



INITIAL DRAFT

**Consultation Strategy and Implementation Plan
2002/05**

Report of the Consultation, Diversity and Outreach Unit

Introduction

This document sets out an initial draft consultation strategy for the Metropolitan Police Authority and the Metropolitan Police Service. The strategy will be owned and managed by the MPA which will be accountable for its delivery. It also serves as a reference document for the Greater London Authority functional body family with which the Authority will work closely on consultation.

Definition of consultation

By the term consultation, this document is referring to processes and activities that seek to find out, discuss and understand the views of Londoners:

- in order to shape the strategic or area-based policies and priorities relevant to policing in London;
- and by which the Authority can assess the effectiveness and efficiency of the MPS.

The strategy is not attempting to encompass the Authority's wider communication and marketing objectives, which should more appropriately fall under a communication strategy. However the giving and receiving of information between the Authority and the public to make consultation more effective is within the scope of the definition.

It should also be stated that by 'consultation', we include and want to focus upon processes wider than 'market research'. The strategy is concerned with the involvement, engagement and participation of consultees in the business of the Authority. As such, it is closely linked with the Authority's objective to hold the Metropolitan Police Service to democratic account and to ensure trust and confidence in the police service.

Consultees

There are several broad categories of consultees with whom the MPA consults.

One such category is statutory bodies, institutions and agencies, for example local authorities.

- A second category is the public, by which we mean
 - individual members of the public;
 - the societies, associations and groups members of the public form;
 - people/groups who represent sets of individuals.
- A third category is users and recipients of MPA/MPS services.

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- A fourth category is staff and those involved in the delivery of services.

This is not intended to be a comprehensive classification, but is included here to help define the consultees with which this document principally deals.

A detailed consultation plan will identify how these categories will be engaged in specific consultation activities.

Vision

The 5 year vision for the Metropolitan Police Authority is that through its work and the realization of this strategy :

- 1) The public in London, regardless of where they live, work or visit, their backgrounds, or the views they seek to express, are:
 - Given a full opportunity to exchange their views with the MPA and MPS;
 - Feel confident in raising these views; and
 - Have a fair and equitable opportunity in doing so.
- 2) Consultation makes a real difference to MPA/MPS decision-making.
- 3) Institutions whom work and share common aims with the MPA consider the MPA to consult in an innovative and exemplary way and to be a supportive partner in consultation.
- 4) That consultation is recognised as a core activity by both the police service and the Authority, to particularly include members of the MPA, senior personnel in the MPA/MPS as well as the public.
- 5) That the public in London feels the MPA holds the MPS to democratic account, in an effective and efficient way.

Current Position

The Best Value Review of Consultation

The Authority was established in July 2000. In conjunction with the MPS it conducted a Best Value Review of Consultation, which reported in March 2001.

Four key drivers for consultation were identified:

1. The democratic role of the Authority;
2. The statutory duty to consult Londoners upon their priorities for their police service.
3. The Authority's duty on Best Value, in which the need to consult is an explicit requirement.

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4. The Authority's role to ensure the MPS is efficient and effective in its policing of the Metropolitan district and so responsive to the needs of Londoners.

Key constraints to Vision identified through the review

There is no corporate co-ordination of consultation.

Consultation doesn't adequately reach groups with whom the police needs to gain confidence and develop good dialogue.

The MPS culture is not a listening one.

Borough-level concerns are not perceived to be sufficiently accommodated in the corporate planning process.

Minimum good practice standards are not met nor monitored, so leading to inconsistency and unequal opportunities for the public across London.

PCCGs are at different levels of development. Not all fit well into local and strategic consultation frameworks.

Consultation processes for the policing plan and best value reviews are not well specified nor sufficiently linked to community safety (crime and disorder) partnerships.

More systematic evaluation of consultation needs to takes place.

Costs/benefits of consultation are not adequately identified.

Key success factors for ensuring the vision is achieved.

- Establishment of a management structure direct and oversee an MPA/MPS Consultation Strategy.
- Great deal of experience gained during the first year of the Review in progressing a number of recommendations.
- Establishment of good relationships with key partners and stakeholders to undertake consultation.
- Involvement in the GLA Group Best Value Review of Consultation.
- Confident approach in working with consultative groups to ensure improvements

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Strategy and Implementation Plan

Key products and outcomes sought	Action Required	Implementation Targets	Year	Responsibility
Better co-ordination of consultation at corporate level of MPA and MPS	Outline and set up consultation units in MPA and MPS	Define and establish organization structure and responsibilities.	1	MPA
		Establish corporate leads.	1	
		Develop roles and recruit to units	1	
	Prepare 3 year planning calendar	Map all local and central consultation activity and set out in schedule.	1	MPA LEAD
		Specify policing plan timetable.	1	
		Develop process for liaising with Community Safety Partnerships, BOCUs and consultative groups to co-ordinate central activity more closely with borough level consultation.	1	
		Identify annual programme of consultative group meetings.	1	
		Review requirements and timing of Public Attitude Survey in line with other internally and externally commissioned survey work.	2	
	Set up consultation board	Agree constitution.	1	MPA COD Committee
		Develop terms of reference.	1	
		Set up programme of meetings.	1	
Greater accessibility and inclusive consultation	Voluntary sector capacity building	Consider objectives, scope and feasibility of challenge funding.	1	MPA CDO Unit
		Progress as feasible.	2	
		Identify, help develop and work with network of voluntary sector groups and advocates.	½	
	Support initiatives to make consultative groups more representative of their communities.	Help develop group constitutions.	1	MPA CDO Unit
		Carry out publicity campaign on behalf of consultative groups.	2	
		Review accessibility issues and how MPA can help to address these.	½	

