

Membership and Governance Structures for the London Hate Crime Stakeholder Reference Group (SRG)

(How the London Hate Crime Stakeholder Reference Group (SRG) manages itself and its membership)



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1. Background to the Hate Crime Stakeholder Reference Group (SRG)

Stakeholder: People or organisations (or both) who are interested and involved in a particular topic.

Stakeholder Reference Group (SRG): A group of stakeholders.



The Hate Crime Stakeholder Reference Group (SRG) is an independent organisation, made up of a wide range of stakeholders.

We set it up to make sure that communities affected by hate crime have a strong voice.



We want these people to have a big say on hate crime with:

- the Metropolitan Police Service (MPS) and
- the Mayor's Office for Policing and Crime (MOPAC)



Protection Approaches has a contract with the Mayor's Office to coordinate the Stakeholder Reference Group.

Part of this role is to help the group with the way its membership and **governance** works.



This makes sure that the Stakeholder Reference Group has a voice in how its **statutory partners** challenge hate crime.

It also helps to look at new and ongoing issues.

Governance: The management of an organisation.

Statutory partners: A statutory organisation that you work together with.

Statutory organisation: An organisation set up by law or the government to carry out specific tasks. It also checks that people, or other organisations are following the rules. (Also known as a statutory body, or a statutory authority). For example, the police make sure everyone is following the law, or the tax office makes sure everyone is paying their taxes.

2. Membership structure (how the membership is organised)



To make sure the Stakeholder Reference Group can be trusted to do a good job, it has people from all communities affected by hate crime.



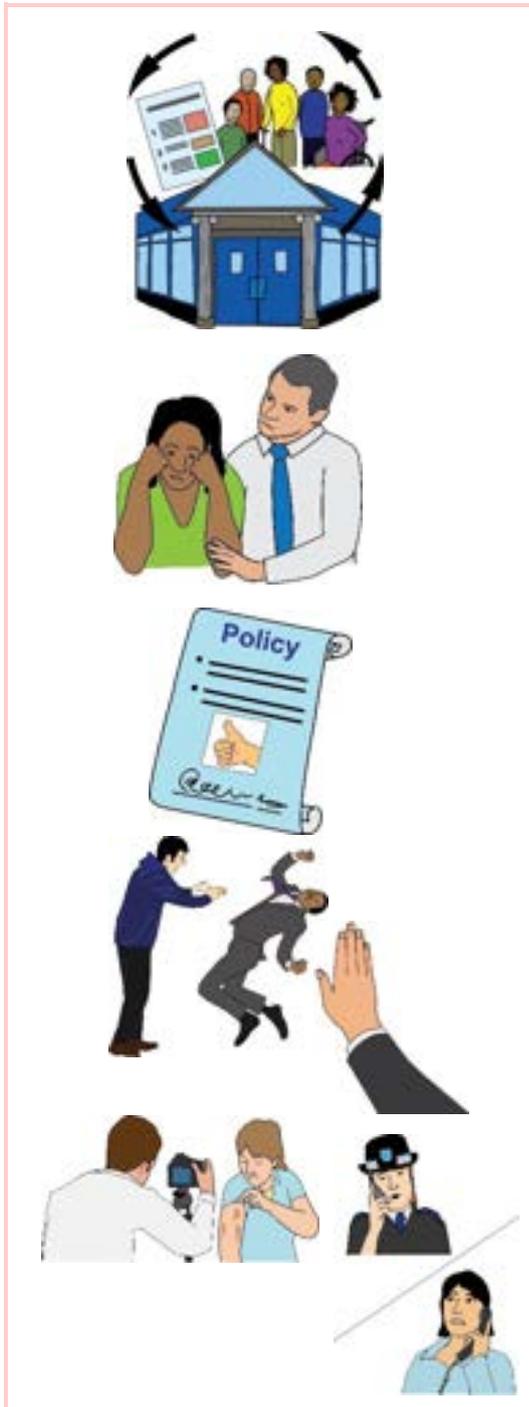
It also includes people working on hate crime as a professional, a volunteer or an academic (someone who is studying this topic).

The group benefits from this wide range of experience and expertise.



The Stakeholder Reference Group has agreed the following membership structure:

2.1. Tiered membership (types of membership)



Stakeholder Reference Group (SRG) member organisations:

This type of membership is open to organisations and groups of all types and size that are working to stop hate crime in London by:

- supporting hate crime victims
- creating and using good policy (ideas, plans, processes)
- stopping hate crime from happening
- raising awareness
- gathering evidence (proof)
- reporting hate crime, and more.



This type of membership includes:

- organisations that represent communities affected by hate crime
- community groups
- civil society organisations (like charities), and
- legal organisations and authorities.



If someone can no longer attend the group, they can suggest another person from their organisation to take their place.



Stakeholder Reference Group individual members:

This type of membership is open to individuals who are experts on hate crime in London. For example, people with lived experience, academics and professionals.

2.2. Membership audits (checks)



We want to make sure the group represents all types of hate crime, and communities affected by hate crime.

Every year, the Coordinator will do an **audit** of the Stakeholder Reference Group member organisations.

This will help us bring new member organisations on board to fill any gaps we might have.

Audit: A check to see what we have right now, and to make sure everything is being done properly.



We encourage existing members to suggest new members.

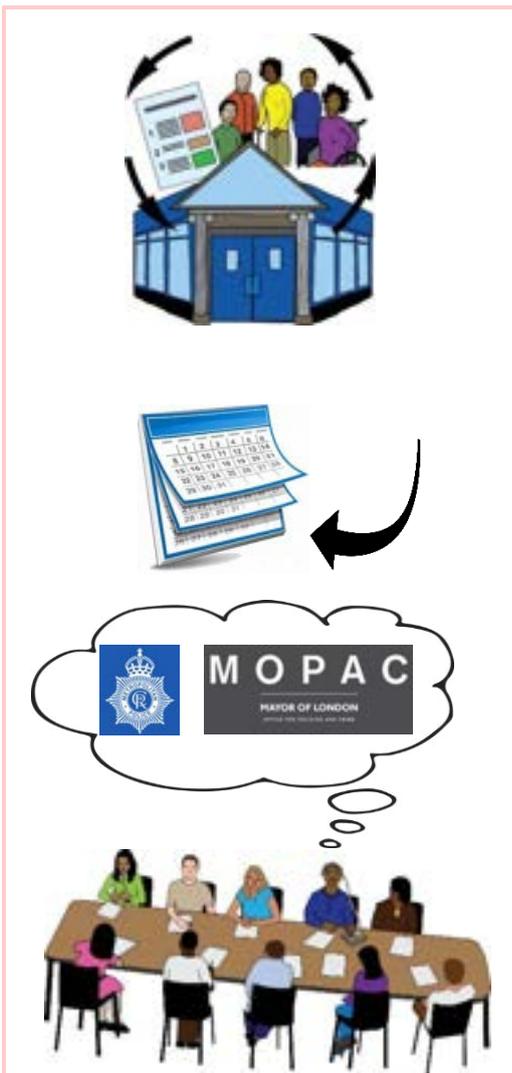
This is so the Stakeholder Reference Group can better represent those affected by hate crime in London.



Sometimes the Coordinator will try to find new members, especially if the group thinks it needs special support in some areas or with new issues.

See **Appendix 2** at the end of the document for a diagram of the membership structure.

2.3. Role of members



Stakeholder Reference Group member organisations:

The main tasks of these organisations are in the Terms of Reference.

