
**ESTATE STRATEGIC PLAN - CONSULTATION &
COMMUNICATION STRATEGY AND IMPLEMENTATION
PLAN**

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**METROPOLITAN
POLICE**

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- C. Safer Neighbourhoods' Consultation Toolkit (RESTRICTED).
- D. Custody Consultation Toolkit (RESTRICTED).

COMMUNICATION AND CONSULTATION STRATEGY

1.1 Context

The MPA property estate strategy was approved in late 2003 and launched in early 2004. It set out the need for estate modernisation and detailed a range of policies to deliver this. Since its launch there has been wide spread coverage of various elements of this strategy – mostly centred on isolated changes to specific buildings. There has also been engagement with pan London bodies and stakeholders.

The work to modernise the MPA estate features changes to all areas of the operational estate, the primary changes will benefit those involved in BOCU based policing as the strategy addresses the needs of providing improved interfaces for the community and the needs of Safer Neighbourhood teams. It is essential that communities understand the changes to be made and the differences that they will make and are given the opportunities to comment on proposals.

In the past, there has not been substantial communication or consultation and, as a consequence, there has been misunderstanding, leading to challenges to the proposals and discontent within the community and with stakeholders. Accordingly, to support the development of the modern estate, consultation/communication strategies have been prepared. The role out of these strategies will be led by TPHQ (on behalf of the MPA/MPS) with key stakeholders in accordance with the estates' strategy.

The delivery of this strategy and implementation plan will contribute to meeting the requirements of the Quality of Service Commitment to which the MPS and MPA are signed up to in seeking the views of the opinion formers (stakeholders) and the general public and keeping them informed.

1.2 Objectives for consultation and communication

With support from TPHQ, and respective Link Commanders, BOCU commanders will have the lead responsibility concerning consultation and communication within their respective boroughs for matters relating to the Estate Strategic Plan (ESP), either for territorial policing or other estate issues. Appropriate professional support will be provided to assist borough commanders in this role. Before engaging in more widespread consultation, MPA link members will be invited to discuss, comment on and provide an input on the ESP and AMPs for the respective boroughs. In addition, borough commanders will ensure that all borough personnel receive briefs as appropriate, on matters concerning the estate which will be of interest to their communities, in order that they can provide an accurate and consistent response to enquiries. Such briefings will be provided at regular intervals.

In addition, we want to achieve the following:

- Key stakeholders to understand, and engage with us on, how the changes being made to the property assets will directly benefit policing in the borough and in London
- Wider public confidence to support these changes and see the bigger picture alongside specific local issues and to acknowledge these into account in relation to any transitory problems
- Encourage the community to understand something of the background, the size and condition of the estate as well as the specific changes being made in the borough

- The MPS on behalf of the MPA and MPS have undertaken appropriate consultation and communication on all estate related issues affecting each BOCU.
- Stakeholders to feel more informed and involved at significant stages in the consultation and communication process
- The MPS to deliver sustainable and demonstrable efficiency savings

By meeting these objectives, the MPS will ensure that in terms of consultation and communication there is:

- Understanding of the challenges of the extant estate and the MPA/MPS's proposals to address these,
- Greater support for the change programme within specific boroughs and London as a whole,
- Awareness of the importance of each AMP in support of Policing
- An easier and more conducive environment for the challenging and innovative changes necessary.

1.3 Key messages

The future BOCU based estate will include a patrol base, custody centre, front counter facilities/contact points Safer Neighbourhoods bases and office accommodation. The template is based on optimum service delivery being achieved by ensuring processes and functions sit together where required. The application of the template to each borough is set out in the detailed Asset Management Plans produced by the MPS.

