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Project Initiation Document

Project/Programme Details

Project/Programme Name	Revision of the joint MPA/MPS Community Engagement Strategy		
MPA Committee	Communities, Equalities and People Committee		
MPA Officer Leads	Siobhan Coldwell – Head of Oversight and Review Unit Martin Davis – Head of Engagement and Partnerships		
Start Date	10th September 2009	Completion Date	11th March 2010

Document Details

Version	Status (Draft or Approved)	Date	Author/Editor	Details of changes
1	Draft	23rd June 2009	Hamera Asfa Davey	
2	Draft approved by Natasha Plummer Martin Davis Siobhan Coldwell	14 th July 2009	Hamera Asfa Davey	Minor changes throughout document, in particular references to Met Forward; London City Charter and the MPS Policing Pledge have been added.
3	Draft Development	7 Aug 2009	Martin Davis	Further changes to reflect Met Forward and City Charter

Background to the proposed work

Describe the potential change, idea or problem. Describe the circumstances, decisions, previous work that has led to this PID being produced. This should make it clear:

- **what is the overall purpose of this project?**

The joint MPA/MPS community engagement strategy 2006 – 2009 is due for revision. The revision will be undertaken in partnership with the MPS and with input from relevant individuals, groups and organisations. The review will result in a clear comprehensive joint Community Engagement Strategy with accompanying action plans for both the MPA and the MPS.

The revised strategy will

- provide a three year joint MPA/MPS strategy which supports the development of an integrated and standardised approach to engaging with communities
- enhance opportunities for London's communities to express their views and to work in partnership with others to ensure policing is delivered appropriately.

- **what previous actions/decisions lead to the current position?**

The MPA Oversight and Review Unit (January 2009) were requested by the Communities, Equalities and People (CEP) Committee to map the communication, consultation and engagement work that the MPA were undertaking or planning to undertake. This provided a comprehensive picture of where the MPA is at in regards to its communication, consultation and engagement work. Members saw the mapping exercise as the first part of a larger review of the communication, consultation and engagement work undertaken by the MPA. At the May 2009 CEP meeting, Members put forward a number of options in regards to next steps. The review of the joint Community Engagement Strategy would address the objectives laid out by Members.

(MPS input will be required here)

- **why it needs to be done?**

The MPA and the MPS need to have a new Community Engagement Strategy to enable them to achieve the aim to have "...a new approach" described in Met Forward¹. This will enable the MPS and the MPA to talk and consult more often to make sure we are getting things right.

The new joint strategy will need to be embedded in the work of the MPA and the MPS and will need to be integrated with the Policing Pledge and the City Charter Policing Protocol. The strategy will have a work plan to ensure the translation of the high level strategy into practical improvements which are clearly agreed by all parties and capable of being implemented and monitored.

- **why it should be done now?**

1. To take forward the MPA's commitments in the recently launched Met Forward in order to provide more effective and efficient way of working with the communities we serve.
2. To support the work of the MPS in delivery the Policing Pledge.
3. To support the work of the Mayor, the GLA Group and London Councils in developing an effective City Charter and Policing Protocol.

If we are to achieve the overall aims of Met Connect it is essential that a systematic and agreed plan of action is developed and implemented as soon as possible.

¹MetForward page 13 – Met Connect

Objectives

How does the purpose of the project break down into specific objectives?

The objectives are as follows:

1. To produce a comprehensive joint Community Engagement Strategy in partnership with the MPS informed by consultation with relevant stakeholders
2. To produce action plans for both the MPA and MPS with clear timeframes and identified leads

What specific, measurable results are expected at the end of the project?

1. A joint strategy that has been signed off by and is owned by both the MPA and MPS (this needs milestones and dates from the project plan).
2. Action plans for both the MPA and MPS which are monitored by the MPA (this needs milestones and dates from the project plan).

Scope

The revision of the joint community engagement strategy has clear links with the Met Forward aims and links to the London City Charter and the Policing Pledge. It will also link with the MPA work contained in the two PIDs – “Square pegs, round holes’ Safer Neighbourhoods Teams’ community engagement/consultation methods” and “Standardisation of Community Engagement Structures – CPEG review.”

In partnership with the MPS, the project is likely to include the following:

- agreement off PID by the MPA and MPS
- setting up a project working group, including appropriate MPS representation
- identifying individuals, groups and agencies for the consultation to inform the development of the strategy
- agreeing the consultation mechanisms to be utilised by the project working group
- producing a questionnaire or prompts to be used with consultees
- drafting a strategy for the Communities, Equalities and People Committee for agreement and sign off by members
- drafting a draft action plan for the Communities, Equalities and People Committee for agreement and sign off by members.