They include:

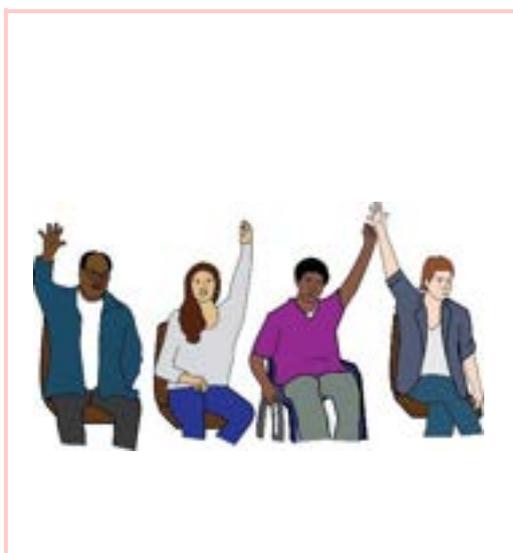
- Attending meetings every 3 months and helping to make sure that the Metropolitan Police Service (MPS), and the Mayor's Office for Policing and Crime (MOPAC) and legal organisations are doing their job properly.



- Being able to be a Co-Chair or be in the **steering group**.
- Working with MOPAC and MPS to share their experience and expertise and help with their hate crime plans and programmes.
- Helping to come up with solutions in special **working groups** and in events.

Steering Group: A group of people who help guide the organisation to reach its goals.

Working Group: A smaller group of members selected to work on a specific task or project.



Stakeholder Reference Group individual members:

These individuals will take part as volunteers.

They will share their experience, expertise and special interests.



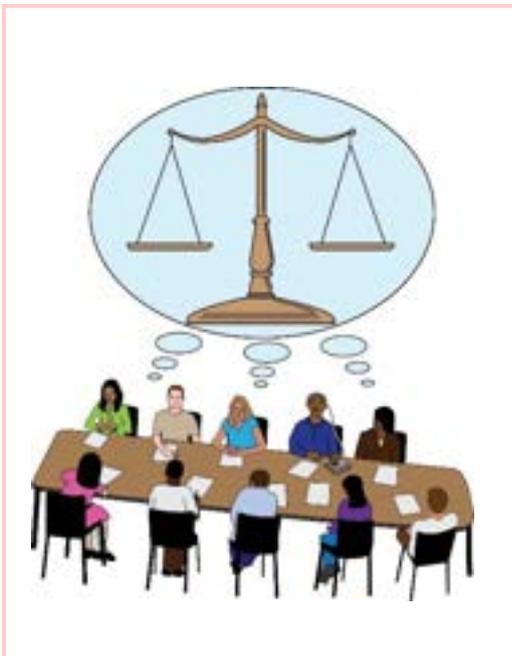
This includes:

- Attending Stakeholder Reference Group meetings on specific topics, and yearly events.
- Being able to be a Co-Chair or be in the steering group.
- Giving evidence, feedback and making suggestions on how the MPS, MOPAC and their partners respond to hate crime.
- Helping with Stakeholder Reference Group activities.
- Helping to come up with solutions in special working groups and in events.

2.4. Participation (taking part) agreement

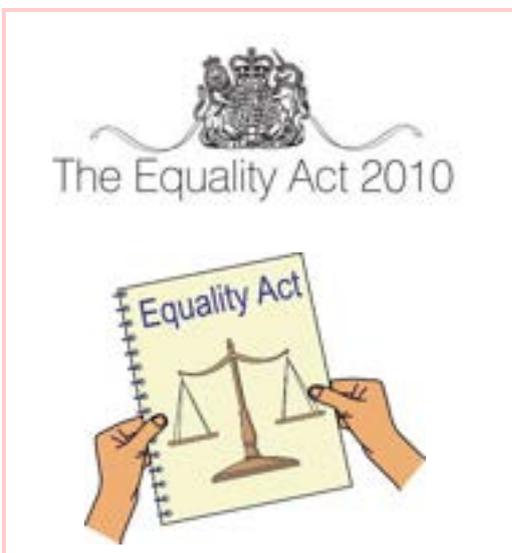


All members must follow the Stakeholder Reference Group set of rules about behaviours and expectations. We will give all new members a copy of these rules.



Members agree to make sure that Stakeholder Reference Group meetings are:

- respectful
- Inclusive
- accessible, and
- that everyone will try to talk and solve problems in a positive way.



To do this, all members must agree to follow the spirit and rules of the Equality Act 2010.

The Equality Act is a law which protects people from being treated unfairly or badly because of their protected characteristics.



These characteristics include:

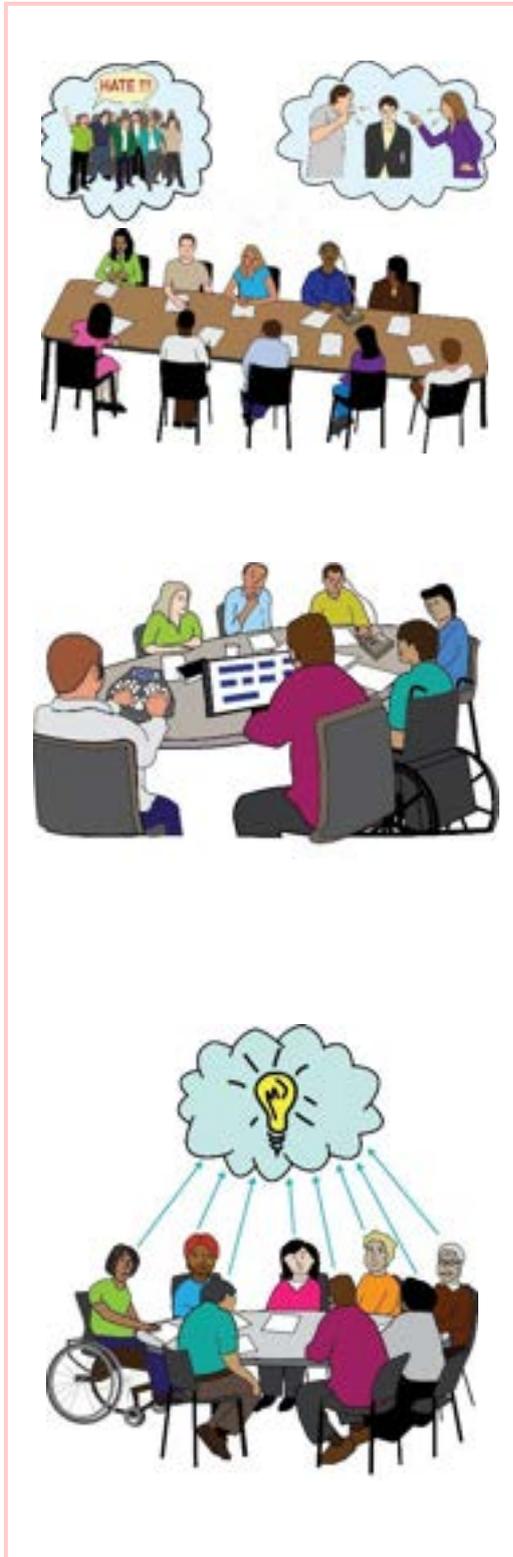
- age
- disability
- gender reassignment (changing)
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation



Here are some examples of what members can do to make sure everyone is treated well and fairly:

- Help recruit new members or help new members to take part more.
- Help the Coordinator put **reasonable adjustments** in place for people who need them.

Reasonable adjustments: Making changes that help people with a disability do their job. For example, giving a screen reader to someone who can't see very well, or a special chair for someone with a physical disability.



- Respect everyone's comments and accept feedback on your comments in a positive way.
- Have patience with everyone, knowing that talking about hate crime can make people emotional.
- Communicate respectfully. So rather than talk about someone personally, talk about what they do or how their organisation works.
- Assume that when people talk, they mean well.
- Listen to really understand, not because there is something you want to say in reply.



- Try not to assume or expect what someone is going to say. Listen to them carefully so you can reply to exactly what they're saying.
- Take part in finding solutions.
- Help everyone have time to speak, including by talking a little less yourself.



If a Stakeholder Reference Group member does not follow the rules they might not be able to take part in the group (or parts of it).