To set the plans and the template into the context of the overall estate and how we will move towards a modern, fit for purpose estate, the key messages need to include:

- The wider London context of the estates strategy – *e.g. a growing police force, neighbourhood policing etc.*
- The role of property in enabling better policing in London – *e.g. why the right property assets are important*
- The challenges the borough faces – *e.g. the current poor state of the estate now and operational inefficiencies*
- The solutions which are being implemented in the borough as they affect the public – *e.g. the changes the public will see and notice, such as SN bases, changes to police stations*
- The solutions which are being implemented in the borough which the public are less likely to notice – *e.g., custody centres, back office facilities*
- How these changes are being delivered – *e.g. comfort over value for money, timetables*

The first two groups of messages will be the same for all boroughs and we will provide the mechanisms for the consistent delivery of these messages. The remaining four

groups will be specific to boroughs as they come into the programme of estate changes. The messages will be tailored for each borough as required.

When the key messages are refreshed/updated, these will be subject to agreement by the borough, TPHQ, and the BOCU Commander, with the support of Property Services, as necessary.

1.4 Stakeholders

Consultation and communication in regard to the estates strategy at a borough level will involve engagement with a variety of groups of stakeholders.

Pan London and sub regional engagement is best led from the centre at an MPS / MPA level whilst ensuring that TP BOCU Commanders are kept fully informed so that they can provide a local input. More local consultation and communication should be led at a BOCU level.

Some groups of stakeholders will have a higher level of specific interest than others and should be engaged with frequently; others may just be invited to certain events or written to at specific times.

A generic overview of the groups of stakeholders is shown below. Each borough will need to fully define its list of stakeholders and what is shown here should therefore be considered a menu of options for local adaptation. There will also be borough-specific dynamics and operations, relationships that already exist or previous work undertaken with stakeholders, which may affect stakeholder engagement and will differ borough by borough.

Stakeholder groups include (but are not limited to) the following:

- Borough Council
- Councillors
- Council Officers
- Relevant committees
- Regional political individuals and groups
 - Home Office
 - London Assembly members
 - Local members of Parliament
- Community groups / organisations
 - Residents Associations
 - Police Community Consultative Group or similar
- Technical stakeholders
 - Transport for London
- Other groups of stakeholders

- Crown Prosecution Service (CPS)
- Crime & Disorder Reduction Partnerships (CDRPs)
- Local Strategic Partnership (LSP)
- Independent Advisory Groups (IAGs) / Independent Custody visitors (ICV's)
- Specialist Safety Groups
- Inclusivity groups including Greater London Action on Disability (GLAD)
- Forensic Medical Examiners
- Independent Police Complaints Commission (IPCC)
- Internal stakeholders
 - Our own workforce
 - Trades Union Sides and Federation representatives
- Local media

1.5 How we will consult and communicate - externally and internally

Communication and consultation toolkits have been produced to address all of the elements of the AMPs; providing a series of briefing sheets for each BOCU Commander to use.

Three separate toolkits have been developed:

- BOCU Estate Toolkit – supporting consultation and communication of the overarching plan for each Borough (Appendix B),
- Safer Neighbourhoods' Toolkit – supporting the role out of individual Safer Neighbourhood base including key messages, formal openings etc. (Appendix C),
- Custody Toolkit – supporting the specialised consultation required relating to planning issues in addition to community consultation and communication (appendix D).

The briefing sheets provide key messages and details needed to ensure consultation and communication is effective and a framework for BOCU Commanders to follow. TPHQ will monitor the implementation of the toolkit approach.

The toolkits will ensure consistency in the messages being given internally and externally, both in terms the language being used, key messages etc. In addition, BOCU internet sites will be regularly updated to provide BOCU contact details and key headlines in regard to BOCU related estate issues.

1.6 Pre-planning application consultation

The toolkit will also support pre-planning application consultation. A 'one size fits all approach' is not appropriate as local communities will have different concerns that must be addressed, and each Local Authority will set different requirements as to the levels of

consultation they in turn expect. There will also be distinctive issues for each site, such as listed buildings, transport, surrounding local residents etc.

In some instances a letter informing stakeholders of what is proposed will suffice, in others a series of public exhibitions for scheme specific matters and attendance at community meetings will be a more suitable approach. This will need to be agreed with relevant MPA Members on a borough-by-borough, site by site basis.

To address this therefore, the toolkit will set out a range of consultation options that could be carried out by the BOCU. This will include a step-by-step guide.

