

Table 1 - Rec 1

Recommendation BV C01/01	A planning timetable should be produced and widely circulated. This should include references to all the centrally and locally instigated consultation.
Rationale	To promote a greater co-ordination and awareness of consultation activity across the MPA and MPS. To give all parties concerned, including those being consulted, greater notice of when activity is scheduled, to help plan against bottlenecks (overloading).
Progress	<p>An MPA Planning Panel is responsible for co-ordinating the development of the Policing Plan. A draft outline timetable has been developed for the 2003/04 plan, for consideration by the Planning Panel and CDO Committee. This takes into account the Mayor's budget setting timetable and for this year the aim to utilize the Crime and Disorder Audits.</p> <p>All consultation via consultative groups is now co-ordinated through the MPA's Consultation, Diversity and Outreach Unit.</p> <p>The MPS appointed a lead consultation officer, but the officer moved to another post shortly after commencing this role and the position is now held in abeyance due to civilian post constraints at the MPS. Without such a co-ordinator, there is no contact point through which the MPA can map local and strategic consultation.</p> <p>Whilst some progress has been made on this recommendation, it has been affected by a number of resource difficulties.</p>
Review	The Mayor's budget-setting timetable has altered each year and has made it difficult to establish a regular timetable for the policing plan consultation. While much consultation activity has taken place by the MPA e.g. on Recommendation 61 (Recording policing stops), community race tensions in the summer, youth crime, etc. much of this has been developed in an ad hoc way indicating that a high proportion of the MPA's consultation will be relatively impromptu by nature. However it is imperative that better planning and co-ordination of consultation is made.
Further action	<ul style="list-style-type: none"> • To develop a 3 year calendar of scheduled consultation events. • To identify a named contact at the MPA and MPS to manage calendars • To agree and implement the proposed planning timetable. • To develop a website calendar. • To exploit ways of disseminating feedback from consultation. • To map all local consultation by Borough commanders and consultative groups in order to monitor best value.

Table 2 - Rec 2

<p>Recommendation BV C02/01</p>	<p>There must be a consultation strategy. This should be owned by the MPA. The implementation of the strategy should be the joint responsibility of the MPA and MPS.</p>
<p>Rationale</p>	<p>The Best Value Report set out consultation aims and objectives and included a ‘consultation strategy’ as an appendix. This strategy described the overall principles and framework to which the MPA and MPS should work towards. The reference to the consultation strategy in the recommendation was for a more specific consultation action plan, particularly to inform the corporate strategy</p>
<p>Progress</p>	<p>The MPA has been participating in a GLA best value review of consultation. This work is leading to a strategy to serve as an umbrella document to other functional bodies’ strategies. The review team is due to report in March but again this will be a broad, high level reference document.</p> <p>A draft consultation strategy is in development for adoption by the MPA and MPS. This requires detailed discussion.</p>
<p>Review</p>	<p>There remains some confusion as to the status of the best value report appendix as well as its recommendations. This report can act as a basis for the implementation plan. Specific work needs to be carried out more immediately on designing the consultation plan to inform the process for the policing plan and reviewing the public attitude survey that is carried out annually to ensure that it has wider usage. The MPA also needs to get a clearer overview of the MPS consultation structure. The MPA is introducing bespoke (locally agreed) target setting and this will necessitate inclusions to the consultation process used for determining policing priorities.</p>
<p>Further action</p>	<p>Develop and agree the consultation strategy and implementation plan establish a management structure for managing the strategic direction of the MPA/MPS consultation framework.</p>