See the section on dispute resolution (solving disagreements) below for more details.

2.5. How to become a member



To join the Stakeholder Reference Group as an individual or an organisation, you must meet the requirements as listed in 2.1 above.

Then you must ask the Coordinator directly if you can join.

You can do this in person, by email, by phone, or fill in a form on the webpage.



We might ask you to show us how you are qualified to join, for example by telling us about your work on hate crime.



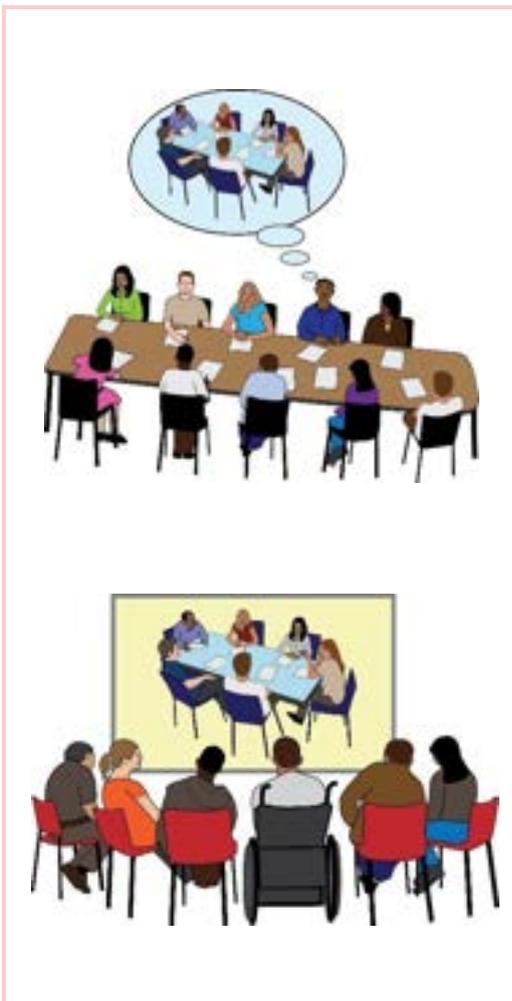
We will also ask you about the type of hate crime you work on or the community that you represent.



Member organisations must give the name of a contact for all communications with the Stakeholder Reference Group.



We will offer all new members an induction meeting with the Coordinator.



Here you can find out more about:

- How the group works and how we can support our new members to work well with us.

This could include, for example:

- Seeing what reasonable adjustments they might need.
- Giving more information about the group's aims and how it works.



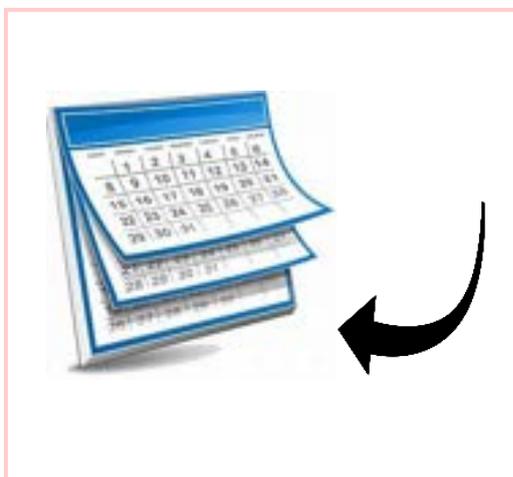
- Matching issues to the member's interests or experience.
- Helping with understanding how what we do fits in with the bigger picture.
- Giving information on the role of the Mayor's Office for Policing and Crime (MOPAC) and other statutory partners.

3. Governance structure

Governance: The management of an organisation.

Governance structure: The way the management of an organisation is set up - who has authority and responsibility.

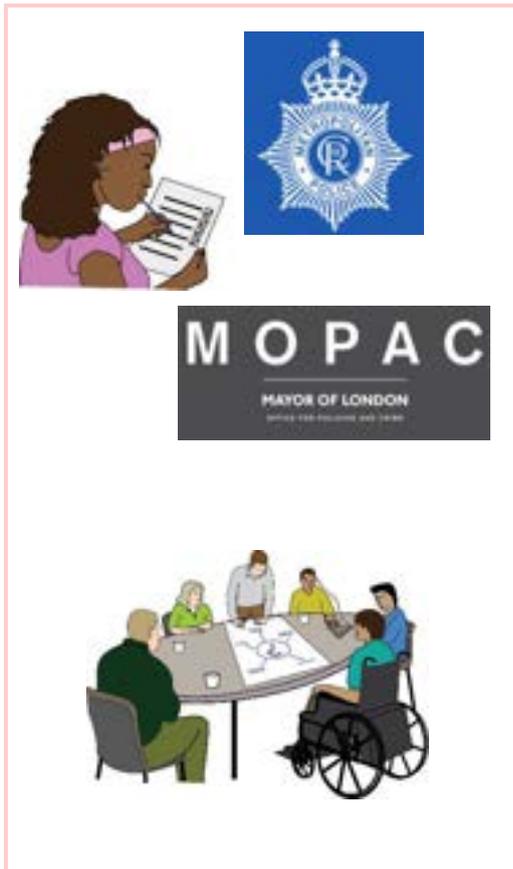
This is the structure of the group:



The Stakeholder Reference Group:

The group will do these main tasks:

- Meet quarterly (every 3 months).



Meetings are with the Metropolitan Police Service (MPS), Mayor's Office for Policing and Crime (MOPAC) and other relevant agencies.

- Make sure that hate crime experts and victims have a strong voice with MPS and MOPAC.
- Allow members to try to find solutions to new hate crime issues.



Co-Chairs:

The Stakeholder Reference Group chooses the co-chairs using the process below in Section 3.1.1.

Every year, the Coordinator will check that the co-chair has got the right amount of work to do.

The co-chair will do these main tasks:

- Help and give direction to the Coordinator.



- Chair meetings if needed.
- Help the Coordinator and the steering group to create the Stakeholder Reference Group work plan.



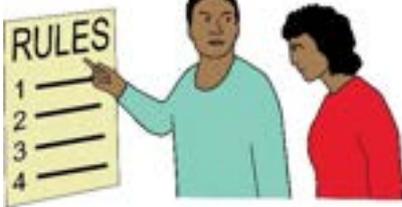
Steering group:

The Coordinator will chair and support the steering group and the Co-Chairs to create and deliver the Stakeholder Reference Group workplan.

3.1. Role of the Co-chairs



The Co-Chairs will be the 'voice' of the Stakeholder Reference Group and will chair the meetings. They will make sure group decisions are put into action and the views of the group are communicated to others.



Along with the Coordinator, they will help resolve any disagreements between members.



They will also help to make sure members are following the group rules.

For more details, see Appendix 1, about the Role Description for Co-Chairs.

3.1.1. Process for nominating Co-Chairs



The Stakeholder Reference Group chooses the Co-Chairs using the following process:

We ask members to **nominate** other members for the Co-Chair positions.

Nominate: To put forward or suggest someone you think would be good for a role. Also known as to 'propose' someone.



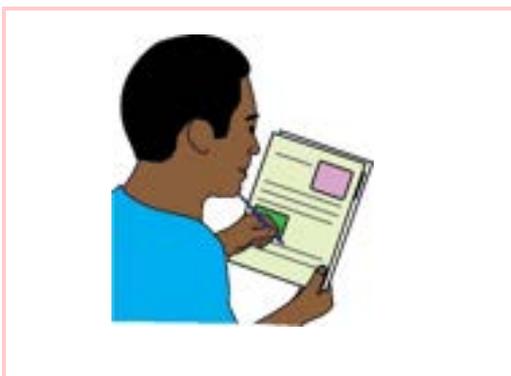
Members can also nominate themselves.