Business Case (Benefits and Costs)

The MPA mapping exercise identified that the MPA could improve its current communication, consultation and engagement work. Whilst there was recognition by MPA officers and Members that the current work was comprehensive it was also felt that the MPA could benefit from:

- ensuring that the most effective method is adopted for any given consultation or engagement activity;
- embracing new media such as SMS; web based surveys etc
- utilising existing communication mechanisms, such as traditional media.

The development and revision of the Community Engagement Strategy provides an opportunity for the MPA to consider how these issues can be taken forward.

The strategy provides the MPS an opportunity to bring together its various community engagement plans under one comprehensive framework, ensuring that individual business group plans have synergy with the overall corporate strategy.

(The MPS may wish to add text here)

In considering the revision of the joint MPA/MPS community engagement strategy, the MPA can also consider what it wants to achieve from its communication, consultation and engagement programme. Is it the MPA's intention to simply gather information to inform its work and the policing plan? Or is the MPA interested in building long term collaborative relationships with groups of Londoners? This issue is picked up in Met Forward, Chapter 4: MET Connect which states that the MPA must provide clarity in regards to what it intends to achieve from engagement.

The revision of the joint community engagement strategy provides the MPA and MPS the opportunity to consider how the objective of integrating community engagement by police and councils as outlined in the London City Charter can be taken forward.

Finally, the revision of the community engagement strategy provides an opportunity for the MPS to consider how the communication, consultation and engagement promises outlined in the Policing pledge can be mainstreamed.

The costs for this project will largely be met through existing unit budgets.

Assumptions

State any assumptions made in defining the work and the expected outcomes

The following should be taken into consideration:

- Strategies are unlikely to have an impact unless they are championed and endorsed by Senior Management.
- Strategies must be living documents which are adapted and altered according to the changing requirements of the organisation.

Constraints

These are things that you must take into consideration during the project but cannot change. These may include deadlines, regulatory requirements, procurement rules, technology standards or limitations imposed by some other project or programme.

The following should be taken into consideration:

- Project timeframes are dependent on ensuring the PID is signed off promptly by MPA Members and MPS colleagues
- Effective consultation is dependent on ensuring that the MPA and MPS are able to identify the most pertinent stakeholders to interview
- Reporting to the 11th March 2010 Communities, People and Equalities Committee is dependent on ensuring the project remains on schedule.

Risks

A summary of the most significant threats and opportunities facing the project and how it is intended to manage them.

A risk log should be completed if the project is sufficiently large/risky

1. Risk: Failure to secure MPA and MPS senior officer and staff support resulting in resources and support not being provided to take the project forward

Mitigation: Secure buy in by ensuring that MPA and MPS senior officers and staff are approached from the outset and the aims and objectives of the project are outlined

2. Risk: Failure to gather sufficient input from community consultation

Mitigation: Over recruit for community consultation, thereby ensuring that the minimum numbers required for the community consultation are achieved

3. Risk: Failure to engage MPA Members

Mitigation: identify Members who have an interest in citizen focus and community engagement issues and establish with these Members how they would best like to be engaged in the process

4. Risk: A failure to agree on project objectives with key MPS/MPA stakeholders

Mitigation: Initial meetings with the MPS to focus on project objectives and how these will be taken forward

5. Risk: Numerous complimentary plans and strategies need to be taken into account, including but not limited to the Policing Pledge, London City Charter and Met Forward

Mitigation: Ensuring that relevant leads for all complimentary plans and strategies are involved in initial planning to ensure that the new joint strategy compliments existing plans and strategies

Other areas of business affected

E.g. – other business groups/organisations

The project is likely to impact on the:

- Development of individual community engagement plans of MPS business groups
- Work of Safer Neighbourhood panels and other borough and ward based MPS community engagement mechanisms
- Work of MPA funded Community Police Engagement Groups and other MPA funded borough and ward based community engagement mechanisms
- Community engagement and consultation aspects of the MPA scrutiny programme
- Annual policing priorities consultation
- Annual GLA budget consultation

Deliverables

What and When

There are a number of deliverables:

Short term –September – October 2009

- Agreement of bid
- Securing senior MPA and MPS buy in

- Development of project working group
- Development of questions and prompts for consultation with the Planning and Performance team

Medium term – October – December 2009

- Development of a project plan
- Identification of stakeholders
- Organising and running the consultation events

Long term – January – February 2010

- Drafting strategy and action plans in partnership with the MPS
- Submitting first draft to CEP – 16th December 2009

Major dependencies

A description of any known future dependencies with other projects, programmes or initiatives which may be internal or external to the parent organisation. This may be defined in terms of such things as products/deliverables, resources, decisions, legislation, environmental conditions, economic conditions etc.

