



Effective Neighbourhood Action Groups: A Good Practice Briefing

September 2008

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2. Purpose

This briefing has been developed following consultation with a cross-section of Neighbourhood Policing teams, Local Police Area (LPA) commanders, the Police Authority, in addition to NAG members, local authority representatives and the National Policing Improvement Agency (NPIA). Its intention is to build on existing guidance by capturing our joint learning from establishing over 200 NAGs. This will assist LPA commanders in working with their Neighbourhood Policing teams and partners in ensuring a consistency of standard with flexibility for local needs across their NAGs.

There are a number of recent government papers which indicate that Neighbourhood Policing and the move to a wider multi-agency Neighbourhood Management approach will undoubtedly lead to further developments in this area:

- *Engaging Communities in Fighting Crime (The Casey Review)*;
- *Communities in Control (Communities & Local Government White Paper)*;
- *From the Neighbourhood to the National: Policing our Communities Together (Home Office Green Paper)*.

Whilst this briefing covers our learning to date and is primarily aimed at our commanders and staff, there will be a need for future briefings, jointly developed with and for our partners, as the agenda moves on.

3. Introduction

Neighbourhood Policing aims to increase communities' levels of confidence in policing via the setting up of locally focused Neighbourhood Policing teams of police officers and police community support officers (PCSOs), working together with special constables, local authority wardens and staff, as well as volunteers, in partnership with local communities.

Across the country, over 3,600 Neighbourhood Policing teams have been set up, with around 13,500 police officers and over 16,000 PCSOs deployed and working to deliver the new approach.

For its part Thames Valley Police (TVP) has successfully implemented Neighbourhood Policing across 265 local neighbourhoods, providing communities with dedicated and visible Neighbourhood Policing teams comprising around 500 police officers and a similar number of PCSOs, working with partners to solve the problems identified by local people.

Central to Neighbourhood Policing in the Thames Valley is the Neighbourhood Action Group, or 'NAG'. The NAG has been defined as a 'multi-agency problem-solving group consisting of relevant partner agencies, key stakeholders but most importantly members of the local community...brought together to plan and action the main concerns identified *by* the local community.'

Over 200 NAGs are now in place across the TVP area, typically meeting once every four to six weeks to tackle those issues highlighted as priorities in each area.

Whilst the setting up of over 200 NAGs represents a considerable achievement, it is only the beginning. With NAGs in some areas having been in operation for well over a year it is becoming clear that there are variations in the quality and effectiveness of NAGs across the region.

In some areas NAGs are working well, effectively focusing local activity around key neighbourhood policing priorities developed through consultation with communities. In other areas NAGs are working less well, experiencing a variety of difficulties surrounding membership and ongoing commitment and struggling to make headway.

The time is right to set out some key guidance in the management of an effective NAG.

4. Clarification of the role of NAG members

The NAG's purpose is to bring together, at a local level, the right organisations to tackle the top community safety and quality of life priorities identified through consultation with communities.

Membership needs to include the Neighbourhood Policing team, relevant local authority officers and other agencies who can take action. It is these representatives from statutory bodies who will be able to bring the expertise and knowledge and resources to meet their NAG's objectives.

The inclusion of community representatives is also vital. This needs to be a balance between elected members and volunteers. Whilst the organisations represented are responsible for taking action, it is the community representatives' main role to advise and provide their perspective to assist in taking the right action. As they develop, however, some NAGs are increasingly involving community members in assisting with activities, such as surveys, delivering newsletters and the use of speed indication devices. This is entirely within the spirit of encouraging a greater involvement of communities in both identifying and tackling their priorities.

It is very important for NAGs to strike an appropriate balance between providing the necessary governance and protection for the individuals and organisations involved without introducing an overly-burdensome bureaucracy (see below).