1. As the Stakeholder Reference Group is independent, representatives of **statutory organisations** cannot be Co-Chair.

Only one of the Co-Chairs can be a service provider who receives MOPAC funding. Anyone nominated must tell us if they receive this funding.

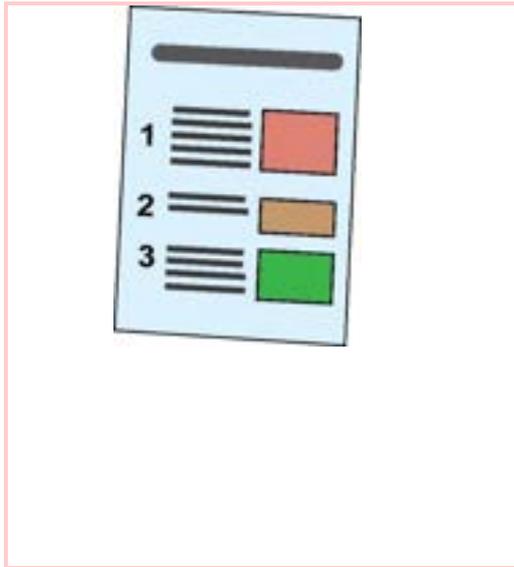
Statutory organisation: An organisation set up by law or the government to carry out specific tasks. It also checks that people, or other organisations are following the rules.

For example, the police make sure everyone is following the law, or the tax office makes sure everyone is paying their taxes.

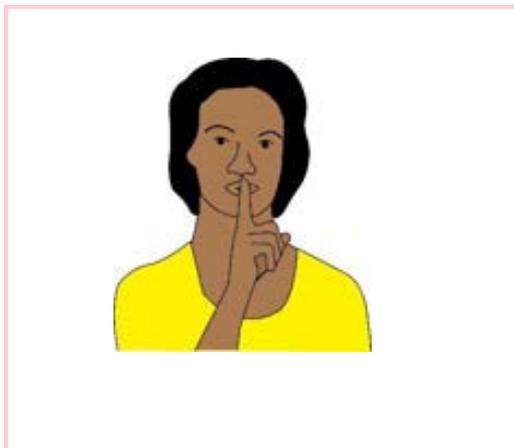


2. We will ask all candidates to write a short statement saying:

- Why they want to be Co-Chair.



- What experience they bring to the role.
- If they receive MOPAC funding.
- Any other information they think members should know about them.

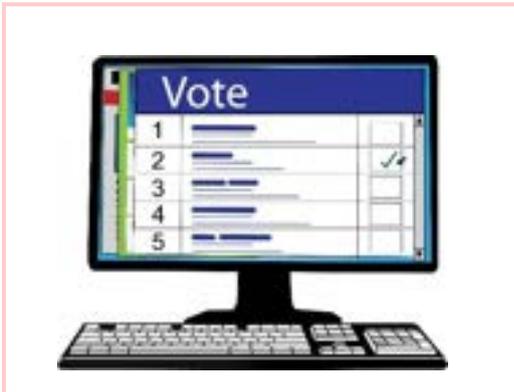


Candidates should only share information they are ok with as we will share this information with other members and maybe with the public.



If no one nominates themselves as a Co-Chair, the Coordinator will ask the steering group for suggestions.

They also may ask members to put themselves forward for the Co-Chair role.



3. If members nominate 3 or more people, the Coordinator will do an online vote. All Stakeholder Reference Group members can vote.



4. Once we have chosen the final 2 candidates for the Co-Chair role, we will invite the Stakeholder Reference Group to approve them.



5. The Co-Chairs can be in that role for 2 years.

Co-Chairs can also serve for another 2 years, but they cannot be in the role for more than 4 years continuously.

A person leaving the role as Chair cannot become a Co-Chair until after at least 1 year.



6. If a Co-Chair leaves their role before 2 years, the steering group can select one of its members as **interim** Co-Chair.

If there is less than 6 months until we are due to select the next Co-Chair, the interim Chair can stay in the role until then.

If there is more than 6 months left, the Coordinator will organise the process to fill the role.

Interim: In the meanwhile, temporary, until something permanent takes place.

3.2. The steering group

3.2.1. Make-up of the steering group



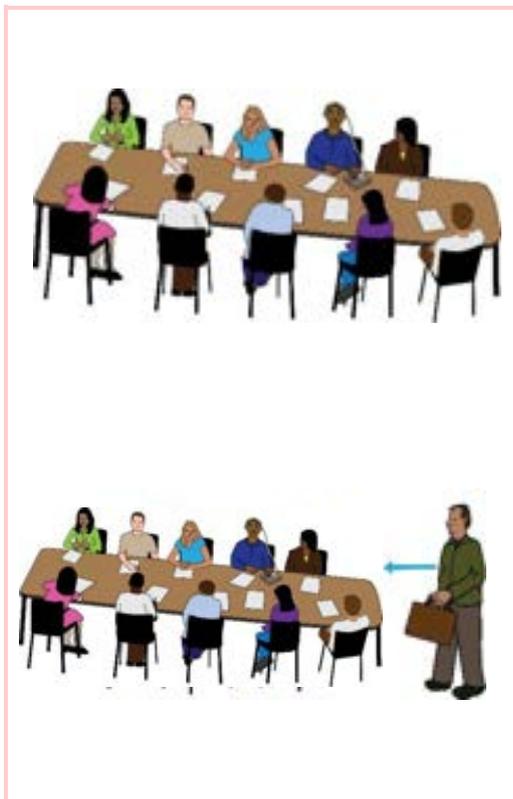
The steering group is made up of individual members and large and grassroots organisations.

These members represent all types of hate crime in law.



That is, hate based on someone's:

- faith (religion)
- ethnicity or race (their shared culture, language, skin colour, religion etc.)
- disability
- sexual orientation (for example, gay or lesbian)
- gender reassignment (when someone changes gender, for example from a man to a woman)



The aim is to have 10 members - 2 from each hate crime type and ideally 1 each from large and grassroots organisations.

But because being a member of the Stakeholder Reference Group is mainly voluntary (not a paid role), we do not set limits for the number of members in the steering group.



To be **quorate**, steering group meetings must have at least 5 attendees, including 1 of the Co-Chairs.

Quorate: Having enough people present at a meeting so that they can make decisions for the group.



Steering group membership is for 2 years. We can ask members to serve for another 2 years, but not longer than 4 years continuously.



Members who leave the group after 4 years cannot come back into the group until after at least 1 year.



Sometimes, we check the steering group membership to make sure it is well represented by members who can bring their views on **intersectional** hate crime issues.

Intersectional: Here, we mean when a person has more than one **protected characteristic** and is treated badly because of them. For example, a gay woman might experience hate because she is gay and is a woman.

Protected characteristic: A feature of someone that might cause other people to treat them badly or unfairly. For example because of their race, age or disability.



We will invite steering group members to recommend new members. And, with the Coordinator, they must make sure that the group works properly - that it is the right size and that it is represented in the best way.