Table 3 -Rec 3

Recommendation BV C03/01	There needs to be a communication strategy to disseminate the consultation strategy and timetable.
Rationale	This recommendation sought to draw the links between consultation activity and communications work. It also sought to build in the need for better information giving and feedback before and after consultation activity with the aim of encouraging better public participation in consultation.
Progress	<p>The strategy has not been produced but the following key strands linking communications and consultation have been identified.</p> <ul style="list-style-type: none"> • Improving the marketing of activity such as CDO meetings and consultative groups to increase the awareness of these. • Setting standards and establishing arrangements for enabling communication with specific groups such as with people who don't understand English, who lack literacy, who have sensory or other disabilities etc. in order to make consultation accessible to them. • Identifying good practice in the provision of feedback, especially where outcomes do not match expectations arising from the consultation. • Piloting use of new channels of communication e.g. the website. • Enhancing the image of the MPA as independent from the MPS. • Developing, maintaining and managing a contacts database.
Review	The key challenge has been resourcing the development of an MPA communication strategy, both in terms of officer time within the Communications Team to carry out such project reviews but also funding the requirements arising.
Further action	To develop terms of reference for reviewing the above strands of work and discuss with the MPA Director of Communications and the MPS Directorate of Public Affairs, ways of progressing these. Establishing clearer lines of communication between consultation and communication units in MPA and MPS.

Table 4 -Rec 4

Recommendation BV C04/01	The MPA should assume responsibility for PCCGs, their constitution, their funding and their administration as part of its move towards ensuring there is community participation in consultation
Rationale	This recommendation principally dealt with the transfer of the financial accountability of consultative groups from the MPS to the MPA. Underpinning this recommendation was the principle that the MPA was best served by borough based consultation rather than the introduction of new centrally managed structures.
Progress	The transfer of financial accountability transferred to the MPA in April 2001. The transfer of all the key processes, including funding allocation, continuous monitoring and secretarial/administrative support have been completed. Discussions have commenced on establishing a Service Level Agreement between consultative groups and the organisations which provide their administrative support. Officers are completing a programme of one to one visits to Groups with the aims of developing a closer relationship with groups and to gain an understanding of their current positions.
Review	<p>Although the formal transfer is complete, the MPA has inherited many MPS policies and processes that need reviewing. Much tighter financial accountability is required while being sensitive to the independence of groups. The day-to-day management of 34 consultative groups is a large task. Financial responsibility has presented the MPA with having to deal with wider issues around accommodation, employment contracts, information systems and insurance. Due to dealing with the more immediate concerns facing groups and the need for relationship building, further progress is necessary to develop and establish MPA specific policy</p> <p>The CDO Committee meetings, adoption of link members and the Chair's borough visits exemplifies the MPA's backing of this recommendation to work and consult at a local level. The wide appeal of the MPA to use the services of the consultative groups rather than create new processes and also to establish a relationship with crime and disorder partnership, demonstrates the MPA's intention to build upon existing local community participation processes in setting policing objectives for London.</p> <p>The budget earmarked for consultative groups is shared with funds for independent custody visiting and is the principal budget the MPA has for consultation activity.</p>
Further action	<p>To recruit a Finance/Business Planning Officer to develop better financial management of consultative groups, independent custody visiting panels and MPA consultation processes.</p> <p>To implement the programme of work to support and drive through changes required in consultative groups to achieve best value.</p>