5. Insurance of NAG activities

NAGs have been established to bring together the Neighbourhood Policing team and other key agencies with communities. They are not about taking over from existing community groups or taking responsibility for their activities. For this reason, NAGs do not normally hold their own budgets or insurance.¹

Community members

NAGs' inclusion of community members is to provide their perspective on the problems and the actions to take, but there are clearly occasions when NAGs act as a driver for wider community involvement in activities. Community groups are often already involved in volunteer activities to improve their neighbourhoods, such as litter picking or community clear-up days. It is good news if the existence of a NAG encourages more of this type of community led activity and perhaps leads to greater community involvement in existing groups as a positive 'spin off'; however, it does not mean that the NAG suddenly becomes responsible for it.

Where an organisation represented at a NAG takes a lead on an action, they will be responsible for any involvement of community members.

When it comes to police-led activity, Thames Valley Police insurance will cover for community members involved in NAG activities. In these cases, the following applies:

- The Neighbourhood Policing team should conduct a dynamic risk assessment prior to undertaking such activity and should not include community members in activity which has anything other than a low risk of to their safety, such as through confrontation with the public;
- Where activities include the use of equipment provided by Thames Valley Police, such as Speed Indicator Devices, the community members will need to be under the direction and control of a member of Thames Valley Police staff who has been trained in the use of the equipment, has conducted a dynamic risk assessment of the activity and has briefed each community member involved;
- Environmental Visual Audits (EVAs) and engagement activity for the NAG, such as face-to-face surveys and leaflet drops, can be considered to be activities with a policing purpose for the purposes of insurance cover. However, subject to dynamic risk assessment of the area in which these activities are being carried out, they would not ordinarily require community members to be under the direction and control of a member of Thames Valley Police staff;
- Community members who are acting in the capacity of registered Thames Valley Police volunteers (PVST) are managed through existing

¹ There is currently no multi-agency insurance cover for NAG activity, although this is being discussed at a regional and national level and may be something that develops over time as the Neighbourhood Management agenda develops.

policies and procedures and are covered by Thames Valley Police insurance;

Venues for NAGs – and other public meetings

Many NAGs and public meetings are, rightly, held on non-Thames Valley Police property, in venues such as village halls or council offices. It is a legal requirement for all venues to hold their own Public Liability Insurance (PLI). The industry standard is for a minimum of £5 million. Before using a venue for the first time, Neighbourhood Policing teams must obtain evidence that they have seen sufficient PLI cover (which some venue owners may refer to as buildings insurance). In the vast majority of cases, venues will be covered by this standard.

The insurance team at TVP HQ Corporate Finance is available to advise on insurance cover for activities, venues or equipment, on extension 700 - 5414.

Finance

In order to keep things simple, NAGs do not ordinarily hold their own budgets, with the provision of resources and budgets being held and provided by the organisations represented. However, some more developed NAGs are beginning to secure their own funding from other sources. Where this is the case, the NAG members will need to obtain agreement for one of their statutory members, such as the Parish Council, to take responsibility for managing the finances in accordance with their own internal financial controls. They will need to ensure that this is recorded in their constitution. Alternatively, where they choose to do so, CDRPs could hold a budget to which their NAGs can bid.

6. TEN KEY ELEMENTS OF AN EFFECTIVE NAG

Through consultation with stakeholders across the area, ten key good practice elements of an effective NAG have been identified, as follows:

i. Appropriate Membership

Precise membership of NAGs will need to be flexible to accommodate local circumstances. That said, a successful NAG needs to ensure it has the right people in attendance from statutory organisations who can access resources and take action, plus community representatives who reflect, as far as possible, the diversity of the neighbourhood/s.

The degree to which organisations can commit to attending each NAG meeting does depend on their individual circumstances. Some local authorities have managed to reduce duplication of effort by nominating an individual officer and/or councillor who can represent and communicate with the relevant departments or individuals within their wider organisation.

Communities should be represented by 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.

NAGs should strive to be as representative as they can be of the people living within the area:

- Young people can be particularly difficult to engage with, so NAGs should endeavour to identify a young person or two to be included within the membership;
- The timing and venue of the NAG meetings should also be given due consideration to maximise accessibility for those taking part – for example, through time of day or through disabled access.