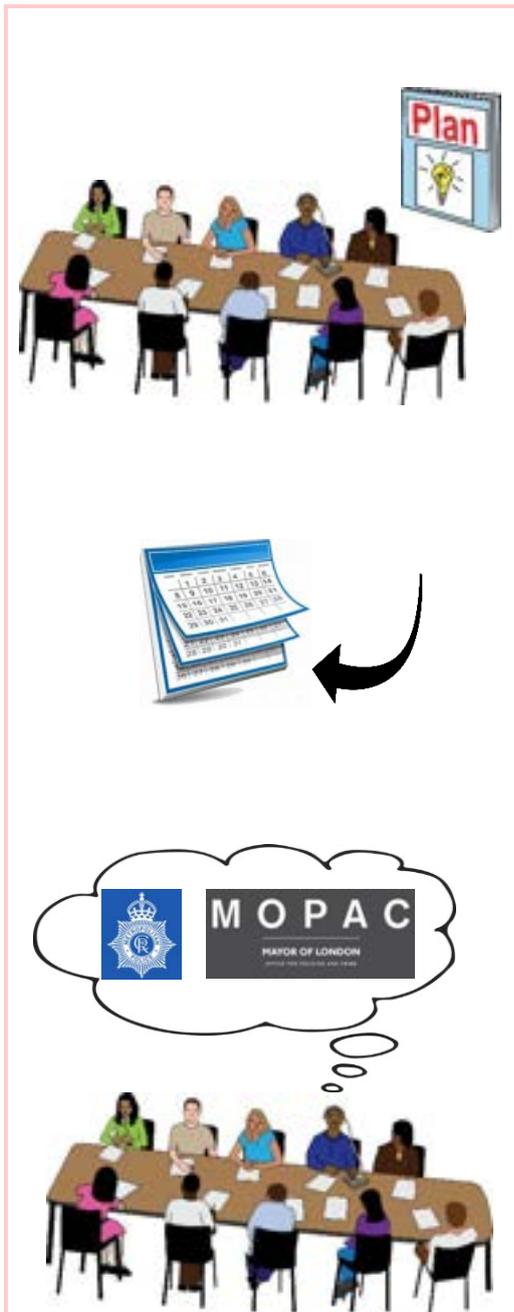


Co-Chairs are automatically members of the steering group. If they leave the Co-Chair role, they also stop being a member of the steering group. But we can bring them back into the group (see '3.2.3 Co-option' below).



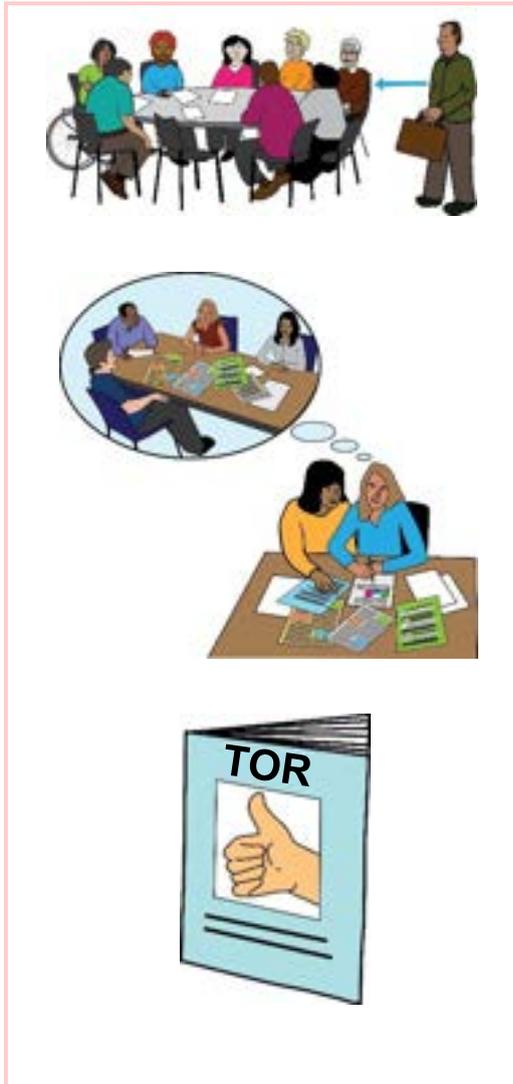
Steering group meetings will take place in-person, online or by email.

3.2.2. Role of the steering group



The steering group's responsibilities include:

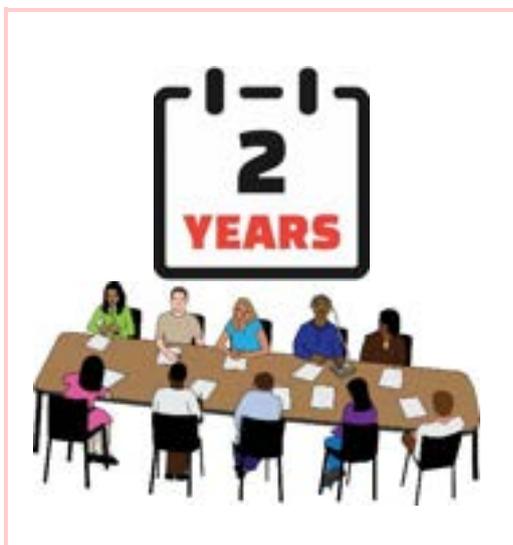
- Supporting the Coordinator to create a workplan for the group that all members agree.
- Planning the quarterly meetings and making sure everyone completes their actions.
- Working with:
 - the Metropolitan Police Service (MPS) Partnership Boards
 - MPS Hate Crime Working Groups
 - the London Victims Board
- Taking part in other meetings.



The group may also:

- Ask some members to attend meetings on behalf of the group.
- Allow the Co-Chairs and Coordinator to write to other organisations and agencies on behalf of the group.
- Set up working groups on specific topics.
- Agree to other actions to achieve the group's goals. These actions will be in line with the Terms of Reference.

3.2.3. Nomination and appointment process (selection process)



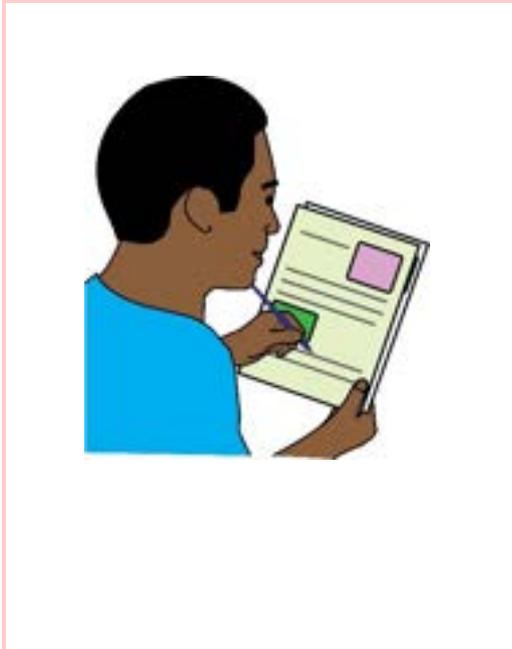
Every 2 years, we will ask members to recommend people for the steering group, or themselves if they want. The Coordinator can ask for people from hate crime types or groups that we do not have enough of in the group.



We do not allow people from statutory agencies or authorities to be a part of the steering group. This is because the group must be independent.

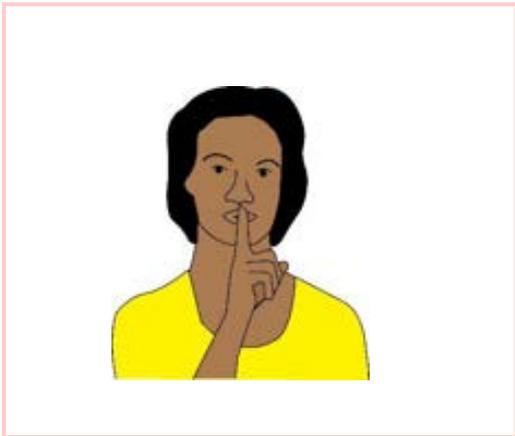


The group can suggest current members for re-election, but they cannot be members for more than 4 years in a row.



