

# RAF 2005/06 Review: Revised Project Timeframe

## RAF Project Timeframe

For ease of reference, the review has been divided into five phases, from the preliminary consultation to the application of formula outcomes. These are indicated by the green arrows on the timeframes.

### Phase 1: Preliminary consultation

*MPA Full Authority decision on timetable and project board*

Submission of the provisional RAF Review timetable to the MPA Full Authority for approval and a decision regarding the project board to which the Review project team will report.

*Initial consultation of stakeholders*

The initial consultation involves key external stakeholders and borough commanders.

*Prepare project scope informed by consultation feedback*

The project scope is proposed by the MPS to the CoP Committee.

### Phase 2: Scope of the new review

*Approval of project scope by CoP*

The project plan and scope will be considered and approved by CoP.

*Communicate scope to stakeholders*

The approved scope will be communicated to stakeholders via a letter that will also invite them to respond.

### Phase 3: Main body of the review

*Main review including consultation results, workshops and data analysis*

Workshops will be held that include borough commanders and external stakeholders.

Results of consultation and data analysis will be passed to the workshops for discussion.

*External assistance including validation of model*

It is considered appropriate to commission external validation of the proposed model and it may be necessary to buy in a particular skill that is not available within the MPS (eg: statistical expertise).

### Phase 4: View of the new formula structure

*Draft recommendations to CoP*

Submission of the initial draft of the new model to CoP.

*Public consultation*

This could be in the form of a public event or a letter to key stakeholders. If a public event is considered most appropriate an external consultant may be required to assist with the planning and presentation of this event.

*Product to CoP for validation of revised model*

Having made the changes resulting from the public consultation, the revised formula will be resubmitted to CoP for validation.

*Product to MPA Full Authority*

Submission of the proposed model to MPA Full Authority.