Community representatives could be identified through consultation activities carried out in the neighbourhood, such as public meetings, surveys or street surgeries

Elected councillors at county, parish and district level have an important role to play in terms of being a community advocate: encouraging residents to engage and participate in their communities, speaking up for and on behalf of the community, acting as a communication channel from communities to the NAG and their council.

Neighbourhood Policing teams should always be in attendance and are often best represented by the Inspector or Sergeant in order to provide sufficient seniority to make decisions and commit to realistic, achievable actions. However, in some of the more developed and settled NAGs, Neighbourhood Specialist Officers (NSOs) and PCSOs are demonstrating the skills and confidence to represent the police. Either way, it is important that the most appropriate Neighbourhood Policing team member is present.

A 'core' group of stakeholders could include the following:

- Representatives from the Neighbourhood Policing team;
- Nominated local authority officer/s from county/district/unitary council as appropriate;
- Ward councillors for the neighbourhood;
- Parish councillors from within the neighbourhood;
- Representatives of community, residents and tenants groups within the neighbourhood;
- Representatives of the local business community;
- Neighbourhood Watch administrator;
- Housing association representatives;
- Local school representative/s;
- Local residents, including young people and members of equality groups;
- Representatives of local interest/community/voluntary groups.

Some members may need to be in attendance at all meetings, whilst it would be appropriate to invite others to attend specific meetings where the agenda suggests that their presence is likely to be beneficial.

The 'golden rules' are that NAGs must consist of people who can commit to taking action either themselves or through accessing resources from their respective organisations and that they represent diverse communities.

ii. Effective Chairing

An effective chair is crucial to an effective NAG. NAG meetings require an individual who can stay focused on the priorities, maintain discipline around the use of the problem-solving model, avoid single issues from diverting attention and ensure that meaningful actions are set and monitored.

The issue of who chairs NAGs has provoked much debate – in many instances the local Neighbourhood Policing Sergeant or Inspector has initially taken the role of chair in order to get the NAG set up, the longer term aim being to identify a suitable independent chair from within the NAG, thereby to cement a true sense of community involvement.

Occasionally, the chair has been taken by a local councillor, but it is important to avoid the meetings being diverted to individual political agendas. Flexibility is the key, the overriding aim being to have a functioning and effective NAG irrespective of who chairs it.

Experience has taught us that it is a mistake to rush into nominating an independent chair until an effective individual has been identified. It is good practice for the Neighbourhood Policing team to retain the chair role for the first few meetings.

iii. Agreed Constitution & Terms of Reference

The best NAGs generally have an agreed constitution and terms of reference but *do not have to refer to them very often*. In other words the optimum approach appears to be to maintain a constitution as a fallback means of resolving any issues that cannot be dealt with via less formal discussion and agreement within the NAG.

In many instances TVP's suggested model constitution has been adopted by NAGs, in some cases with minor amendments to reflect local circumstances. (See appendix for a revised model constitution).

The model incorporates clauses relating to aims and objectives, equality, terms of reference, membership, meetings, voting, nomination and election of chair, and financial & operational matters, and aims to be all-encompassing without being excessively prescriptive or inflexible.

Again flexibility is the key and an approach that has been successful in some areas has been to allow the written constitution to emerge gradually over the first few NAG meetings, rather than to attempt to impose it as a 'fait accompli' from day one.

It is very important for the constitution to clearly set-out a transparent process for identifying the chair and reviews of membership.

iv. Regular Meetings and Accurate Record Keeping

To maintain momentum and commitment to action on their neighbourhood's priority issues NAGs should meet on a regular basis. Some NAGs meet on a monthly cycle whilst a few meet only quarterly, but the optimum frequency for formal NAG meetings is once every four to six weeks. Meetings held at such intervals help to maintain momentum and interest, without being so regular that they become an excessive burden on the part of attendees.