All candidates must write a short statement saying:

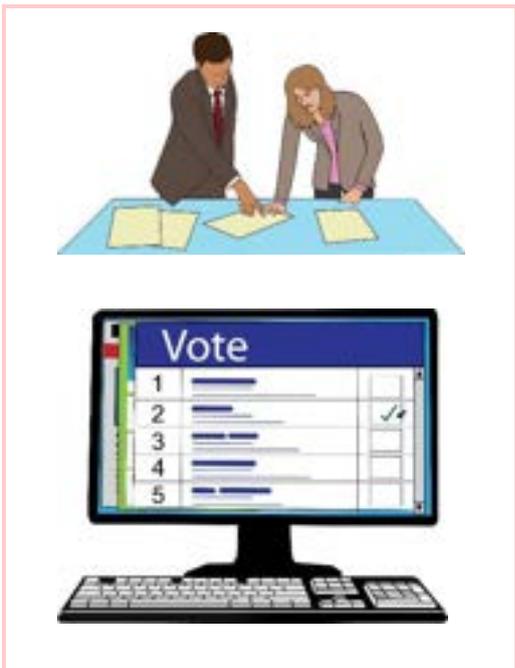
- Why they want to be part of the steering group.
- Which type of hate crime, group or community they represent or have most experience with.



Candidates should only share information they are comfortable with because we will share this statement with members and maybe with the public.



If no one nominates themselves as a steering group member, the Coordinator will ask the steering group for suggestions. They also may ask members if they want to join the steering group.



If the people recommended mean the group will be well balanced, the Coordinator might recommend appointing all of them. If there are too many candidates or some areas are overrepresented, the Coordinator and Co-Chairs may hold an online vote.

3.2.4. Co-option

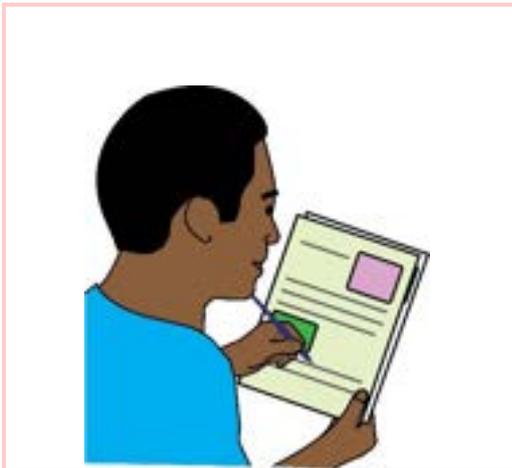
Co-opt or Co-option: Bringing someone into a role temporarily until we can have a proper vote on it.



Sometimes members will not be able to take part in the group.

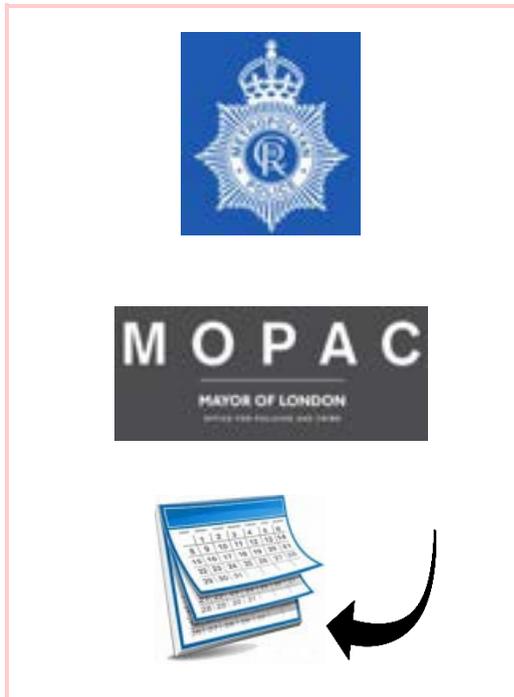
So the steering group might need to **co-opt** other members to make sure it can continue to run properly.

This includes being able to co-opt a former Co-Chair.

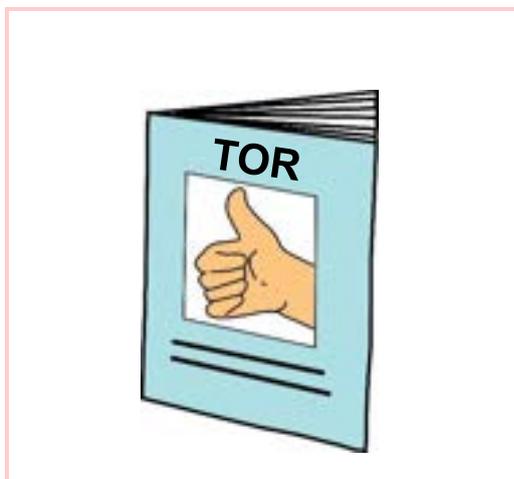


To be co-opted, a member must write the short statement as said above. Then most of the steering group must agree to bring the member into the role.

3.3. Stakeholder Reference Group (SRG) relationship with statutory agencies and authorities



Representatives of the Mayor's Office for Policing and Crime (MOPAC) and the Metropolitan Police Service (MPS) will attend the Stakeholder Reference Group quarterly meetings. They will not attend steering group meetings, so that the Stakeholder Reference Group remains independent.



In the Stakeholder Reference Group Terms of Reference document, it explains how the Metropolitan Police Service (MPS) runs its hate crime work.

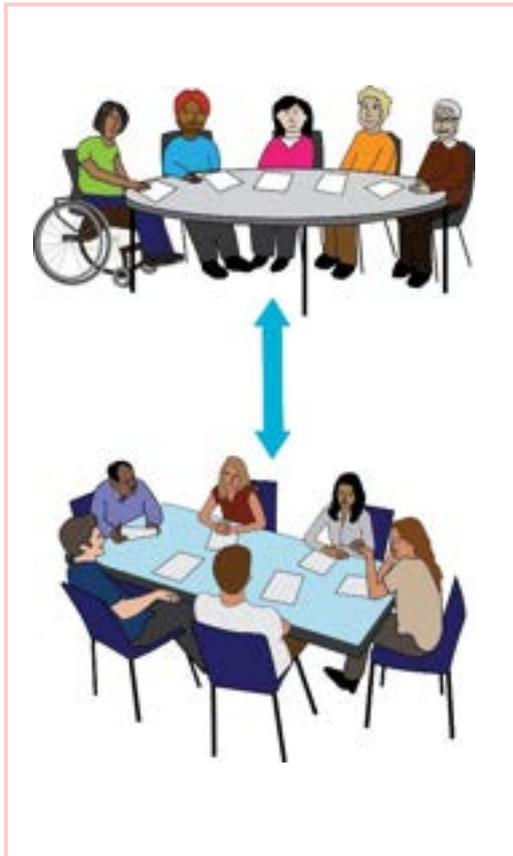


It is made up of:

- the **Strategic** Partnership
- the **Tactical** Partnership
- Working Groups

Strategic: from the word 'strategy' meaning the big long-term action plan.

Tactical: from the word 'tactics,' meaning the smaller actions you take to work towards the big goals in the strategy plan.



This is how the Stakeholder Reference Group should work with these groups:

Strategic Partnership: Some Stakeholder Reference Group members are also a part of the Strategic Partnership Board. If the Stakeholder Reference Group wants to solve an issue as part of the strategy (big plan), it can write to the Strategic Partnership.



Tactical Partnership: This group works to check that the Metropolitan Police Service (MPS) is working against hate crime in the best way it can. Here, they also set up smaller working groups to work on specific issues.

Thematic working groups:

Working Group: A smaller group of people selected to work on a specific task. Also known as a 'task and finish' group.

Thematic Working Group: A working group set up to work on a specific issue or 'theme.'



There are two types of working group that the Stakeholder Reference Group might take part in:

1. A working group set up and run by the Metropolitan Police Service (MPS).
2. A working group set up by the Stakeholder Reference Group. Equally Ours will run this group.

MAYOR OF LONDON

Victims Board: This board reports to the London Crime Reduction Board (LCRB) on issues affecting victims.

It includes organisations that work in the **criminal justice system**.



The Stakeholder Reference Group Co-Chairs and Victims Board Chair will decide how best to report to and support each other.

Criminal justice system: Organisations that make sure people obey the law and punish those who break the law (criminals). The main organisations involved are the police, the law courts and prisons.



