

---

# **ESTATE STRATEGY: CONSULTATION & COMMUNICATION STRATEGY AND PLAN**

**December 2006**



**METROPOLITAN  
POLICE**

**Working together for a safer London**

<b>Protective Marking</b>	Covering RESTRICTED
<b>Suitable for Publication Scheme? Y/N</b>	No
<b>Title and Version:</b>	Estate Strategy Consultation and Communication Strategy & Plan
<b>Purpose:</b>	Circulated for information
<b>Relevant to:</b>	MPA Members
<b>Summary:</b>	A paper outlining the estate communication and consultation strategy.
<b>Author:</b>	TPHQ, Property Services
<b>Creating Branch/OCU:</b>	TPHQ
<b>Date:</b>	Dec 2006
<b>Review Date:</b>	Dec 2007

## Contents

<b>1</b>	<b>CONSULTATION AND COMMUNICATION STRATEGY</b> .....
1.1	Context .....
1.2	Objectives for consultation and communication .....
1.3	Key messages .....
1.4	Stakeholders .....
1.5	How we will consult and communicate – externally and internally
1.6	Launch of the Public Version of the Estates Strategy
1.7	Consultation on AMPs
1.8	Communication on results and final AMPs published
1.9	Site specific consultation
<b>2</b>	<b>IMPLEMENTATION PLAN</b> .....
2.1	Process of implementing the consultation and communication strategy ...
2.2	Management of the process .....
2.3	MPS Internet Sites .....
2.4	Public Exhibitions .....
<b>3</b>	<b>MEDIA MANAGEMENT</b> .....
3.1	Media handling responsibilities .....
3.2	MPA Communications Unit .....
3.3	MPS Directorate of Public Affairs .....
3.4	MPS/Specialist Communications Consultants .....
3.5	Official opening of new premises and events .....
3.6	Information sharing .....

## Annexes

- A. Timeline for delivery of the consultation and communication plan.
- B. BOCU Estate Consultation Toolkit (EXEMPT).
- C. Safer Neighbourhoods' Consultation Toolkit (EXEMPT).
- D. Custody Consultation Toolkit (EXEMPT).

# CONSULTATION AND COMMUNICATION STRATEGY

## 1.1 Context

The Metropolitan Police Authority's (MPA's) 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.

It will soon be necessary for the Asset Management Plans (AMPs) and wider Estates Strategy to become public documents. When these plans become public the MPA / MPS need to be seen to manage the communication and consultation proactively and in doing so ensure that communities understand the changes to be made and the differences that they will make and are given the opportunities to comment on proposals.

This proposal sets out a way through this, allowing the MPA / MPS to manage the communication and consultation process and to remain in control of this rather than be reactive to individual stories about the estate as they leak out into the public domain.

To lay the groundwork it first focuses on the communication of the wider pan London Estates Strategy to a wider range of stakeholders. It then allows for more genuine consultation at two clear levels. The first round of consultation is around each AMP, led by the BOCU and launching the AMP as a consultation draft for comment. The results of this consultation will then be communicated back to stakeholders. The second level of the consultation will be on the individual elements of the AMPs such as Custody Centres and Patrol Bases.

The roll out of this strategy will be led by TPHQ (on behalf of the MPA/MPS). It will also 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 at all stages in the process.

## 1.2 Objectives for consultation and communication

This strategy will be led centrally by PSD and TPHQ in the initial communications phases and then in the consultation phase and ongoing communication by BOCU Commanders (with support from TPHQ, and respective Link Commanders). 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. It is intended that it will achieve the following:

- Primarily, we want a wide set of key pan London local and regional stakeholders to understand how the changes being made to the property assets will directly benefit policing in London as a whole.
- We want them to understand something of the background, the size and condition of the estate and the specific major changes being throughout London.
- We want to be seen to consult and for stakeholders to feel fully consulted on all our plans for the estate in each borough and for this to be led and directed locally.

- We want people to be in favour of these changes and see the bigger picture alongside specific local issues and to take these into account in relation to any transitory problems.
- We want certain stakeholders to feel more informed and involved at certain stages in the communication process.

The benefits of this will be:

- Greater understanding of the MPA estate
- Recognition for the success of ongoing projects
- Greater support for the change programme within London as a whole and then in the individual boroughs
- Greater awareness of the importance of this work to front line policing
- An easier and more conducive environment for the changes to be made at a local level

There will be also be additional benefits flowing from this strategy, for example increased likelihood of securing faster planning consents and improved internal communication when individual elements of the AMPs in each borough go through the planning process.

### **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 AMPs 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 used throughout all consultation and communication activity need to be consistent. From the communication of the Estates Strategy through to the consultation around individual AMPs the key messages need to tell the story we are seeking to communicate. These 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 messages based around the first two bullet points 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 both a pan London level and a borough level will involve engagement with a variety of groups of stakeholders, both internal and external.