As with any formal meeting, NAG meetings should be properly structured and recorded. The Neighbourhood Priority Profile (NPP) is the TVP document that records progression through the SARA problem-solving process, including actions.

Whilst many NAGs have adopted agendas and minutes as the method of recording the meetings, some have begun to use the NPP as the record. Such an approach removes the requirement for the Neighbourhood Policing team to complete both minutes and the NPP. This approach can also assist the Chair in keeping the NAG meeting focused on the priorities (See section 5 below).

NAGs should agree the method of recording they shall adopt, but, either way, the Neighbourhood Policing team will need to ensure completion of the NPP as an audit trail of the problem-solving process.

Meetings will inevitably include discussions about specific areas, and names of individuals within neighbourhoods may come up. Records of the meetings must not include any personal and/or private details about people, nor information that could identify individual people as victims, offenders or witnesses. Because community members will not normally be covered by information sharing protocols, NAG members should not share personal information that would identify a person within the community.

v. Focus on the top three Neighbourhood Priorities

Having proactively sought and advertised the priorities of communities, it is crucial that NAGs are able to manage and deliver on the consequent expectations. Therefore, NAG meetings *must* remain focused on problem-solving the priorities, and not allow other issues or individuals' agendas to divert them. Such matters should be deferred for discussion outside the meeting.

The SARA problem-solving model (Scanning, Analysis, Response, Assessment) should be used in order to effectively problem-solve.

NAGs are intended to be a forum to get the right agencies and residents together, to tackle the priorities identified through public consultation, and to agree the realistic, achievable actions each agency can contribute to make the greatest impact.

Successful NAGs do not jump straight to solutions without having obtained a full picture of the problem. For example, one of the top priority themes identified is speeding. In many cases, it is simply a case of perception, so an awful lot of work can be avoided by checking data sources or by conducting a survey.

NAGs should use their NPPs as live, working documents highlighting the issues in their neighbourhood, and how they have responded to them. Showing how action taken and progress is being fed-back to communities is very important, and needs to be recorded in the NPP.

As we eventually build-up a library of completed NPPs, NAGs will be able to research what tactics have been most effective for tackling particular issues. NPPs are stored on TVP's intranet site (*Knowzone*). Neighbourhood Policing team members should share the learning from these with other NAG members. We would like to move to a position where our database is accessible by partners.

vi. Appropriate Skill Set

The best NAGs have ensured that those actively engaged in NAG business have the appropriate requisite skills to perform their role. These range from the ability to effectively chair meetings, through administrative skills such as agenda preparation and minute-taking, through to an understanding of the SARA approach to problem-solving and its practical application in the field.

Again flexibility is key, and more important than who does what is that whoever takes on a given role is appropriately skilled to perform it satisfactorily.

Such skills have in many instances been transferred from NAG members' existing roles and duties, whilst in other cases new skills have been acquired via dedicated additional training. Thames Valley Police has recently provided training on problem-solving for NAG members, and some local partnerships, such as in Milton Keynes, have developed further training.

vii. Access to Resources and Support

Regarding resources, the expectation has always been for NAGs to access existing funding from the organisations represented within their membership.

That said, the best NAGs are those that are able to respond flexibly to resource requirements, securing meeting rooms, for instance, free of charge or perhaps recruiting volunteers to undertake the basic administrative tasks associated with running a NAG.

Effective NAGs, furthermore, are those that operate within an effective support structure. This includes the organisation of regular meetings where NAG chairs get together to network and share best practice.

LPA commanders are required by TVP to hold such meetings at least twice each year in order to give support and a strategic perspective on individual neighbourhood priorities.
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Regular liaison between adjacent neighbourhoods might also be appropriate, to ensure that 'cross-border' issues are dealt with appropriately.

viii. Effective Reporting Structure

The best NAGs are those where there is an effective means of communicating into the wider partnership structure. From time to time issues may arise within a NAG meeting that can not be resolved at that level. It is therefore important for NAGs to be able to escalate such occasions for consideration of support.

