

Subject: Final report for Listening to London GLA group best value review

Date: 11 April 2002

Report to: Listening to London Project Board

1 Summary

- 1.1 This report summarises the recommendations of the Listening to London best value review. It also includes an action plan setting out how the recommendations will be implemented.

2 Background

- 2.1 Listening to London is a best value review. It is formally included in the best value programmes of the core GLA, TfL and the LDA and will be inspected by the Best Value Inspectorate in the Autumn of 2002.
- 2.2 The review formally started in mid-January 2002. Though carried out to a short time scale the review has been informed by several pieces of work including a District Audit report and the Assembly's Reaching Out Investigative Committee, which have generated a significant amount of evidence and data on consultation and engagement across the GLA group and elsewhere. Listening to London has been an opportunity to consolidate and analyse this data, and other material gathered during the course of the review, and to use the findings to identify ways of improving how the GLA group listens to London.
- 2.3 The call on evidence and data generated by earlier processes, the compressed timescale of this review and the nature of the theme under review have meant that Listening to London has not followed the three stage process set out in the core GLA "Making a difference for London" best value guidance. However, all relevant stages and areas have been covered.
- The review's terms of reference and the start up event report (Jan 2002) bring together the information usually contained within the stage 1: start up report.
 - The evaluation report provides a summary of the analysis carried out during the review and addresses the key questions - where are we now? Where do we want to be? How do we get there? This equates to stage 2: evaluation report.
 - This final report sets out recommendations and an action plan with performance indicators and milestones. It equates to a stage 3: completion report.
- 2.4 At the same time as considering this final report, the Project Board are asked to agree the following documents which agreed as key outcomes of the review in the terms of reference:
- GLA group consultation framework including strategic objectives and targets.
 - good practice guidance for the group.

Recommendations

- 3.1 The key findings of the review team are summarised in section 7 of the Evaluation Report. Briefly, the overall assessment of our current consultation and engagement activity is that we have made a good start, but that we need to become more coordinated and to pursue better, not more, consultation. Better consultation means improving our planning and practice of consultation, and our efforts to work collaboratively. A key finding for the GLA group as a new strategic body for London is the need to improve communications, information provision and awareness levels as a foundation for consultation and engagement of Londoners.**

- 3.2 The recommendations are designed to take us forward.**

- 3.3 Key outcomes**
 - 3.3.1 The Project Board agree the GLA group consultation framework and refer it to the Board of their organisation.**
 - 3.3.2 The core GLA consultation strategy is referred to the Mayor's Management Board.**
 - 3.3.3 Each functional body produce a consultation strategy based on the GLA group consultation framework.**
 - 3.3.4 The Project Board agree the GLA group good practice document and commits to developing this further, through the Consultation Network, as part of a package which will include seminars, key fact cards and intranet / extranet resources.**
 - 3.3.5 The key outcomes of the review are exposed to further challenge from the public, London boroughs and stakeholder organisations during workshop sessions.**

- 3.4 Joint working**
 - 3.4.1 The GLA group Consultation Network be re-launched with a reviewed membership and terms of reference.**
 - 3.4.2 The FBs and core GLA agree key issues and a consultation plan for the next two years through the Consultation Network.**
 - 3.4.3 Potential areas for collaboration including user surveys, budget consultation and work around the cross cutting themes of equality, sustainability and health are explored further through the Consultation Network.**
 - 3.4.4 The Consultation Network agree protocols for joint working (already being drawn up).**
 - 3.4.5 Complete a detailed mapping of consultation activity and cost across the GLA group.**

- 3.5 Good practice and better use of resources**
 - 3.5.1 A data base of consultation exercises, outcomes, contacts and future plans be established and developed as a intranet / extranet.**
 - 3.5.2 The good practice guidance is launched and disseminated across the GLA group and that this is managed through the Consultation Network.**
 - 3.5.3 A toolkit of web based consultation resources be developed.**
 - 3.5.4 A library of consultation undertaken by other organisations is produced and maintained by the core GLA research library.**
 - 3.5.5 Consultation activity is outsourced to other organisations where appropriate.**

- 3.5.6 Develop a better awareness of the factors which determine the ability of other organisations to respond to consultation, such as planning cycles and elections.
- 3.5.7 A systematic feedback mechanism is introduced based upon the principles set out in the good practice guidance.
- 3.5.8 The targets set out in the consultation framework are monitored and a system to measure consultation impact is developed.

- 3.6 Wider public engagement
 - 3.6.1 The Consultation Network consider the recommendations of the Reaching out Investigative Committee.
 - 3.6.2 Techniques are established to engage traditionally excluded groups.
 - 3.6.3 Public awareness of the GLA and FB responsibilities and achievements is increased to enhance the effectiveness of consultation and public engagement.

- 3.7 Stakeholder engagement
 - 3.7.1 Review stakeholder lists considering the criteria for inclusion, how representative groups included are, how to avoid duplication of mail-outs and support to umbrella groups.
 - 3.7.2 Consideration is given to how to publish lists, making it clear who is managing them.