Consultation activity will be connected to planning applications (in line with the AMP). However, the toolkit will also be helpful if the borough needs to undertake further consultation on the estate.

1.7 Content of the consultation and communication toolkit

The toolkit will be made up of a series of individual briefing sheets which will then be able to be used as a comprehensive communication and consultation resource.

After the initial communication and consultation on the AMPs, it is proposed that consultation will take place as and when changes to the local estate become likely, for example, when appropriate sites are found within the borough for the custody centre. This means that elements of the toolkit will be used more by some boroughs than others, and in accordance with respective priorities.

The briefing sheets in the toolkit cover:

- Context (including the importance of consultation)
- Objectives
- Key messages
- Consultation paper
- Stakeholder list
- Suggested contact programme with these stakeholders
- Media strategy including a media contact programme
- Key milestones / news announcements
- Good and bad news stories
- Realising expectations – there will be negative stories but how to address these
- Intranet story templates / ideas
- Property statistics fact sheet
- Glossary of property definitions fact sheet
- Local planning policy fact sheet
- Q&As

2 IMPLEMENTATION PLAN

2.1 Process of implementing the consultation and communication strategy

The approach to modernising the MPA/MPS estate has and will continue to be developed through the creation of asset management plans (AMPs). Each AMP sets out the requirements needed to deliver effective policing services. Business cases are required to support approval to AMPs in accordance with MPA Regulations. Following the creation of an AMP it is important to ensure full and appropriate communication and consultation takes place on the changes proposed to the estate and the timescale over which changes are proposed.

The communication and consultation toolkit will act as a framework for the boroughs. Its aim is to make communication and consultation as straightforward as possible on issues relating to the estates strategy and to provide the base material needed to rapidly implement the appropriate strategy.

Through borough press liaison officers and area press and publicity officers, each borough will decide how to use the resources set out in the toolkit as supported by DPA and Property Services. Some elements of the toolkit, such as the key messages, should be used whenever there is a question or query relating to the estate. Others, such as the briefing sheets on custody centres, will only be applicable once a site has been found within the borough for such a facility.

Step 1

The first step is for the borough – the borough commander, the senior management team of the borough and others - to become familiar with the key messages; the importance of alternative accommodation; the commitment not to close an existing front counter until an alternative local facility is functional, for example.

Step 2

The agreed AMPs will be communicated to the community and appropriate stakeholders, using the AMP communication/consultation strategies.

Each borough will undertake that activity, within a set timescale and the borough commander will take a lead role. The borough will be required to demonstrate that appropriate communication/consultation has taken place and will provide feedback to TPHQ on the outcome to enable the development/adjustment to the AMPs if required as a result of hearing the views of the community and other stakeholders.

The repeat of that activity will take place as required. If, for instance, a borough's AMP changes in a major way, that overall communication/consultation will be repeated. There will not be a requirement to repeat the activity if there are no major changes. The need for repeating communication/consultation will form part of the regular review/updating of the AMPs, which will be managed by TPHQ in conjunction with Property Services.

Step 3

For many boroughs, the AMPs will feature major changes to their estate, in the form of the provision of new custody centres and/or patrol bases.

The briefing sheets developed to support the communication/consultation of the provision of safer neighbourhood bases and custody centres will be used by individual boroughs to communicate changes to the community and other stakeholders. This will be in addition to, and linked with, the communication of the overall AMP.

The timing of this activity will be determined by the timing of the implementation of the estate.

Again, boroughs will be required to demonstrate that appropriate communication/consultation has taken place and will provide feedback to TPHQ on the outcome to enable the development/adjustment of the proposals if required as a result of hearing the views of the community and other stakeholders.

The communication/consultation activity will be repeated as required. For instance, the delivery of custody centres may take two/three years and it would be appropriate to communicate at the initial stage and also during the time of development/delivery of the centre.

The need for repeating communication/consultation will form part of the monitoring of the delivery of the bases/centres.

2.2 Management of the process

Borough commanders will take the lead in the consultation and communication of the TP estate strategy and the changes to be delivered under their individual AMPs.