Many NAG boundaries have been aligned with local authority sub-boundaries, enabling NAGs' activity to be reported back to the relevant local authority

committee. In some instances NAG chairs sit on the Local Area Policing Board (LAPB), whilst in other areas the local Crime and Disorder Reduction Partnership (CDRP) - or a sub-group thereof - includes monitoring of NAG activity within its remit or has NAG Chairs as members.

Whilst escalation may not necessarily result in immediate action being taken due to other competing organisational priorities, it is important that the ability to escalate is there. Each of the statutory partners will be able to report back into their own structures. For example, the Neighbourhood Policing teams report via their inspectors into the police tasking and co-ordination processes.

LPA Commanders should be maintaining strategic oversight of the NAGs operating in their area and reporting into their CDRPs, LAPBs or Local Police Committees as appropriate. This will ensure there is a strategic oversight and an ability to escalate governance and resourcing issues.

This partnership oversight becomes increasingly important as Neighbourhood Policing develops towards wider Neighbourhood Management. Indeed, the national Neighbourhood Management multi-agency working group has identified “strong CDRP leadership and priority setting” as the first key principle for successful neighbourhood management. Another of the key identified principles is effective joint tasking and co-ordination of resources. These processes are developing across the TVP area and they are an important means of airing issues relating to specific neighbourhood priorities.

ix. Effective Communication

Effective and regular communication with local communities is a crucial aspect of the NAG role, and essential if the intended outcomes of communities feeling safer, reduced perceptions of anti-social behaviour and increased confidence in the police and other local agencies are to be realised.

The best NAGs are pursuing a variety of different communication approaches, from newsletters and information sheets, to websites and Microsoft Outlook address groups. Some NAGs or groups of NAGs, moreover, have forged successful partnerships with local print and broadcast media outlets.

LPA's and local councils possess a range of skills in a variety of communication techniques, which should be used to best effect by NAGs.

x. Flexibility

If there is a single theme running through all the characteristics of an effective NAG it is *flexibility*. Neighbourhood Policing does not aim to put in place rigid and inflexible structures and operating practices that thwart activity and innovation. Quite the opposite is true in that the intention is to affect a strong but flexible framework that encourages partners across the community safety spectrum to develop new ways of working effectively with local communities.

Neighbourhood Policing remains a relatively new concept, with an as yet underdeveloped body of evidence in terms of what works, and what doesn't, so one of the key characteristics of an effective NAG is the ability to innovate and experiment with new ways of working.

7. Conclusion

The establishment of NAGs across the Thames Valley Police Area has been achieved as a result of much effort by Neighbourhood Policing teams, local authorities, other partners and the enthusiasm of people in communities. They are still a relatively new concept, so it is important that we continue to review their development and take opportunities to share the emerging best practice. LPA Commanders should ensure that their Neighbourhood Policing teams use this briefing to work with their partners and NAGs in order get the most benefit from them.

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September 2008

APPENDIX

Anywhere

NEIGHBOURHOOD ACTION GROUP

Constitution and Terms of Reference

1. Purpose of the Group (Aims and Objectives)

1.1 A Neighbourhood Action Group (NAG) is a multi-agency, problem-solving group consisting of relevant partner agencies, key stakeholders and, most importantly, representatives of the local community. Each partner agency, key stakeholder and representative of the community on the Group will bring different skills and knowledge to the Group, enabling a more cohesive plan of action which is in the interest of resolving the priorities identified by the community. They will work together to implement this action plan to address the main concerns raised by the community and by focusing on those issues will improve community safety, improve public confidence and reduce crime and disorder.

2. Community Cohesion and Promoting Equality

2.1 The Group is a voluntary, non-statutory body.

2.2 The Group must be ever mindful of the fact that it serves a diverse set of communities and that it has a commitment to equal opportunities.