- The ongoing Community Police Engagement Groups improvement programme
- Met Forward
- MPS Policing Pledge
- London City Charter
- MPA PID – ‘Square pegs, round holes’ Safer Neighbourhoods Teams’ community engagement/consultation methods
- MPA PID – Standardisation of Community Engagement Structures – CPEG review
- Retaining Member engagement and input
- Retaining MPS/MPA senior officers and staff engagement and input

Stakeholders

A list of known stakeholder organisations and, where appropriate, individuals having a significant interest in or influence over the project. For each stakeholder it should be made clear what is the nature of their interest in the project (e.g. they will be affected by the outcome, must make changes, will provide resources, will take decisions, and must be kept informed.)

- MPS: including Safer Neighbourhoods, Youth Strategy Board and the Diversity Citizen Focus Directorate

- MPA members
- MPA officers: including the Engagement and Partnerships directorate, Planning and Performance and the Oversight and Review Unit
- Community Police Engagement Groups
- MPS Youth Advisory Group – corporate and borough based
- Safer Neighbourhoods panels
- GLA units including Public Consultation and Scrutiny Investigation
- TfL units including Equality and Inclusion and Borough Partnerships
- London Development Agency's consultations team
- London Fire and Emergency Planning Authority's Engagement and Consultation Team
- Involve
- Participation Works
- Department of Communities and Local Government
- London Councils
- Government Office for London
- Association of Police Authorities
- National Policing Improvement Agency
- The Police Foundation
- CPEGs
- ICVs
- LCP2

(Need to build on this list in partnership with the MPS and with input from the working group)

Project Organisation

A description of the roles, responsibilities and relationships with other MPA officers/MPA Committees and GLA/MPS project work

The MPA and MPS have a shared responsibility for the revision and the development of the new strategy. A relevant lead and resources will be identified in partnership with DAC Rod Jarman.

MPA resources and support will be provided by the Oversight and Review Unit (one officer and admin support); Planning and Performance Unit (development of prompts and questions to be used for the consultation process) and the Engagement and Partnerships Unit (one officer and additional admin support where required).

MPA and MPS officers and staff will report back to senior officers and staff and to the MPA CEP committee.

Expert input will be provided by the Communications team and Equality and Diversity Officers where required

Project Plan

A schedule of activities and resource requirements for the entire project.

Schedule key dates, activities, milestones, resource requirements, control points.

A detailed project plan will be produced in partnership with the MPS and project working group.

The following are initial considerations that the project plan should include.

10th September – October 2009

- Meeting with DAC Rod Jarman
- Identification of MPS colleague and resources for project
- Identification of MPA colleagues for project working group
- Identification of MPA colleagues for expert support where required
- Working group meeting to discuss project plan and objectives and allocation of tasks
- Finalising and agreeing PID in partnership with MPS colleagues and working group
- Production of work plan in partnership with MPS colleagues and working group
- Production of questionnaire and prompts for consultation in partnership with Planning and Performance Units
- Production of final project plan for July CEP meeting
- Identification of stakeholders for consultation
- Notifying CPEGs to undertake borough consultations
- Identifying Safer Neighbourhoods panels for ward level consultations

October 2009 – January 2010

- Approaching stakeholders and securing interviews and or setting up group interviews/focus groups
- Undertaking interviews/group interviews and focus groups writing up findings
- Project working group meetings where necessary

January – February 2010

- Project working group meeting to discuss report writing and allocation of tasks
- Drafting of strategy and action plans

11th March 2010

- Draft strategy and action plans to be tabled at CEP on the 11th March 2010

Project control and reporting

Reports to Committees (via BMG where appropriate)

The PID will be presented at the 10th September CEP meeting. A draft project plan will be presented to the Community Engagement and Citizen Focus subcommittee meeting on the 29th October 2009.

The final draft community engagement strategy will be tabled at the 11th March 2010 CEP meeting.

Communication Plan

An explanation of how the project will engage with and maintain communication with internal and external stakeholders. For each type of communication the plan will identify the purpose, message, timing, source, recipient(s), content, response required and method of communication.

A Communication Plan will be produced in partnership with the Comms team. The content of the plan and the primary audiences will be considered by the project team and then devised.

Any other issues specific to this project

Add new sections to the PID as required. For example you may wish to describe the Procurement Strategy proposed for your project.

EIA

An EIA will be undertaken if required. However, equality and diversity implications will be considered throughout the project plan.