Appendix 1

Metropolitan Police Authority

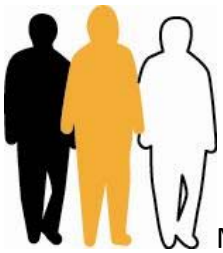
SAFER NEIGHBOURHOODS SCRUTINY

DRAFT

TERMS OF REFERENCE

VERSION 0.5

AUGUST 2010



Met streets – delivering order, control and safety to the public realm

Version	Date	Status	Location	Summary of changes	Author/editor
0.1	7 July 2010	Draft	S drive/Oversight and Review Folder/Safer Neighbourhoods Scrutiny/TOR	Not applicable	Hamera Asfa Davey
0.2	9 July 2010	Draft	S drive/Oversight and Review Folder/Safer Neighbourhoods Scrutiny/TOR	Changes made to objectives section	Hamera Asfa Davey
0.3	16 July 2010	Draft	S drive/Oversight and Review Folder/Safer Neighbourhoods Scrutiny/TOR	Changes to exemptions, stakeholders	Siobhan Coldwell
0.4	26 July 2010	Draft	S drive/Oversight and Review Folder/Safer Neighbourhoods Scrutiny/TOR	Changes made throughout	Hamera Asfa Davey
0.5	22 August 2010	Draft	S drive/Oversight and Review Folder/Safer Neighbourhoods Scrutiny/TOR	Feedback received from MPA staff resulting in changes made throughout	Hamera Asfa Davey

SAFER NEIGHBOURHOODS SCRUTINY: TERMS OF REFERENCE

INTRODUCTION

Met Forward, the MPA's strategic mission was agreed by Members at Full Authority in April 2009. A key commitment in Met Forward was to undertake a Safer Neighbourhoods scrutiny (For further information please refer to the Met Streets section of Met Forward). To inform the direction of the scrutiny, an initial scoping study was undertaken from February 2010 – June 2010. The findings from the study were presented at the 1 July 2010 Strategic and Operational Policing Committee.

BACKGROUND

Having reviewed the scoping study's findings, Members agreed it would be useful for the MPA Safer Neighbourhoods scrutiny to focus on the issue of structure. For the purpose of the scrutiny, in referring to the term structure, the MPA will focus specifically on the current ward based model for Safer Neighbourhoods teams and the Police Community Support Officer and Police Officer allocation to Safer Neighbourhoods teams.

The MPS are currently undertaking a review of the delivery of Territorial Policing (TP). The review is likely to consider issues such as productivity; flexible working arrangements and shift patterns. The MPA Safer Neighbourhoods scrutiny is therefore occurring at an opportune time and will support and inform the TP review.

OBJECTIVES OF THE SCRUTINY

In considering the key issues of structure it is proposed that the scrutiny focus on three key areas.

- **What is the official purpose of Safer Neighbourhoods?**
- **Are the current team allocations of 1 – 2 – 3 and 1 - 2 - 6 (in larger residential wards) helping to deliver the Safer Neighbourhoods remit?**
- **Is the ward structure the most efficient way of delivering the Safer Neighbourhoods team remit?**

Further information on each key area is outlined below.

1 What is the official purpose of Safer Neighbourhoods?

This theme will take the form of desk based research and will also include informal interviews with the MPS central Safer Neighbourhoods unit and the MPS Strategy Research and Analysis Unit.

- Define the role and remit of Safer Neighbourhoods teams – including the agreed remit at the inception of Safer Neighbourhoods teams and any drift in remit currently in operation;

- Determine the difference added by Safer Neighbourhoods teams to policing in London;
- Role of partners in supporting and working with Safer Neighbourhoods teams;
- Role of Safer Schools Officers; Safer Transport Teams, Safer Town Centre Teams and Safer Transport Hubs and how the various Safer Neighbourhoods strands work and support each other;
- Role of Police Community Support Officers/Police Officers/Sergeants in Safer Neighbourhoods teams and how these roles have developed and changed since the inception of Safer Neighbourhoods.

2 Are the current team allocations of 1 – 2 – 3 and 1 - 2 - 6 (in larger residential wards) helping to deliver the Safer Neighbourhoods remit?