2.3 Group members will ensure that it is inclusive in its approach to tackling community concerns by:

2.3.1. Promoting equality of opportunity for all community groups to be represented, regardless of race, ethnicity or religious beliefs;

2.3.2 Promoting equality of opportunity for all individuals to be represented, regardless of age, gender, race, disability, religion or sexual orientation;

3. Terms of Reference

3.1 The Group is based on action and outcome. It is neither a talking shop nor a political platform.

3.2 Each member of the Group should ensure that there is complete clarity regarding what is expected from them, either as an individual or as a representative from the relevant agency, association or community and that demands are realistic and achievable.

3.3 Clarification of the role of NAG members

3.3.1 The NAG's purpose is to bring together, at a local level, the right organisations to tackle the top community safety priorities identified through consultation with communities.

3.3.2 Membership needs to include the Neighbourhood Policing team, relevant local authority officers and other agencies who can take action. It is these representatives from statutory bodies who will be able to commit their resources and undertake activity to meet the NAG's objectives.

3.3.3 The inclusion of community representatives is also vital. This needs to be a balance between elected members and volunteers in order to provide a community perspective in identifying the actions to take.

3.3.4 Elected councillors at county, parish and district level have an important role to play in terms of being a community advocate: encouraging residents to engage and participate in their communities, speaking up for and on behalf of the community, acting as a communication channel from communities to the NAG and their council, and moving issues on.

3.4 Resourcing and Insurance of NAG activities

3.4.1 NAGs are not statutory bodies in their own right, so do not, ordinarily, hold their own budgets or insurance. The actions initiated at NAG meetings should be agreed and carried out by the organisations represented. This means that responsibility for providing staff, budgets and insurance to cover the activity remains with the organisation/s carrying it out.

3.4.2 It is for this reason that community members of a NAG should only become involved in NAG activities if they are under the direction and control of the relevant organisation leading on the particular activity.

3.4.3 Responsibility for providing appropriate insurance and briefing lie with the lead organisation for that activity. For example, community-related actions taken by a NAG (such as community clear-up days, litter-picking, *community speedwatch*) could be led by the parish council, resident's association etc if they agreed that was their contribution and they had the resources and public liability insurance policy to cover it.

3.4.4 Thames Valley Police insurance will cover for community members of NAGs involved in NAG activities which have a policing purpose. Delivering successful Neighbourhood Policing requires collaborative

problem-solving, involving communities, so it is expanding the notion of activities with a 'policing purpose'. Until a single multi-agency insurance arrangement becomes available, the following needs to apply:

- The Neighbourhood Policing team should conduct a dynamic risk assessment prior to undertaking such activity and should not include community members in activity which has anything other than a low risk of confrontation with the public;
- Where such activities include the use of equipment provided by Thames Valley Police, such as Speed Indicator Devices, the community members will need to be under the direction and control of a member of Thames Valley Police staff who has been trained in the use of the equipment, has conducted a dynamic risk assessment of the activity and has briefed each community member involved;
- Environmental Visual Audits (EVAs) and engagement activity for the NAG, such as face-to-face surveys and leaflet drops can be considered to be activities with a policing purpose for the purposes of insurance cover. However, subject to dynamic risk assessment of the area in which these activities are being carried out, they would not ordinarily require community members to be under the direction and control of a member of Thames Valley Police staff;
- Community members who are acting in the capacity of registered Thames Valley Police volunteers (PVST) are managed through existing policies and procedures and are covered by Thames Valley Police insurance;

3.4.5 Venues for NAGs – and other public meetings

Many NAGs and public meetings are, rightly, held on non-Thames Valley Police property, in venues such as village halls or council offices. It is a legal requirement for all venues to hold their own Public Liability Insurance (PLI). The industry standard is for a minimum of £5 million. Before using a venue for the first time, Neighbourhood Policing teams must obtain evidence that they have seen sufficient PLI cover (which some venue owners may refer to a buildings insurance). In the vast majority of cases, venues will be covered by this standard.

The insurance team at TVP HQ Corporate Finance is available to advise on insurance cover for activities, venues or equipment, on extension 700 - 5414.