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 consult on the AMP or written to at specific times.

A generic overview of the groups of stakeholders is shown below. A central, pan-London list of stakeholders will also be developed for communication on the Estates Strategy. However, the important role of respective MPA link members and the MPA estates portfolio holder is also to be recognised.

Each borough will also 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. Speak to MPA Community Engagement, borough partnership officers team to ensure that the right groups have been included. The MPS should speak to MPA link members to ensure suitable community stakeholder engagement.

When referring to stakeholders through this document 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**

This is split into four clear phases that build on each-other to present a full picture of the changes to the MPA / MPS estate. It first looks at the larger Pan London estates picture and communicating this widely to set the context for the AMP's in the 32 boroughs. It then focuses on the consultation around the individual boroughs AMPs, before looking at site specific consultation in each borough. It therefore addresses both consultation and communication and allows the MPA / MPS to manage the process proactively and lay the groundwork comprehensively for the boroughs in regards to local estates changes.

It will be essential to think about how best to present the information presented in the Estates Strategy and AMPs so that the positive messages are clear. This means continually referring back to the key messages and having appropriate and supporting statistics available. For example, it may be that overall space figures can be compiled

at a borough level comparing the starting point to the end point of the strategy – highlighting an overall increase in space and staff and new facilities.

### **1.6 Launch a public version of the London Estates Strategy (a follow up on Building Towards a Safer City).**

A public version of the Estates Strategy will be produced. This document will set out in a very public friendly way the key elements of the estate strategy, what has been achieved to date and what will be achieved in the coming 5-10 years. It would include positive case studies of each element and focus on modernisation.

This is a very much communication focused process and would involve the following communications activity:

- A launch event for a wide group of stakeholders, internal and external of the strategy. This is the opportunity to focus on regional stakeholders and tell the estates story as widely as possible
- The publication of a public facing document
- Distribution of this document to a very wide range of stakeholders across the boroughs and regionally with a strong covering letter (perhaps from the Commissioner / Chair of the MPA/Lead Member on Estates.
- Supporting press work and media briefings.

At this time, we would also announce that the next stage in the process would be the roll-out of all 32 AMP's, published as consultation documents setting out the implementation strategy at a borough level.

### **1.7 Launch of the consultation on each of the 32 AMP's.**

This is a mainly consultation focused strand and to be led by each of the BOCU's (supported by TPHQ). Each AMP document would have to be written for a public audience (as will contain commercially sensitive information not suitable for the public). However the AMPs were planned to be available on the website as public documents at some point in the future so this is a logical step. These will set out clearly how the wider London Estates Strategy is to be implemented in that borough and provide the level of detail needed to consult fully on them at this stage.

The AMP would be launched as a consultation draft for comment. Like a Government White Paper, it should ask set questions after each section – e.g. on Custody Centres it would ask “do you agree with having a single based custody centre in the borough?”. These questions would in the main be consistent across the boroughs. Each document could be launched by the MPA Link member and Borough Commander and would be supported by detailed Q&A's.

The following consultation activity could therefore take place for each AMP:

- A local launch event (optional)
- The distribution of the AMP document, distributed to all key local stakeholders with a strong covering letter, asking for comment within four weeks.
- Supporting local press work



We do not feel that such a consultation requires advertisements or exhibitions, but there will be a need to feed back the results of the consultation through a planned communications strategy, again led by the BOCU (with support from TPHQ). This pro-actively manages local estate issues and engages key political and other stakeholders before they become planning issues.

There may be some more regional stakeholders who will need to be consulted as well at this stage, principally the appropriate MPA link members(s) and, possibly, the MPA portfolio lead. In these instances a coordinated approach involving TPHQ and relevant BOCU would be undertaken. It is important to ensure that the public know about the changes being undertaken by the MPA/MPS. In addition to the use of IT; community meetings and partnership meetings, each borough commander will seek to discuss these issues with respective MPA link members.

Whilst waiting to embark on this process or going through it, it must be recognised that the normal course of business continues and this strategy should not delay planned activities (e.g. the five Custody Centres that are currently going through the planning process). These should therefore still be progressed and planning applications submitted with suitable holding lines and explanation given as to how this fits in with the above process. While it is recognised that in some circumstances decisions may have to be made with limited opportunity for consultation, or that consultation may not be possible because of commercial confidentiality or security-based reasons, the reasons for this need to be understood and clearly articulated at Estate Programme Board and Estate Oversight Group levels.

## **1.8 Communication of the Results and Publishing final AMPs**

Having analysed the results of the consultation and summarised these in each of the 32 boroughs a final copy of the AMP's should be published which demonstrates how comments have been taken on board and incorporated. Again led by the BOCU with support from TPHQ this stage would be very much focused on communication of the Estate Strategy and consultation to date.