Table 5 - Rec 5

<p>Recommendation BV C05/01</p>	<p>PCCGs should be re-formed and the new model should be adopted. This will involve the implementation of a new common constitution. Membership should be retained but adjusted to reflect the new constitution, the aims and objectives should be fully identified and performance measures put in place. All PCCGs should engage in e-consultation via a link to the MPA web site. Arrangements for effectively co-ordinating Pan London consultation through PCCGs should be established as soon as possible.</p>
<p>Rationale</p>	<p>The review found that there is enormous variety amongst the 34 consultative groups and that many needed greater support and resources to function more effectively. The recommendation proposed structural changes and the incorporation of new consultation methods to widen the appeal of consultative groups and particularly to encourage them to be more inclusive of the diverse sections within their communities. Underlying the recommendation was the need to drive forward minimum standards in all boroughs so that no matter where people lived in London, they had an equitable level of access to and service from their borough's consultative group.</p>
<p>Progress</p>	<p>A programme of briefings was carried out in every borough to discuss the review's findings. These meetings helped to identify the strength of the local relationship between the consultative group, the local authority and other key partners.</p> <p>(A separate report at this meeting to this committee is specifically dealing with the progress against this recommendation)</p> <p>An MPA member with responsibility for guiding officers working in this area has been put in place.</p>
<p>Review</p>	<p>This was one of the most contentious of the recommendations and met with significant levels of resistance from consultative groups. Consultative groups fed back that the MPA was overstepping its remit by prescribing a standardised model and taking away their independence. The briefings helped to bridge the gap that had arisen out of the reading of this recommendation.</p> <p>Considerable work is still needed in bringing groups to a more even platform. The complexity of the relationship between the MPA and consultative groups doesn't lend itself to resolving some of the criticisms made of consultative groups. As well as developing an action plan to address the MPA objectives to improve consultative groups, the MPA will seek to identify resources for other channels of consultation.</p>
<p>Further action</p>	<p>A proposed Action Plan has been developed.</p> <p>By 2003 to review the progress of consultative groups in embracing the changes proposed by the MPA in order to ensure that they are more effective in engaging with key local stakeholders and community groups.</p>

Table 6 - Rec 6

<p>Recommendation BV C06/01</p>	<p>A professional Community Consultation Officer (CCO) should be appointed by the MPA to work with each Borough. The CCO should work closely with the Borough Liaison Officer and with the Community Safety Officer. An Administration Officer should assist the CCO.</p>
<p>Rationale</p>	<p>The review found that local consultation was in many place poorly co-ordinated, lacked necessary expertise and required outreach work to bring in groups excluded from existing consultation. The MPA also considered the need to have a direct share locally to support link members and the consultative groups but also to ensure that results from consultation were channeled to the MPA in a more structured way. The role of the Community Consultation Officer was based upon these requirements and the review proposed that a CCO be allocated in each borough or shared between two.</p>
<p>Progress</p>	<p>The Authority was concerned about the cost of employing 24 CCOs (estimated at £0.5m). Officers were asked to identify the demand for these officers within boroughs by meeting with local partners and piloting the role centrally. The borough briefings identified broad support for the role but significant reservation was held about sharing officers or the MPA employing centralised officers. In view of this feedback, applications were invited for the funding of innovative ways of improving local consultation and in particular piloting the CCO role in boroughs. 20 boroughs submitted proposals, many for the CCO role. 4 boroughs were selected. Discussions and negotiations with these commenced and were close to the point of agreement. This work progressed in anticipation of the Authority identifying a further £1m for consultation from its budget. However, due to the financial constraints the Authority was facing at the end of 2001 and the savings of £60m it needs to achieve in 2002/03, the Authority suspended consideration of development growth bids. Consequently work on this project has stalled.</p> <p>A list of support was identified from the borough briefings and discussion on the pilots has been prepared. This list comprises:</p> <ul style="list-style-type: none"> • Initiating, funding and/or assisting with consultation events and processes; • Funding and/or assisting with work relating to community safety strategy consultation; • Helping to build sustainable consultation processes with specific communities and groups e.g. young people; • Undertaking outreach and development work with specific communities and groups within their areas; • Helping to improve the use and effectiveness of existing processes e.g. Citizens' Panels, consultative groups • Developing advocacy capacity between police and communities where appropriate;