This theme will be explored at the formal Members led Scrutiny Panel sessions and at focus groups.

- What was the original basis of the 1 – 2 – 3 and the 1- 2 - 6 officer/staff allocations to Safer Neighbourhoods teams?
- How should officer/staff allocations to Safer Neighbourhoods teams be determined?
- The specific role of Safer Neighbourhoods Sergeants;
- The specific role of Police Community Support Officers;
- Determine with the input of Community Police Engagement Groups; Safer Neighbourhoods Panels and Key Individual Networks what changes, if any, are required to team allocations to help deliver neighbourhood policing?

3 Is the ward structure the most efficient way of delivering the Safer Neighbourhoods team remit?

This theme will be explored at the formal Members led Scrutiny Panel sessions and at focus groups.

- What is the best structure to deliver the Safer Neighbourhoods remit?
- Explore what support Safer Neighbourhoods Teams require from the Metropolitan Police Service and partners to deliver on their remit;
- Explore current and planned variations on the Safer Neighbourhoods ward based model and why variations are being considered by boroughs;
- Explore how variations to the Safer Neighbourhoods ward model have impacted on Safer Neighbourhoods delivery;
- Determine with the input of Community Police Engagement Groups; Safer Neighbourhoods Panels and Key Individual Networks the possible positive/negative impact of variations to the Safer Neighbourhoods teams ward model;
- Explore how variations to the Safer Neighbourhoods team ward model have impacted on local partnership working;
- Explore how co-location; joint commissioning and joint tasking are supported by/impacted on by the existing Safer Neighbourhoods ward based model;

- Explore how variations to the Safer Neighbourhoods team ward model and allocations could impact on cross borough and cross ward working;
- Explore how current and planned variations to the Safer Neighbourhoods team ward model have impacted on extractions;
- Consider the efficiency and effectiveness of the ward model in respect of value for money.

Possible outcomes

It is anticipated that the scrutiny will have the following possible outcomes:

- A clearer understanding of whether a flexible Safer Neighbourhoods structure is required in London;

- If not required, recommendations on how the existing Safer Neighbourhoods structure could be improved to better meet the needs of the public and partner agencies.

Key exclusions /scope

The scrutiny must support the MPS TP review and therefore a focused and timely scrutiny is required. For this reason the scrutiny will solely focus on the ward based Safer Neighbourhoods team structure and officer allocation to this ward based structure. The scrutiny will not consider the following:

- funding allocated to Safer Neighbourhoods teams;
- the status of Police Community Support Officers;
- turnover of staff and officers in Safer Neighbourhoods teams;
- the community engagement role of Safer Neighbourhoods Panels.

Key interfaces

It is likely that the following organisations and individuals will be requested to take part in the scrutiny either as expert witnesses at Scrutiny Panel sessions or in focus group discussions:

- Assistant Commissioner and Deputy Assistant Commissioner Territorial Policing
- Representatives from the MPS central Safer Neighbourhoods unit
- MPS Strategy Research and Analyst Unit
- Interviewees from 2/3 boroughs where the Safer Neighbourhoods structure has been or is likely to be altered
- National Police Improvement Agency
- Home Office
- Representative from the Association of Police Authorities
- Representative from The Police Federation
- 1 x focus group with Borough Commanders

- 1 x focus group with Safer Neighbourhoods inspectors
- 2 x Safer School Officers
- 2 x consultation sessions with Safer Neighbourhoods Panel chair forums or their equivalents.
- Consultation session with Community Police Engagement Groups
- Representatives from the Federation of Small Businesses/Business Improvement District /District Centre Managers and or Town Centre Managers

An observational visit with a Safer Neighbourhoods team will be undertaken.

Finally, consultation will also take place with the Mayoral Office and London Assembly Members.