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Key products and outcomes sought	Action Required	Implementation Targets	Year	Responsibility
	Introduce new channels of consultation	Develop e-consultation	2	MPA/MPS SM Board
		Consider 'Citizen Panel'.	2	
	Undertake targeted initiatives	Identify where confidence gaps occur between the police and different sections of the community. Carry out risk assessment i.e. those groups with whom non-confidence creates significant barriers to consultation as well as to crime reduction and public order. Prioritise high-risk groups. Establish programme for consulting on priorities. Carry out specific initiatives and outreach work.	1 1 1 1 on-going	MPA CDO Unit
	Bring more sections of the community into delivering consultation.	Review procurement procedures to ensure local, small businesses can develop and compete with market dominant consultants. Introduce, where not established, quality assurance procedures to ensure consultants comply with equal opportunities legislation and encourage them to be active in promoting equalities.	½ ½	MPA CDO Unit
Better feedback	Improve links between consultation and communication units	Incorporate communications teams in Consultation Board. Establish organization information flow diagrams dealing with key consultation processes.	1 1	MPA & MPS
Greater emphasis upon borough based consultation	Build upon existing local consultation frameworks	Survey existing frameworks. Develop compacts with pan-London organization e.g. GOL, ALG, GLA, in supporting borough consultation. Support MPA link members with networking in local consultation.	1 ½ ½	

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Key products and outcomes sought	Action Required	Implementation Targets	Year	Responsibility
	Pilot Community Consultation Officers	<p>Establish objectives</p> <p>Select pilot boroughs</p> <p>Agree budget and operational detail (achieved).</p> <p>Recruit and appoint CCOs</p> <p>Establish work programmes.</p> <p>Review</p> <p>Determine scope and feasibility of roll out.</p>	<p>Done</p> <p>Done</p> <p>Done</p> <p>1</p> <p>1</p> <p>2/3</p>	MPA
	Help raise standards locally	<p>Identify and disseminate good practice models.</p> <p>Seek to establish and participate in development of local consultation arrangements.</p> <p>Establish minimum service levels/standards for consultative groups and ensure budget allocation supports these.</p> <p>Consider deployment of resources to provide professional consultation support within boroughs.</p> <p>Assess demand for best practice guidance, develop and disseminate accordingly.</p>	<p>1/2</p> <p>On-going</p> <p>1</p> <p>2</p> <p>1</p>	MPA
Value for money	Develop systems of evaluation	<p>Consider and introduce an appropriate range of performance measures.</p> <p>Establish performance management system of target-setting, reporting, monitoring and review.</p>	<p>1</p> <p>1</p>	MPA/MPS CSMB
	Mainstream consultation	Encourage incorporation of consultation best practice more widely across MPA/MPS.	on-going	MPA/MPS CSMB
	Resource management	Appraise levels of skills, knowledge and experience of those involved in	1/2	MPA/MPS CSMB

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Key products and outcomes sought	Action Required	Implementation Targets	Year	Responsibility
		<p>consultation.</p> <p>Provide training as appropriate to meet agreed standards.</p> <p>Identify ways to support and harness voluntary contribution into consultation.</p> <p>Identify common requirements with other agencies e.g. survey work, user groups etc. and develop partnership projects.</p> <p>Review and develop use of information technology and systems.</p> <p>Review systems and processes for internal joint working and sharing of skills.</p>	<p>2</p> <p>2</p> <p>1</p> <p>2</p> <p>1</p>	
	Make better use of consultation	<p>Develop systems for sharing and publicizing consultation feedback.</p> <p>Develop system for tracking use of consultation processes and feedback.</p>	<p>1</p> <p>1</p>	<p>MPA/MPS CSMB</p>
	Budget management	<p>Define budgets.</p> <p>Establish effective monitoring arrangements.</p>	<p>1</p> <p>1</p>	<p>MPA/MPS CSMB</p>
	Motivate	Publicise successes	On-going	<p>MPA/MPS CSMB</p>

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Management of the plan

The management of this plan will be the responsibility of the MPA Lead Officer for consultation.

The Consultation, Diversity and Outreach Committee shall hold overall responsibility for achievement of the vision.

Monitoring and Evaluation

At the turn of each financial year, the above implementation targets shall be, re-prioritised, costed and assigned. New targets shall be added as agreed by CDO Committee.

Progress against the Plan shall be reviewed at least annually by CDO Committee and at least half yearly by the proposed Consultation Board.

A process of independent evaluation of the plan shall be developed.

Progress updates shall be supplied to HMIC as agreed or upon request.

Budget and Costs

A budget strategy for the implementation plan shall be developed in liaison with the MPA Treasurer.