The communications activity is simply:

- To publish and mail out the final document, which includes an appendix or other means of reporting back comments received and the MPA / MPS response
- Supporting local press work
- For some stakeholders it may be there is a need to combine the results of all 32 consultations into a summary document and this could be addressed at a later stage.

## **1.9 Planning-Led Issues / Consultation**

Following this the background would then be set within each borough for consultation on each of the individual elements of the AMP's such as the planning permission of a Custody Centre as and when it was appropriate.

The three toolkits produced to date (see below) will support all pre-planning application consultation. A 'one size fits all approach' to consultation at this stage 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 toolkits set out a range of consultation options that could be carried out by the BOCU. This will include a step-by-step guide. However most importantly the groundwork for these planning applications will have been set by the previous phases of pan London communication and local consultation on the AMP.

Consultation around individual elements of the estate and planning applications will have a communication strand and this would be supported by the toolkits.

## **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 being proposed.

However to set the changes proposed in the AMPs in context, communication of the wider London Estates Strategy will be necessary before consultation takes place on the AMPs.

The staged approach outlined above will allow for clear phases of consultation. Its aim is to make communication and consultation as straightforward and smooth as possible on issues relating to the Estates Strategy as a whole and the AMPs.

Through borough press liaison officers and area press and publicity officers, each borough will decide how to use the resources set out in the toolkits as supported by DPA and Property Services.

To support this strategy three consultation and communication 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 around the estate in general in each borough (Annexe B),
- Safer Neighbourhoods' Toolkit – supporting the role out of individual Safer Neighbourhood base including key messages, formal openings etc. (Annexe C),

- Custody Toolkit – supporting the specialised consultation required relating to planning issues in addition to community consultation and communication (Annexe D).

The briefing sheets provide key messages (consistent with those used throughout this process) 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.

In addition a toolkit to support the consultation on the AMPs will be developed to support the BOCU through this process. This will contain the following briefing sheets:

- Context
- Objectives
- Key messages
- Stakeholders (to be invited to consult)
- Step by Step Process
- Timetable
- Media Strategy
- Glossary of property definitions fact sheet
- Q&A's

## **Step 1**

### **The Estate Plan – Communication of the Strategy**

The first step is to communicate the Estates Strategy as a whole to a wider, pan London audience. This will be led by Property Services, in conjunction with Territorial Policing Headquarters.

We propose to produce an updated version of the Estates Strategy which clearly explains the progress being made following the publication of 'Building Towards the Safest City'. It should communicate the objectives of the changes, provide detail on what is happening and explain successes and case studies. This document will be 'launched' at a major stakeholder event, posted to stakeholders and used at briefings, conferences and meetings – to have a life of all of 2007. This should also be applied to dedicated web pages. Following the communication of this the focus will be on the AMPs.

At the same time the Borough Commander, the senior management team of the borough and others are to become familiar with the key messages (as outlined in the BOCU Toolkit); the importance of alternative accommodation; the commitment not to

close an existing front counter until an alternative local facility is functional, for example so that a joined up approach is achieved from the outset.

The advantages of moving to premises situated closer to the community, that is fit for purpose and meets operational and community needs, should be stressed in the key messages and Estates Strategy. The contribution that the police estate can make to improving police-public relations and promoting reassurance should be properly recognised and communicated. Public opposition to police station closures is often based on a perception that the quality of service will decline and, especially, that there will be fewer police officers on the beat. They need to be reassured that, in fact, closing stations and opening purpose built premises, or contracting opening times, can release more officers for patrol and this is all part of seeing the larger pan London picture as communicated in the Estates Strategy.

## **Step 2**

### **Consultation on the Asset Management Plans**

The second step is the consultation on the 32 AMPs and the feeding back of the results from this consultation. This will be led by the Boroughs, with guidance from Property Services and Territorial Policing Headquarters.

Each Borough will undertake responsibility for collating the information received, within a set timescale and the Borough Commander will take a lead role in ensuring that this is completed. The timing of the consultation should allow sufficient time for the proposals to be considered at each stage of the process.

Boroughs will be required to demonstrate that appropriate consultation has taken place and will provide feedback to TPHQ. It should be clear from the feedback who has been consulted, about what questions, in what timescale and for what purpose. The MPA Link members need to be kept informed throughout about developments in their boroughs.

Should a Borough's AMP change in a major way, further consultation will take place. The need for repeating the consultation will form part of the regular review of the AMPs, which will be managed in conjunction with Property Services.

## **Step 3**

### **Communication and Consultation Results**

The third step is a reporting back on the consultation undertaken in Step 2.