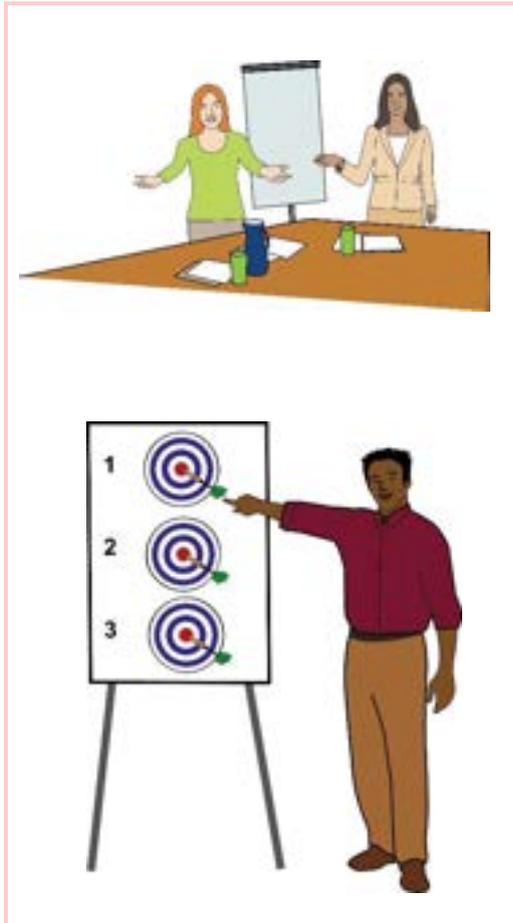
See Appendix 3 at the end of the document for an organisation diagram of the statutory partners involved.

3.4. Role of the Stakeholder Reference Group Coordinator



The Coordinator has a big role in making sure the Stakeholder Reference Group does its job properly. They will:

- Make sure that meetings and activities are in line with the terms of reference.



- Work with the Co-Chairs and steering group to action the group's main aims.
- Decide on membership requests first.
- Advise on the actions of the Stakeholder Reference Group, Co-Chairs and/or steering group.
- Support tasks like communications.

4. Decision making and dispute resolution (solving disagreements)

4.1. Decision making



The Stakeholder Reference Group and its steering group will agree decisions. If this is not possible, we can do a vote by a show of hands or an electronic vote by e-mail.

4.2. Dispute resolution (solving disagreements)



Membership of the Stakeholder Reference Group is open to a wide range of organisations and individuals.

These all have different backgrounds, experience and communication needs.

While this is a strength, it can create strong emotions and cause some disagreements.

All members must agree to the rules of the group (See section 2.4).



Any disagreements should be solved by good communication if possible.

If a member does not follow the rules, we will follow this process:



- If a member behaves really badly in a meeting, the Co-Chairs and/or the Coordinator might have to get involved. This would only happen to try to protect another member or to make sure the meeting can carry on.



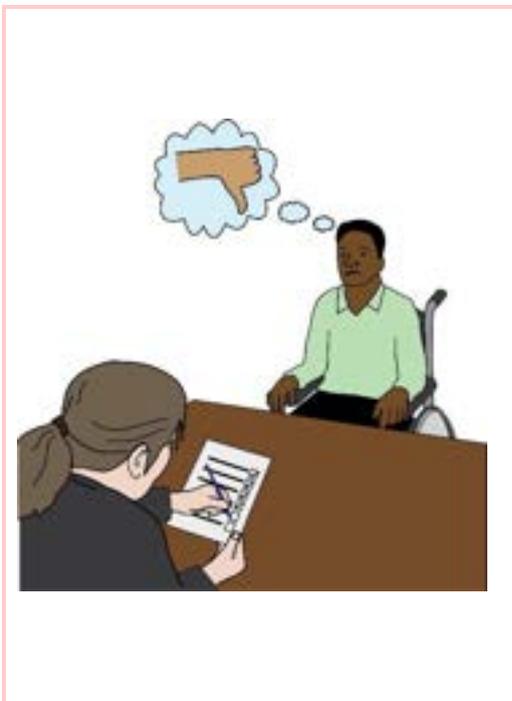
- Any member worried about another member not behaving well can tell the Coordinator and/or Co-Chairs. They can ask them for advice and support or tell them about something that happened.



- A member can write a formal complaint to the Co-ordinator, after the meeting.



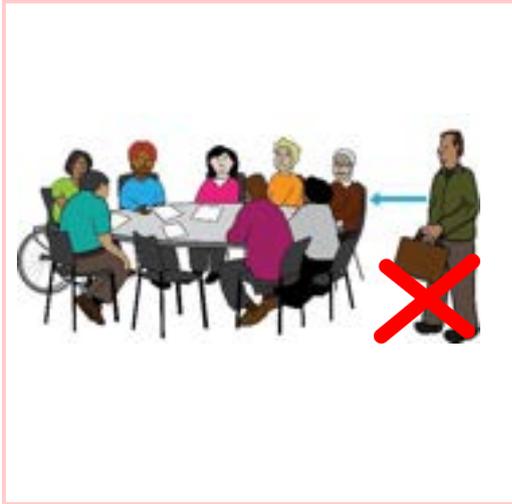
- No one must talk about the disagreement or complaint in any Stakeholder Reference Group or steering group meeting. This is to make sure all the information remains private.



- The Coordinator or an Equally Ours staff member will talk about the complaint with the person concerned. They will hear their side of the story and try to find a solution. This might include an apology, or to promise to follow the rules.



- The Coordinator will tell their solution to the Co-Chairs. If they agree that the solution will work, they will close the matter.



- If they cannot find a good solution, the Co-Chairs might have to stop that person or organisation from attending all or some of the meetings.



- The Coordinator will try to find a solution as quickly as possible.
They will let everyone involved know when they can do this by.

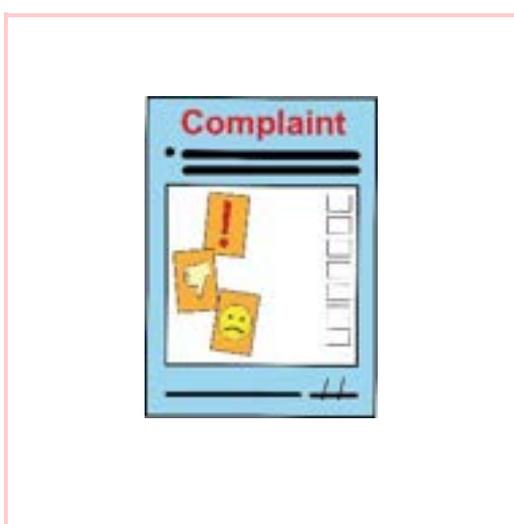


- This process is the same for Co-Chairs and members of the steering group.



- The Co-Chairs cannot take part in the complaint process if:
 - they are the person bringing the complaint (called the complainant), or
 - they are the one being complained about.

The Coordinator will be the only judge, checking the complaint against the rules of the group and seeing what actions to take.



- If there is a complaint against the Coordinator or one of the Stakeholder Reference Group partners, they must use the complaints process for their own organisation.

5. Other governance (management) matters

5.1. Accessibility



The Coordinator will make sure all Stakeholder Reference Group documents and information are accessible to everyone. They will do this by:

- Providing reasonable adjustments where needed.
- Leading meetings in an inclusive way.
- Removing any barriers to people taking part.
- Making sure all meeting places used for the group are fully accessible.
- Translating key documents into Easy Read and British Sign Language (BSL).
- Always checking and making sure that accessibility is done properly.

5.2. Publishing documents (printing and sending out of documents)



Equally Ours will put the minutes (the notes and actions) of meetings and other related documents on their website.

Appendix 1: Role Description for Co-chairs of the Hate Crime Stakeholders Reference Group (SRG)

Co-chairs



- We will choose the Co-chairs from the members of the Hate Crime Stakeholders Reference Group (SRG).
- The Co-chairs are independent volunteers who work with the Mayor’s Office for Policing and Crime (MOPAC) and the Metropolitan Police Service (MPS). They Co-chairs represent the SRG’s views. These views might not be the same as of MOPAC or the MPS.