### Phase 5: Application of the formula outputs

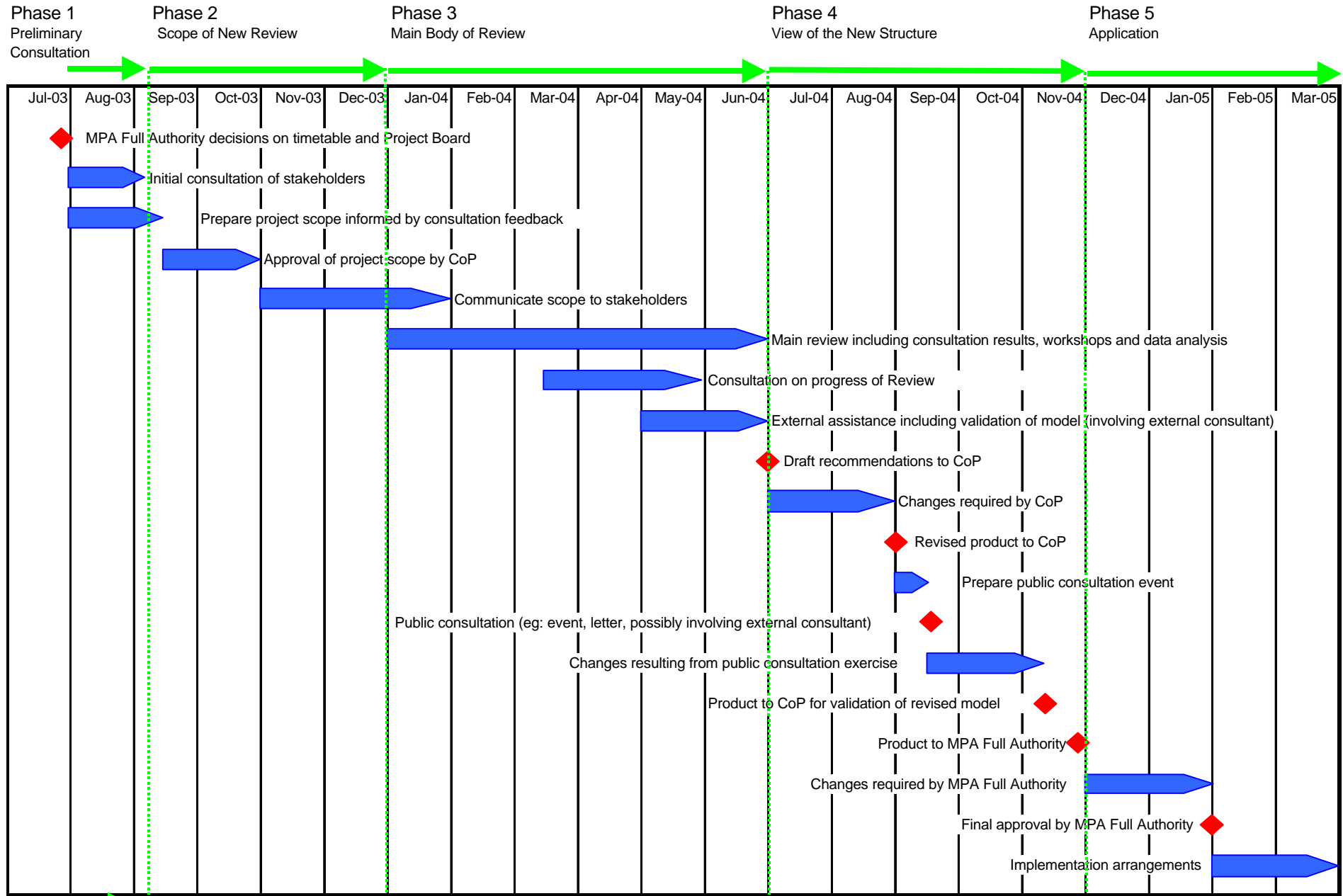
*Final approval by MPA Full Authority*

Submission of the revised model to MPA Full Authority for approval.

*Implementation arrangements*

This will cover the allocation arrangements for 2005/06 and the political implications.

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for explanation of phases see 'RAF Review 2005/06 Project Plan' document

# **Proposed Consultation Arrangements**

## **Key stakeholders**

The following groups are considered to be key stakeholders of the RAF Review:

1. Management Board
2. MPA members
3. London MPs
4. GLA members
5. Mayor's office
6. London Borough Chief Executives
7. London Council Leaders
8. BOCU Commanders
9. Territorial Policing Command Team
10. Police Federation
11. Staff Associations
12. Community and Police Consultative Groups (CPCGs)
13. Association of London Government (ALG)
14. Crime and Disorder Reduction Partnerships (CDRPs)

## Phases of Public Consultation

### Phase 1: Preliminary consultation

*Preliminary consultation with key external stakeholders and borough commanders*

This involves a questionnaire regarding the existing formula and suggestions for the 2005/06 review. This information will be used to inform the scope of the review as well as identifying stakeholders willing to participate in the process.

### Phase 2: Scope of the new review

*Letter to stakeholders communicating scope of review*

The approved scope will be communicated to stakeholders via a letter that will also invite them to respond.

*Collate responses and feed into workshops*

Responses received from this communication will be passed to an appropriate workshop.

### Phase 3: Main body of the review

*Select participants for workshops*

Participants will be selected to represent the interests of all boroughs within the MPS.

*Active participation in review: workshops*

Workshops will include BOCU commanders and external stakeholders. Participants will tackle emerging issues as well as challenging the composition of existing RAF components. Results of consultation and data analysis will be passed to the workshops.

Active participation in the workshops should involve BOCU Commanders, CPCGs, CDRPs, London Borough Chief executives, London Borough Councillors and ALG.

*Newsletter on progress to stakeholders with an invitation for feedback*

As the workshops move forward, a newsletter will be sent to stakeholders giving information on the progress of the review with an invitation to comment.

### Phase 4: View of the new formula structure

*Public consultation*

This exercise could take the form of a public event or a letter to key stakeholders. If a public event is considered most appropriate an external consultant may be required to assist with the planning and presentation of this event.

*Collate responses to public consultation and make changes*

Feedback from this final public consultation will be considered by the Project Board.