Reporting mechanisms

Body / Post (MPA only)	**Role and responsibilities**	**Individual(s)**
Strategic and Operational Policing Committee	To agree overall scope, expenditure, membership and timescales on behalf of the MPA.	Reshard Auladin Tony Arbour Jennette Arnold Christopher Boothman Cindy Butts Toby Harris Jenny Jones Joanne McCartney Caroline Pidgeon
Safer Neighbourhoods Scrutiny Panel	To provide direction and resources for the scrutiny and to: • approve Terms of Reference • determine individuals to be interviewed by the Safer Neighbourhoods Scrutiny Panel • determine questions to be asked at the Scrutiny Panel interviews • Provide a framework for the scrutiny report • Shape and sign off the report's recommendations • plan for submissions to Strategic and Operational Policing Committee;	Reshard Auladin James Cleverly Steve O'Connell Joanne McCartney Jennette Arnold Clive Lawton John Biggs
Scrutiny Project Manager	Day-to-day management of the scrutiny.	Hamera Asfa Davey Community Engagement and Neighbourhood Policing Officer Policing Policy, Scrutiny and Oversight Team
Scrutiny Project Team	Undertake tasks and actions in line with agreed plan and as requested by the Scrutiny Manager.	Fauzia Ashraf Malik Policy Development Officer Policing Policy, Scrutiny and Oversight Team Melissa Pepper Research Analyst Officer Policing, Planning and Performance Improvement Unit Jane Owen Head of Policing, Planning and Performance Improvement Unit

APPROACH

Officers will utilise standard good practice approaches in order to gather evidence for the scrutiny. This will include using the follow methodologies:

- A review of existing research;
- Focus groups
- Formal interviews with key stakeholders
- Scrutiny Panel sessions
- Informal interviews

Scrutiny panel meetings

MPA experience and good practice suggests that meetings should reflect a number of principles:

- meetings can be confirmed and will be quorate if the chairs can attend plus two other panel members;
- meetings will not be open to the public and press;
- interviewees will be provided with advance sight of the main areas of questioning, guidance for witnesses and protocols of member behaviour, and an expenses application form.

Deliverables

The scrutiny will deliver a written report setting out:

- rationale for scrutiny;
- methodology;
- findings;
- conclusion and recommendations;
- list of participants' and organisations;
- Bibliography.

CONSTRAINTS, ASSUMPTIONS AND RISKS

Constraints/risks

The completion of the scrutiny to time, budget and quality could be constrained by:

- the unavailability of adequate resources within the MPA;
- Member and senior MPS officer availability;
- Constrained by time as the scrutiny must inform the TP review

In order to alleviate these constraints and risks:

- Member availability will be determined in July 2010. Attempts will be made to include a majority of Members at each Panel meeting;
- Once Member availability has been established, dates for Scrutiny Panel sessions will be set and shared with interviewees;
- During the July 2010 planning stage, the work plan and timeframes will be shared with MPA units to determine availability and determine capacity issues.

Assumptions

There will be no review of the concept of Safer Neighbourhoods itself.

The Strategic and Operational Policing Committee will delegate authority to the Safer Neighbourhoods Scrutiny Panel to approve minor amendments to the Terms of Reference and project plan.

The scrutiny will help inform the TP review

COSTS AND BENEFITS

Costs

The cost of the scrutiny, in terms of MPA officer support, external consultation, or commissioning of academic research will be provided as where necessary by the Policing Policy, Scrutiny and Oversight Team and the Policing, Planning and Performance Improvement Unit. Additional costs will be met by the Policing Policy, Scrutiny and Oversight Team.

Benefits

It is envisaged that the scrutiny:

- will directly support, influence and guide the Safer Neighbourhoods aspect of the TP review;
- will help drive service improvements and development. ;

APPENDIX 1: Draft Scrutiny Project Plan

The scrutiny project plan provides an indication of deadlines.

Activity / product	**Deadline**
Drafting Terms of Reference and seeking sign off from Scrutiny Panel	July 2010
Initial July planning meeting with Scrutiny Panel to: • consider draft Terms of Reference • determine issues to consider within scrutiny scope • agree on organisations/individuals who should be approached to take part in formal scrutiny panel interviews	July 2010
Setting scrutiny panel sessions for formal scrutiny panel interviews	July/August 2010
Work with central Safer Neighbourhoods unit to agree • which boroughs to focus on • additional individuals to interview • set up focus groups with Borough Commanders and Safer Neighbourhoods Inspectors	July/August 2010
Final Terms of Reference presented to SOP	16 September 2010
Undertake consultation	September - November 2010
Complete analysis	December 2010 - January 2011
Draft report and recommendations	February 2011
Presentation at March SOP	March 17th 2011