Boroughs will be required to keep a record of any consultation and communication activity that takes place. This is especially relevant regarding consultation around planning application as this information will be needed as part of the planning application.

Boroughs will be required to confirm to TPHQ that the communication of the AMPs under Step 2 has been completed and provide any feedback from the process to enable development of the AMPs.

Once the consultation and communication around the delivery of a custody centre or a safer neighbourhood base has begun, boroughs will be required to liaise with TPHQ and provide feedback on the communication and consultation that takes place so that we can be confident that stakeholders and the public are appropriately involved and informed and so that we can take into account their views.

Timeline for delivery of the consultation and communication plan is attached at Appendix A.

2.3 MPS Internet Sites

Borough Commanders will also lead in the management and updating of respective internet sites. TPHQ will monitor these sites on a regular basis to ensure consistency of message etc.

2.4 Public Exhibitions

Local exhibitions for specific schemes will be organised to enable appropriate consultation to take place with local communities. The timing and location of exhibitions will be agreed between the MPA Link Member, BOCU Commander and Property Services as necessary.

Each exhibition will be designed to meet the specific needs of the project under consultation/discussion under the guidelines of local town planning arrangements and local community concerns.

3 MEDIA MANAGEMENT

3.1 Media handling responsibilities

The responsibility for addressing the media both in terms of press releases and dealing with enquiries falls to both the MPA and MPS (Directorate of Public Affairs (DPA) and BOCU Press Liaison Officers). Further specialist support is also provided in regard to property matters.

Regular meetings are held between the MPA, DPA and consultants to ensure consistency of message and provide the necessary clarity around specific communication plans. Both DPA and the consultants work with BOCU Press Liaison Officers as necessary.

3.2 MPA Communications Unit

As the estate is vested in the MPA, the Authority will lead on overarching policy initiatives lying outside the operational command of the Commissioner.

These include major agreements signed by the Authority, disposals and sales policies, residential estate policy and enquiries relating to certain high profile buildings that are of major media interest.

3.3 MPS Directorate of Public Affairs

Operational policing falls within the control of the Commissioner. This includes the operational estate - the opening, closure, sale and renovation of stations, front desks; questions about operational buildings, such as local police stations/offices and individual residential properties, and all operational use of the estate.

The media handling of such matters is lead by the Corporate Press Office and managed locally by Area Press and Publicity Officers who work geographically across London.

3.4 MPS/Specialist Communications' Consultants

London Communications Agency (LCA) supports the MPS into providing ongoing strategic advice and stakeholder positioning to help raise the profile of the MPA/MPS Estates Strategy and the impact of the strategy throughout London. LCA handle development-led public relations support with issues relating to specialised planning issues and the communication of strategies in support of the BOCU commanders to external stakeholders.

3.5 Official opening of new premises and events

The official opening of newly acquired or refurbished estate buildings organized by the respective BOCU in liaison with DPA, TPHQ, and Property Services.

Invitations will be issued in the name of the MPA, requesting the invitee to join the MPA Chair/Member, the Commissioner or Senior MPS officer presiding attending the event.

The timing of events are to be agreed jointly by the Authority and the MPS before joint press statements are issued.