- 3.8 Co-ordination
 - 3.8.1 A single point of contact within larger organisations, such as London boroughs, be established.
 - 3.8.2 Attention should be paid to the format in which consultation material is provided with a view to making it easier for major stakeholders to circulate for comment within their own organisations.
 - 3.8.3 Each FB nominate a lead member on consultation.

3 Action plan

The action plan for this review is attached as Appendix A.

4 Recommendation

That the Project Board agree the recommendations and action plan.

Background Documents:

Evaluation report for Listening to London GLA group review, April 02

Consulting London: a framework for the core GLA, LDA, LFEPA, MPA and TfL, April 02

Listening to London Good practice guidance, April 02

Discussion draft: core GLA consultation strategy, April 02

Appendix A
Listening to London action Plan

Recommendations/actions	How	By when	Lead officer	Performance indicator
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Key outcomes				
FBs approve: ▪ GLA consultation framework ▪ Good practice guidelines ▪ Protocols for joint working	Refer review outcomes to each Board	30/4/02	ML	Drafts issued to group members 4/02
Each FB to produce it's own consultation strategy based on the above	Through Consultation Network (CN)	31/5/02	FBs	Report outcomes to MMB 6/02
Core GLA consultation strategy to be approved	Refer to MMB	30/4/02	ML	Scheduled for 29/4

Joint Working				
Relaunch Consultation Network (review membership and terms of reference)	FBs to comment	30/4/02	ML	Collate views and decision on way forward by 30/4/02
FBs and core GLA to agree key issues & consultation plan for next 2 years	through CN	31/7/02	BG	Template produced by core GLA 31/5
Complete detailed mapping of consultation activity & costs across GLA group	through CN	31/7/02	BG	Core GLA version to be circulated 31/5
Agree joint surveys and joint consultation initiatives & publish a programme of consultation activities	through CN	31/7/02	ML	Initial report to MMB 6/02

Good practice and better use of resources				
Produce & maintain a library of consultation undertaken by other organisations	through research library	31/8/02	BG	Brief to Annabel Davies 30/5/02
Outsource consultation activity to other organisations where appropriate	Through procurement processes	Ongoing	FBs (CN)	indicate possibilities in consultation plan & map of activities
Launch and disseminate good practice guidance	Seminars, newsletter	9/02	BG (CN)	Plan and start programme from 6/02
Establish data base of consultation exercises, outcomes, contacts & future plans	Develop as intranet/extranet	31/12/02	BG	Agreed through IEG programme 1/6/02
Develop toolkit of consultation resources on intranet, building on good practice guidance	through 2 nd phase of web re-design	31/12/02	BG	agree with Jayne Davies for project plan
Improve consultation approach to fit better with borough planning cycles & elections	link with consultation plan	31/7?02	BG	consider at CN
Ensure systematic feedback to consultees	Establish clear resourced system	30/9/02	BG	Options paper to ML 31/7/02
Monitor targets set in consultation framework and develop a system to measure consultation impact	Establish clear resourced system	30/10/02	BG	Options paper to ML 31/8/02

Recommendations/actions	How	By when	Lead officer	Performance indicator
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Wider public engagement				
Consider recommendations of Assembly 'Reaching Out' scrutiny (expected mid-April 02)	report to MMB	5/02	ML	review report at CN
Establish techniques to engage traditionally excluded groups	Consider consultancy advice	1/9/02	BG	brief for consultants to ML by 30/6
Apply technology to improve consultation techniques and innovate eg email, web, texting	Through IEG project	31/10/02	ML	report to IEG steering group 5/02
Improve public awareness of GLA & FB responsibilities & achievements to enhance effectiveness of consultation & public engagement	Consider newsletter or similar publication to all Londoners	31/5/02	MO & Communications	Report to MMB 5/02

Stakeholder engagement				
Review: <ul style="list-style-type: none"> ▪ Criteria for inclusion on stakeholder lists ▪ Representativeness of list ▪ How to publish & up-date list ▪ Duplication of mail-outs ▪ Support to umbrella organisations. 	Review report to MMB	30/6/02	FK	draft to JJ & ML 31/5

Co-ordination				
Establish single point of contact with all major consultees	Raise with boroughs & stakeholders		FK	Draft letter to major consultees to ML by 31/5
Each FB to nominate a lead member on consultation	Raise with FBs		ML	Clear at final BV board meeting

Notes:

Most actions are for GLA group as a whole, but some apply to core GLA only or primarily.

Initials used: CN - Consultation Network

ML - Manny Lewis, Chair of Review Board and Executive Director of Corporate Services, core GLA

BG - Brigitte Gohdes, Chair of Review Team and Head of Public liaison and consultation, core GLA

JJ - Jeff Jacobs, Executive Director, Policy and Partnerships, core GLA

FK - Fatima Koumbarji, Head of External Relations, core GLA

MO - Mayor's Office

MMB- Mayor's Management Board

The inspection date for this review, by the Audit Commission Best Value Inspectorate, has been set for October 2002.