3.5 **The Group will:**

- 3.5.1 Consider how community concerns may be addressed through the provision of information regarding the work of partner agencies and voluntary groups;
- 3.5.2 Assist in community engagement through a number of means such as public meetings, surveys and workshops, thereby identifying community safety priorities;

- 3.5.3 Review and communicate progress in tackling the neighbourhood priorities throughout the year;
- 3.5.4 Assist in problem solving and decision making regarding police and partnership activity when tackling the identified neighbourhood priorities;
- 3.5.5 Assist in environmental visual audits on the neighbourhood;
- 3.5.6 Assist with crime prevention and community safety projects associated with the identified neighbourhood priorities;
- 3.5.7 Work with the Neighbourhood Policing Team and other agencies in tackling the identified neighbourhood priorities.
- 3.5.8 The Group as a whole can apply pressure to agencies or individuals to take action as required and hold each other accountable for the actions they have agreed to undertake.
- 3.5.9 The Group will ensure that the various agencies or individuals instigate their assigned actions promptly.
- 3.5.10 The Group will ensure, and have procedures in place to ensure, that local people and appropriate bodies are kept informed of what the Group is doing.
- 3.5.11 NAG members must act in a professional, courteous and constructive manner in the conduct of meetings and in their role as members, within the spirit of co-operation for the benefit of the community.

4. Confidentiality

- 4.1 During meetings it is natural that certain issues may be raised whereby individuals within the community will be named. While some of the agencies on the Group will be signed up to the data sharing protocols, others are not, and as a consequence there must be some degree of confidentiality. It is therefore incumbent on all members of the Group not to disclose to any other person the details of any individuals discussed during the meetings.

5. Membership (Core Group)

- 5.1 The Group should as far as possible be representative of the communities within the neighbourhood/s. This should include young people where possible. Members will be appointed for a period of two years.
- 5.2 In addition to the Neighbourhood Policing team, the Core Group may comprise of:

- 5.2.1 Statutory partners – nominated officers from local authorities (eg City, Borough, Unitary, District and County Councils) and other appropriate public organisations;
- 5.2.2 Representatives of community, residents and tenants groups;
- 5.2.3 Ward Councillors for the Neighbourhood;
- 5.2.4 Parish/Town Councillor/s from each Parish Council within the Neighbourhood;
- 5.2.5 Representative of the Business Community within the neighbourhood;
- 5.2.6 Neighbourhood Watch Administrator;
- 5.2.7 Representative from Housing Associations (HAs) or Registered Social Landlords (RSLs);
- 5.2.8 Others as appropriate drawn from Clause 5.3 below.

5.3 Additional Membership

- 5.3.1 The Group is authorised to invite any individual or representative of any agency, organisation or community to attend meetings of the group when the agenda indicates that their attendance would assist in the conduct of the business to be transacted.
- 5.3.2 This could include any of the following:
 - * Additional officers from the Local Authority City, Unitary, District or County Councils;
 - * Members of Local Working Groups or Forums;
 - * Youth Service Officer;
 - * Teacher (local school/s);
 - * Community Wardens/Team Leader;
 - * Additional Local Resident/s;
 - * Any other that the Group consider relevant.

5.4 Review of Membership

- 5.4.1 The Group will review its membership and procedures for appointment from time to time to ensure that it maintains as wide a representation of the local community as possible.

5.5 Termination of Membership

- 5.5.1 By a majority vote the Core Group shall have the discretion to terminate the membership of any person who does not subscribe to the Group's aims and objectives, or who breaches confidentiality.
- 5.5.2 If any member fails to attend meetings for six months, the Core Group may review their membership.

6 Meetings and Minutes

- 6.1 The Group should meet regularly (approximately every six weeks) throughout the year to achieve its aims and objectives
- 6.2 Records of meetings will be kept and all resulting actions will have an identified action leader
- 6.3 The records should be circulated to Group members at least 7 days before the next Group meeting.
- 6.4 Minutes of meetings should be put in the public domain in a format that anyone can read and in a form which safeguards the details of any individuals discussed during the meeting.

