains a tie and the position is rotated, e.g. co-chairs.
 - g. In the case of the same candidate being nominated for, and being successful in, two positions, e.g. gets most votes as secretary and treasurer:
 - h. The candidate will be given the position which comes first in the following order: chairperson, vice-chair, secretary, treasurer.
 - i. They will be eliminated from consideration for the second position and the nominee who comes second gets the position.

APPENDIX 3

COMPLAINTS PROCEDURE

An Informal Chat

Most complaints may easily be resolved by talking the problem over with the person involved. An informal chat may resolve the problem or clear up any misunderstanding. If this action is inappropriate or if after a chat you are still not satisfied with the way that your complaint has been handled please follow the procedure outlined below.

Making a Formal Complaint

NB: All complaints must be put in writing. Anonymous complaints and, unless there is a special reason, complaints not in writing will be disregarded.

Stage 1

Send your complaint in writing to the _____WP Chair. If the complaint is against the Chair, then send it to the Secretary.

Upon receipt of the complaint the Chair/Secretary will:

- send an acknowledgement (within five days) that the complaint has been received
- Investigate your complaint and reply, in writing, within 28 days of receipt of your complaint.
- (As part of her/his investigation, the Chair/Secretary may arrange to hold a meeting with you [and, where appropriate, the person against whom the complaint has been made] in an effort to resolve the issue.) (The SN Centre at ESB can assist in giving advice if requested)

Stage 2

If you are still not happy after receiving the Chair's/Secretary's response, you can ask that your complaint is referred to the _____WP. Such a request should be made in writing to the Chair and be received within 21 days of the written reply to Stage 1.

You will be invited to attend the meeting of the _____WP at which your complaint is to be considered and will be entitled to bring a friend or companion with you if you wish.

The decision of the Panel will be given to you in writing within seven days of its meeting, and will be final as far as the _____WP is concerned.

At all stages the time limits can be altered by mutual consent.

APPENDIX 4 CODE OF CONDUCT

This code of conduct applies to all panel members of the _____WP, including invited guests, and those in attendance at meetings. Any breach of this code of conduct shall be dealt with under Paragraph 11 of the Terms of Reference of the _____WP.

1. If a panel member experiences any concern or dissatisfaction with another panel member, this should be dealt with under procedures in Appendix 3.
2. Panel members and workers should not denigrate colleagues in the presence of third parties, nor adversely criticise a colleague in the presence of others save in the context of the appropriate procedures.
3. Panel members and the _____WT should not impose on each other excessive and unreasonable amounts of work of any kind, and the _____WP should not impose work on _____SNT outside the remit of their job.
4. Panel members should not seek to undermine, outside constitutional procedures, agreed policy of the _____WP, nor work against the interests of the _____WP, nor seek to bring the _____WP, its officers, its members into disrepute.
5. Panel members should not harass, discriminate against or oppress any group or individual by reference to their religion, race, gender, sexuality, disability, age, health, political beliefs, or any other grounds.
6. Panel members should be committed to providing services to its members that do not discriminate on the above grounds, and to providing services that will positively contribute to the elimination of discrimination.
7. In the event of any proven breach of this code of practice by a Panel member, the _____WP reserves their right under clause 11 (f) of the Constitution to terminate the membership of the member who has breached this policy. Under clause 11 (g) any such accused member will have the right to a hearing by the Panel before any decision to expel is taken.

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