3.6 Information sharing

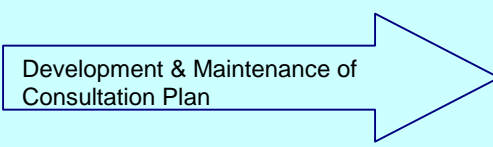
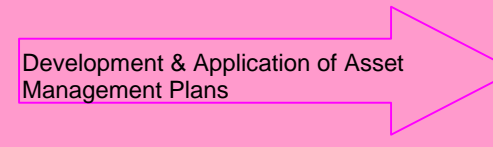
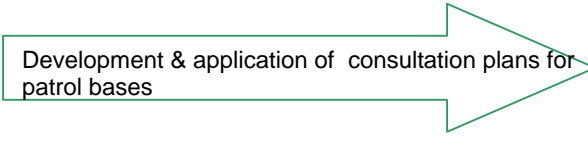
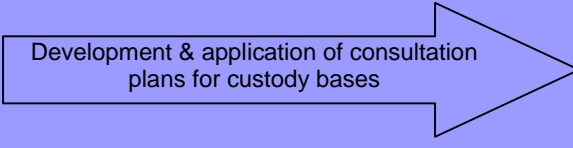
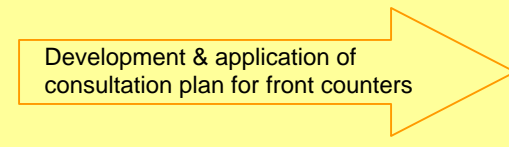
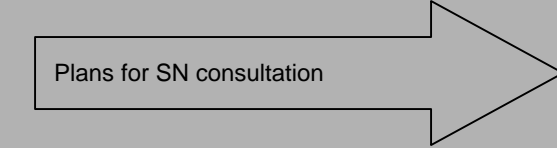
The monthly meetings held between the MPA, DPA and London Communications Agency (provide the opportunity to review forthcoming events and discuss current issues and work strands within PSD and the estate in general.

Strict guidelines are to be followed in regard to press releases issued by external agencies and BOCU Press Liaison Officers. The MPA Communications Unit and DPA must clear any press releases issued and be pre-warned of articles/interviews arranged to ensure that operational and policy perspectives are not inadvertently contradicted or misrepresented. Need for ongoing co-ordination

There will on occasion be issues that do not immediately fall within these defined areas of responsibility. The assumption will be that a pragmatic approach, based on consultation between all parties, will be taken.

Appendix A (to Appendix 2 – Agenda item 7): Timeline: Territorial Estate

2006/07/08

		TIMELINE	
		2006/07	2007/08
Consultation		<ul style="list-style-type: none"> • Complete development of consultation strategy for Territorial Policing Estate, Sep 06. • Commence consultation using agreed toolkits, Nov- 06 	
Asset Management		<ul style="list-style-type: none"> •Complete signatures of internal stakeholders on individual AMP's Oct 06. •Provision of Communication/Consultation toolkit by LCA Oct 06. •Agreed Communication/Consultation toolkit to OCU Commanders Nov 06. •Borough Commanders to Communicate agreed Asset Management Plans to appropriate communities/stakeholders Oct 06- Jan 07. 	<ul style="list-style-type: none"> •Review Feed back Jan 07- Feb 07. •Half yearly Review of AMP's April -07 .
Patrol Bases		<ul style="list-style-type: none"> •MPA approval to continue roll out for sites currently identified Nov- Jan 06. •PS to progress negotiation for sites currently identified Nov 06 	
Custody Bases		<ul style="list-style-type: none"> •Aug 06 Initial 5 custody site Borough Commander sent Custody Centre Communications Toolkit •Aug 06 – Jan 08 Central Custody user group set up and meet. Including new members as required to review emerging process changes •Oct 06 – Dec 06 Borough Commanders meet with London Communication Agency (LCA), Custody Directorate and TPHQ to take forward internal/external communications •Nov 06 – Jan 07 BOCU to set up local custody user group •Feb 07 Review processes and feedback re communication/consultation by LCA, PS, Custody and TPHQ in relation to 1st five sites 	<ul style="list-style-type: none"> •April 07 Planning permission anticipated - inform BOCUs of result •April 07 – Jan 08 Finish design for 1st 5 sites involving stakeholders •May 07 Begin process of communication/consultation for next site (s)
Front Counters		<ul style="list-style-type: none"> •Consult stakeholder re Blueprint, Oct 06 – Mar 07. •Agree 24/7 Ward front counters, Apr 07. •Advertise new front counters to communities and merge rollout with SN bases. 	
Safer Neighbour-		<ul style="list-style-type: none"> •Consultation with local stakeholders as individual sites are identified. •Advertise within local communities 	<ul style="list-style-type: none"> •Consultation with local stakeholders as individual sites are identified. •Advertise within local communities