7. Voting

- 7.1 When required to be put to a vote, Group decisions will normally be by a show of hands of those present at the meeting, with a simple majority required. The Chair will have a casting vote, should it be necessary.
- 7.2. For a vote to be valid, a quorum consisting of 50% of the Core Group membership must be present at the meeting.

8 Nominations and Elections of Chair

- 8.1 Elections will be held at the Group meeting (eg September) of each year.
- 8.2 Nominations for the Chair must be:
 - 8.2.1 In writing;
 - 8.2.2 Signed by a proposer and seconder, both of whom shall be members of the Core Group;
 - 8.2.3 Signed by the candidate giving his/her consent to stand for election and serve the Group;
 - 8.2.4 Received by the current Chair at least 14 days before the date appointed for the Group meeting.
 - 8.2.5 Voting in accordance with Clause 7.1 .and 7.2 above.
 - 8.2.6 Any individual can serve as Chair for a maximum term of three consecutive years.

9. Financial and Operational Matters

- 9.1 The Group shall not have the right to vote on (and therefore demand) the allocation of resources (financial or otherwise) by any of the constituent parties.
- 9.2 It is understood that, by being a member of the Group, the representatives undertake to comply with the Group's wishes to the fullest possible extent. However, the group must also be mindful of the other operational elements of the neighbourhood and the wider community.
- 9.3 In the identification of community priorities, funding may be required in order to achieve the desired results. To avoid unnecessary bureaucracy, resources and budgets will usually be held by the statutory organisations represented at the NAG. However, where a NAG does decide to hold its own budget or funds, the Group should enter into an agreement with a member organisation (eg Parish Council) where funds obtained can be ring fenced and managed within that organisation's financial controls.
 - 9.3.1 In such cases, the fund holder must provide a financial statement to appropriate meetings of the Group.
 - 9.3.2. All funding applications, funds received and instructions to the Fund Holder to make payment must be authorised or acknowledged by the group and minuted accordingly.

9.3.3 A payment requisition form must be signed at the meeting by the Chair.

9.3.4 The organisation holding the funds will comply with its own financial obligations and policies.

10 Other Administrative or Group Appointments

10.1 The group may make any appointments it deems to be necessary
e. g. Minuting Secretary

11 Constitution Amendment/s

11.1 To ensure that the above is fit for purpose should there be changes to external or internal policies, directives or circumstances the Constitution or Terms of Reference may be amended as follows:

11.2 A motion to amend shall be submitted in writing to a meeting of the Core Group.

11.3 The motion will require a proposer and seconder.

11.4 Consideration of the motion will require that 75% of all core members are present and voting.

11.5 In the event of equal votes being cast, the Chair shall have a casting vote.

12. Dissolution

12.1 Should it become apparent that a NAG is ceasing to function effectively or to meet the aims, objectives and conditions specified within this Neighbourhood Action Group Constitution and Terms of Reference as detailed above, a motion may be made by one or more of the statutory organisations represented within the membership to dissolve the meeting.

12.2 The motion will be dealt with following the procedures contained within 11.2 to 11.4 above.

12.3 Should the Group be dissolved, each partner will retain their own remaining assets and/or funds.

Group Commitment to the Constitution

Group members must sign the declaration attached to indicate their commitment to the aims, objectives and conditions specified in this Neighbourhood Action Group Constitution and Terms of reference as detailed above.

Failure to do so will be a bar to their membership of the Group.



The above Constitution and Terms of Reference were approved at a Meeting held on: _____

**ANYWHERE
NEIGHBOURHOOD ACTION GROUP**

Core Group Member:

Declaration of Acceptance

I..... (print name)

Hereby agree to work within and support the Constitution and Terms of Reference of the Anywhere Neighbourhood Action Group as approved on..... (insert date)

Signed

Representing.....

Date:

Contact Details:

Address

.....

Tel. No.....

Email.....