

BEST VALUE REVIEW OF CONSULTATION: IMPLEMENTATION ISSUES

1. Principles

The MPA and MPS must jointly take responsibility for the overall strategy and its implementation.

The borough commander will be responsible for local consultation. It is therefore essential that borough commanders are actively involved during implementation in order to participate fully and take ownership. It is also highly desirable that the local authority chief executive is actively involved. Accordingly, such joint involvement with the Implementation Team is the first part of what should be a developing process of partnership which should emerge from the recommendations contained in the Best Value Review.

2. Implementation Actions

The following specific actions are required to facilitate implementation:

- Agree Strategy with other agencies.
- Agree pan-London consultation arrangements.
- Set up pan-London consultation arrangements.
- Formation of an MPA Consultation Unit and supporting arrangements.
- Formation of an MPS Consultation Unit and supporting arrangements..
- Agree organisational and committee structure to oversee joint and separate consultation activities.
- Agree the minimum model for PCCGs and the management arrangements for PCCGs.
- Finalise terms and conditions for the proposed Community Consultation Officers.
- Agree the organisation and committee structure for consultation at borough level.
- Determine, on a case-by-case basis, the new borough and revised PCCG structures for community consultation.

In order to achieve the above an implementation process is required in which the following implementation issues need to be addressed:

3. Project Management

- Determine and agree the project management arrangements for the implementation of changed arrangements for community consultation. In particular, a decision timetable for implementation will need to be drawn up.
- Who will serve on the project board overseeing implementation and what will be the respective contributions of the MPS and the MPA?
- Consideration will also need to be given to arrangements for an Independent Challenge Panel contribution to implementation.
- Solution options for meeting the Statement of Requirements for community consultation will need to be identified and explored in more detail, what will be the process and who will participate?

4. Strategy

- Continue to finalise and agree the Community Consultation Strategy, in consultation with partners.
- The strategy will also need to be translated into a more detailed statement of requirements for consultation, which will then serve to identify specific consultation requirements and the scope for the involvement of partners and service providers.

5. Interfaces with Partners

- Agree who will be the participants in the consultative processes at respective levels of consultation.
- Agree how the results of consultation will harmonise and interact with MPS/MPA decision-making and planning processes.
- Formulate and gain agreement for a generic model for PCCGs, recognising that local arrangements for PCCGs will need to be adapted to suit borough requirements.

6. Implementation Team

The formation of a joint MPS/MPA Implementation Team will oversee and co-ordinate the implementation of arrangements for community consultation at local level and prepare for the co-ordinated receipt and response to consultation at the corporate level.

- Decisions will be required concerning the staffing and resourcing of the Implementation Team.

- How many staff and at what grade?
- What will be the recruitment/selection process/timescales?
- How will the Implementation Team be managed?
- Where will the Team be accommodated?
- What will be the relationship between the Team and the two proposed consultation units?

7. Work of the Implementation Team

It is envisaged that the initial work of the Team would involve the following, some of which will be required on a borough-by-borough basis:

- Development of an information flow model for community consultation and complementary processes.
- Discuss options for Public Attitude Surveys with the MPS' Directorate of Quality, Performance & Review, MPS' Corporate Development Group and other potential interested bodies, including the GLA.
- Detailed planning for implementation of the proposed changes, including a rollout plan for implementation at local level.
- Liaison with respective local authorities and BOCU management teams to establish particular community consultation requirements. May also need to liaise with community groups to gain communities' perspectives on consultation requirements.
- Adaptation of generic model to meet local requirements, in consultation with respective local stakeholders.
- Identification of any implications of proposed changes for current PCCG staffing, and liaison with respective local authorities.
- Oversight of rollout programme on behalf of project board and provision of help/support/guidance to local level as required.
- Identification of budgetary implications of proposed changes at local and corporate levels.
- Initiation and co-ordination of any recruitment of new staff to serve local arrangements for community consultation.

8. Community Consultation Officers

The establishment of a network of consultation co-ordinators, either one per borough or with responsibility for two or more boroughs, will need to be co-ordinated. Also, before arrangements are put in place to initiate recruitment and selection, consideration will have to be given to the following:

- Definition of roles and responsibilities for the proposed Community Consultation Officers.
- Decision on whether or not one such worker could effectively co-ordinate activities across more than one borough and, if so, what would be the most appropriate grouping of boroughs.

9. Marketing of Proposals

- In parallel with the initiation of implementation, consideration will have to be given to the marketing of the proposed solution(s) for community consultation, both internally and externally and in terms of content and timing.

10. Timescales for Implementation

- It is reasonable to assume that the establishment of the proposed Implementation Team and the initial planning would take up to three months.
- It is anticipated that roll out of the proposed model for community consultation would take approximately 18 months after the formation of the Implementation Team, depending on the number of local consultation co-ordinators to be deployed and the rate at which PCCGs could be re-constituted in accordance with the minimum model for PCCGs.
- However, it is also recognised that a 'big bang' approach may not be appropriate and that there may be a need for phased implementation with parallel running of both current and new arrangements for consultation during the roll out period.

11. Critical Stages

The critical stages for implementation of the new arrangements for community consultation will be the following:

- ◆ Finalise the strategy for community consultation and translate this into a more detailed statement of requirements.
- ◆ Determine an overall timetable for implementation, indicating decision mile stones
- ◆ Form and resource the proposed Implementation Team.

- ◆ Formulate and agree a revised model for PCCGs.
- ◆ Obtain funding for the new arrangements for community consultation and ensure adequate funding for activity and initiatives during interim period.
- ◆ Obtain funding for pump priming.
- ◆ Address staffing and recruitment implications of proposed changes.

12. Arrangements during Interim Period

- The current arrangements re bidding for funds will continue in the interim. However, no contractual arrangements for staff or accommodation should be entered into without the approval of the MPA.
- An urgent early action required will be the review of current bids for funds from PCCGs.