### Phase 5: Application of the formula outputs

*Newsletter regarding outcome and proposed application of results*

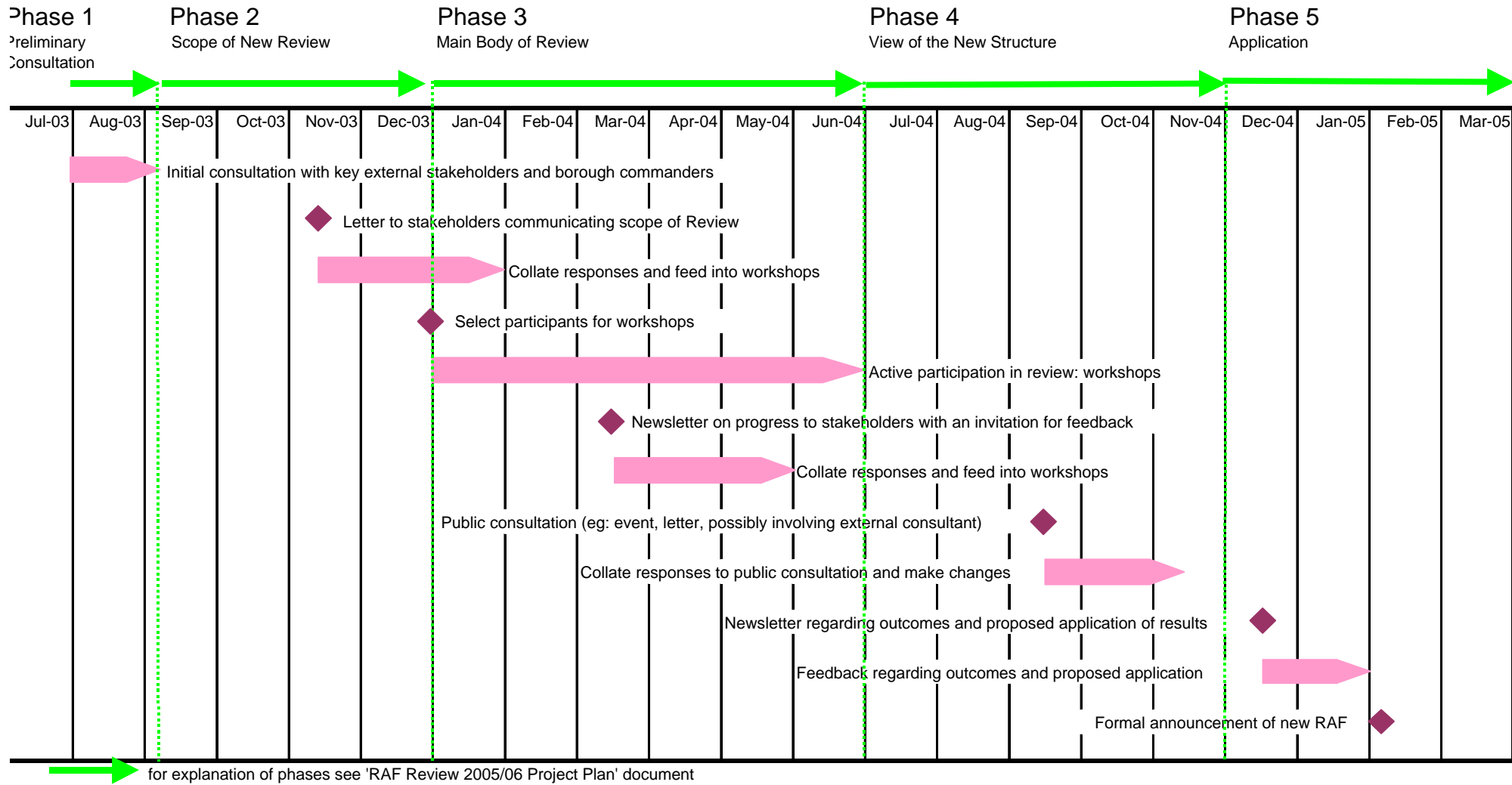
A newsletter will be sent to key stakeholders regarding the outcome of the review and next steps. This will include an invitation to comment on this phase of the review.

*Feedback regarding outcomes and proposed application*

The feedback from this phase will be submitted to the MPA for consideration.

*Formal announcement of new RAF*

A letter will be sent to stakeholders informing them of the final result and application of RAF.



## Risks to the RAF Review 2005/06 Project

The MPS has identified a number of risks to the successful outcome to the review. The most significant, those that will be of particular interest to members, are set out in the table below.

Item	Description	Responsibility	Risk
1	<b>Insufficient resources (including budget)</b> Insufficient resources could affect the quality of the final product or cause slippage during the review. This includes the budget for external resources (see Section D of paper).	MPA/MPS	High
2	<b>How the RAF results are expressed and reported</b> The new formula outcome may be expressed differently to purely police officer numbers as in the past. This has the potential to cause confusion and resistance among stakeholders.	CoP	High
3	<b>Communicating the complexity of the formula</b> There is no joint MPA/MPS project board for this review and proposals will go to CoP Committee for approval. It is crucial, therefore, that members receive clear and timely briefings about what they are asked to approve.	MPS	High
4	<b>Reaching consensus</b> CoP Committee is a large group comprising members with potentially conflicting interests. There is lack of continuity in attendance. These factors may make it more difficult to gain agreement.	CoP	High
5	<b>2004 elections (mayoral/MPA)</b> The elections could potentially result in a turnover of members and key stakeholders familiar with the RAF Review. Delay could result from new members taking time to familiarise themselves or from non-acceptance of previously agreed issues.	MPS Project Team	High
6	<b>Consultation arrangements</b> With such a large number of stakeholders to consult, there is a risk that the consultation arrangements will not be considered sufficient by everyone. The Project Team has proposed a consultation strategy in order to mitigate this risk as far as is practical.	MPS Project Team	
7	<b>Unfair/unrepresentative sample within review workshops</b> Without careful selection of workshop participants, there is a risk that the final product will not take account of the interests of all boroughs within the MPS.	MPS Project Team	