For consistency across the 32 boroughs TPHQ will support the communication of the AMP consultation results. The introduction of a template to capture the results will be devised, which will capture the results of the consultation for communication to stakeholders.

This document will incorporate the following:

- Reason for undertaking the consultation
- Main purpose of consultation

- Who the consultation was with
- Roles of others in the consultation (partners, key stake holders)
- Connection with the decision making process
- Consultation methods
- Means of monitoring/reviewing and criteria for effectiveness of consultation
- Feedback of results to participants, including changes made as a consequence of consultation

This will involve the consolidation of the consultation results from Step 2 and the production of an appropriate document for each borough to communicate these results.

Each Borough will undertake responsibility for ensuring that this document is distributed widely and within a set timescale and the Borough Commander will take a lead role in ensuring that this is completed.

## **Step 4**

### **Site Specific Consultation**

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.

Step 4 will therefore differ borough to borough depending on individual elements and planning applications needed as part of their AMP.

The toolkits and 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 these specific changes to the community and other stakeholders. This will be in addition to, and linked with, the communication of the overall AMP in Steps 2 and 3.

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 consultation / communication 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 consultation/ communication 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 consultation/ communication will form part of the monitoring of the delivery of the bases/centres.

## **2.2 Management of the process**

Communication of the wider Estates Strategy will be led by TPHQ, supported by PSD as appropriate. The main objective will be to provide to a wider audience the objectives and reasoning behind the formulation of the strategy.

Borough Commanders will take the lead in the consultation and communication of their individual AMP and then the site specific changes to be delivered in their AMP.

Boroughs will be required to confirm to TPHQ that the consultation of the AMPs under Step 2, 2.1 has been completed and provide any feedback from the process to enable development of the AMPs. The comments received will then be consolidated (with support from TPHQ / PSD) into a report to communicate back to stakeholders demonstrating how the comments have been incorporated. The template is to be devised in consultation with Property Services and TPHQ.

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.

Once the consultation and communication around the delivery of a custody centre or a Safer Neighbourhoods 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. Responses should be carefully and open-mindedly analysed and the results made widely available, with an account of the views expressed and reasons for decisions finally taken.

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

### **2.3 MPS Internet Sites**

The MPS and MPA Internet sites will need to be updated and a copy of the Estates Strategy and each of the AMPs made available on these sites. Documents should be made widely available with full use of electronic media (though not to the exclusion of others), and effectively drawn to the attention of all interested groups and individuals.

Borough Commanders will also lead in the management and updating of their respective internet sites. These should contain both a link back to the wider Estates Strategy as well as details on their AMPs. TPHQ will monitor these sites on a regular basis to ensure consistency of message etc.

### **2.4 Public Exhibitions**

When site specific public consultation takes place 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.

Liaison between all of these parties will be needed at all stages of the proposed process and different elements will lead at the different stages.

#### **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 organised 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, MPA portfolio holder, the Commissioner or Senior MPS officer presiding attending the event.

The timing of events is 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.

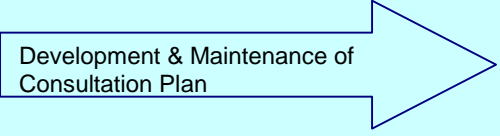
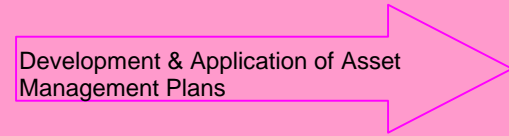
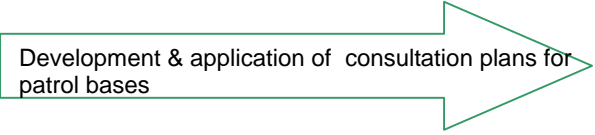
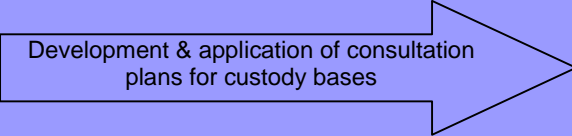
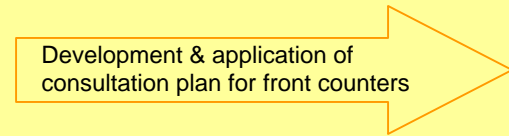
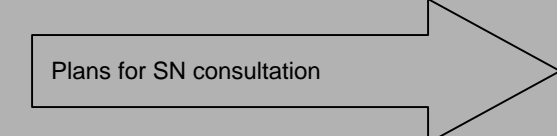
Strict guidelines are to be followed in regard to press releases issued by external agencies and BOCU Press Liaison Officers. The MPA Communications Unit and DPA must clear any press releases issued and be pre-warned of articles/interviews arranged to ensure that operational and policy perspectives are 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: Timeline: Territorial Estate Consultation Plan

2006/07/08

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