The role of the Co-chairs

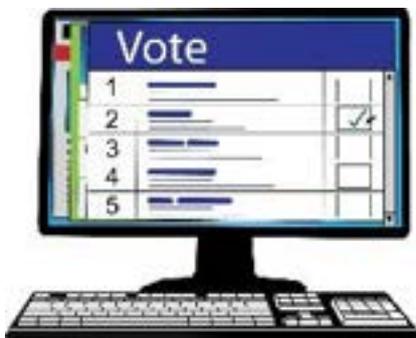


- To chair meetings of the SRG in an independent and organised way.
- To plan the agenda for SRG meetings, with the SRG Coordinator.



- To represent the SRG at meetings, conferences, etc. Before each meeting, first talking with the SRG Steering Group about how best to take part. Then to report back at the next SRG meeting about what happened.
- To be the contact point for any SRG member if they have any worries or issues.
- With the SRG Steering Group, work well with Mayor's Office for Policing and Crime (MOPAC) and the Metropolitan Police Service (MPS).

Election of the Co-chairs



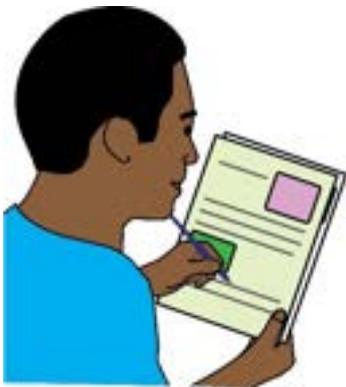
- The group will elect the co-chairs remotely, (not at an SRG meeting), and they will serve (be in the role) for a period of 2 years. If elected again, Co-chairs can serve for 2 more years but no longer than 4 years continuously.



Chairs leaving their role after 4 years cannot become a co-chair for at least 1 year afterwards.



- Any SRG member can nominate (suggest/ put forward) themselves or any other member to become a co-chair. Anyone who wants to nominate someone must email the Coordinator at HateCrimeSRG@equallyours.org.uk.



- If members recommend more than 2 people to be a co-chair, we will do a secret vote. The Coordinator will ask these nominees (people recommended) to write a statement saying why they should be a co-chair. The statement must be no more than 1 page and 400 words long. Then they will send the statement out to all members.



The Coordinator will invite members to vote for the co-chair by email at HateCrimeSRG@equallyours.org.uk

Only SRG members will be allowed to vote.



- If a co-chair cannot continue in the role, the SRG can invite a member of the steering group to become a temporary co-chair until the next co-chair elections can take place.

Removal of Co-chairs



We expect co-chairs and Steering Group members to lead by example in our Behaviours and Expectations, as described in the SRG Governance and Membership paper.



- If a co-chair or member of the Steering Group (or any SRG member) does not behave as we expect, we might ask them to leave the SRG.



- If any SRG member thinks that a co-chair is not doing their work very well, or is not representing the group's views well, they must explain why to the SRG Coordinator at

HateCrimeSRG@equallyours.org.uk

- The Coordinator will talk with the co-chairs and the Steering Group about any worries people have raised. If they cannot find a solution, members can ask for a 'Vote of Confidence' in the co-chair. If there is less than 4 months before the next election of co-chairs is due, we will just do the elections then. Otherwise we will do the vote at the next SRG meeting.



- The Coordinator will use the same voting process as for elections. The members will decide on the Vote of Confidence by a majority decision (what most of the members want/ vote for).



Review and changes to the co-chair role description

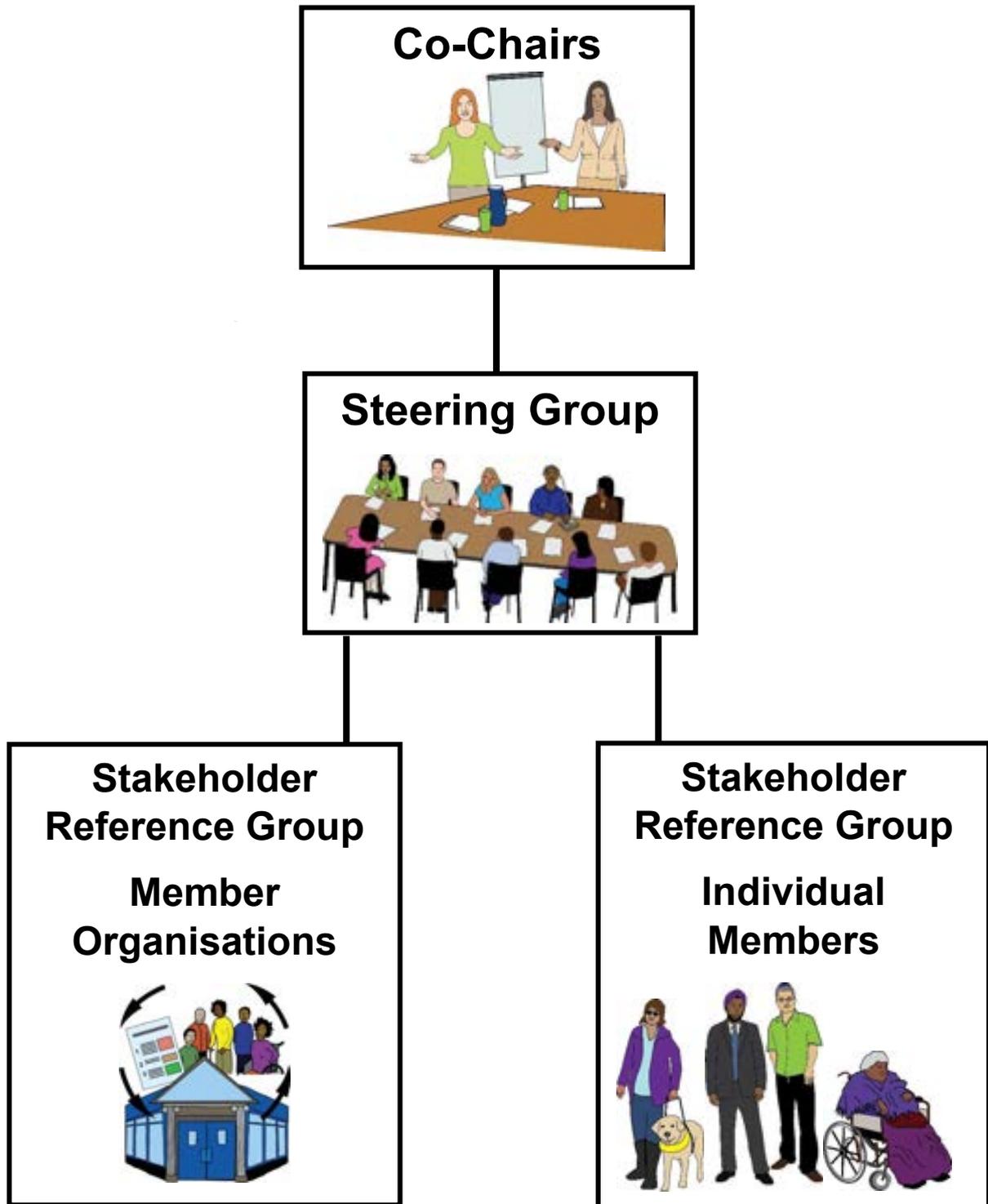


- We will review this co-chair role description again in December 2025. Then again every 2 years after that.
- We will agree any changes with the SRG membership, Metropolitan Police Service (MPS), and the Mayor's Office for Policing and Crime (MOPAC).



Appendix 2

Organogram (organisation diagram) of the membership structure



Appendix 3: Organogram (organisation diagram) of the statutory partners