	<ul style="list-style-type: none"> • Helping to identify and bid for new funding opportunities; • Improving the provision of feedback and the tracking of consultation; • Fostering a partnership approach: <ul style="list-style-type: none"> ○ Between the consultative groups and local partners; ○ Between different local agencies; ○ Between boroughs; ○ Pan-London co-ordination • Marketing consultative groups; • Providing consultancy support e.g. project management, carrying out consultation reviews, preparing development plans....; • Helping to set up new consultation initiatives; • Developing, managing and funding resources for supporting consultation activity e.g. translation and interpretation services.
Review	<p>A number of restrictions to the CCO proposal emerged during the course of the discussions with boroughs. These should be noted.</p> <ul style="list-style-type: none"> • The MPA did not want to make the CCO posts permanent as these were pilot roles. However, in doing so it couldn't offer contracts beyond a year due to employment legislation, on the basis of advice from Human Resources, claiming this would amount to making the posts permanent. Borough partners and the project team considered this too short a timescale to evaluate what is in effect a long term role. • It is unlikely that in the event of the pilots being successful, the Authority could afford to roll out this proposal more widely across London. Furthermore, the sustainability of the proposal in the trial boroughs without further MPA funding in future years was deemed slim. • During the course of the discussions, some of the partners that were signed up and willing to put into the pilot have found themselves facing considerable external pressures to rationalise, as has the MPS as a partner generally. • The centralised CCOs were of little appeal to partners in the boroughs.
Further action	Members are asked to give consideration to how it wishes to proceed with the CCO recruitment.

Table 7 - Rec 7

Recommendation BV C07/01	The CCOs and their staff should provide professional and administrative support to PCCGs.
Rationale	The review recognised the reliance upon voluntary input into consultative groups but that these sometimes lack the professional and administrative support needed to help them develop.
Progress	Further discussions with Chairs of groups has found that a number of groups are better resourced in terms of professional and administrative support and that the key requirement of these groups is for more funding to carry out wider consultation activity. Other groups are in a less well developed and welcomed more resources particularly advisory support.
Review	In the absence of CCO support, the MPA needs to consider other means of engaging with key local fora such as Crime & Disorder Reduction Partnerships.
Further action	To continue to develop a relationship with crime and disorder partnerships and local authorities to establish a consultative framework involving the consultative groups, where this relationship can be improved and mutual support provided. To identify a process whereby consultative groups can develop their own improvement plans e.g. through peer reviews and consultancy reviews, and to invite groups, borough commanders and local authorities to volunteer their groups for such reviews. To establish links with pan-London organisations such as the London Civic Forum through which the Authority can access a wide representation of London's population.

Table 8 - Rec 8

<p>Recommendation BV C08/01</p>	<p>The CCO should seek to work with local community and voluntary sector bodies to ensure appropriate consultation is carried out. To assist with this, it is recommended that a MPA challenge fund is set up by the MPA for which the CCOs can bid for progressing initiatives with these local groups (the costings assume an MPA challenge fund of £0.25 million per year). The CCOs should also be encouraged to bid for external challenge funds and to raise funding from other partners. To assist the CCOs, an initial fund of £10,000 per Borough should be made available for the first year of operation of the new system as a one off pump priming facility.</p>
<p>Rationale</p>	<p>The review recognised that there should not be too much reliance upon consultative groups to secure broad community participation through its meeting based consultation processes but rather that other channels of networking with the wider community be opened/harnessed. This recommendation sought to utilize the voluntary sector more widely and contribute towards developing its capacity in order to improve means for community engagement.</p>
<p>Progress</p>	<p>The MPA has developed a database of voluntary groups in London and has involved such groups in a number of consultation activities to date. The relationship with this sector is developing continuously. Specific work in contacting and involving voluntary groups at borough level has been promoted through the CDO Committee borough meetings.</p> <p>An application process for funding for the development of local consultation was set up and completed in May 2001. This was however targeted to consultative groups, local authorities and crime and disorder partnerships. The development of the CCO pilots within this process became its priority focus. Applications were received from 20 boroughs.</p> <p>The GLA has been able to take more comprehensive strides in terms of stakeholder and voluntary sector engagement and network capacity building. The MPA has utilized the GLA's developments where possible.</p>
<p>Review</p>	<p>The CCO role is not critical to the continuance of this recommendation, although the link recognized that the voluntary sector requires support to identify and bid for funding. This recommendation highlights that while consultative groups remain central to the MPA's consultation strategy, their further development should not be allowed to preclude promotion of other networks through which the MPA should consult.</p> <p>Identifying new funding for consultation is key to the implementation of this recommendation.</p>
<p>Further action</p>	<p>To identify sources of funding for new consultation capacity developments in partnership with other agencies.</p> <p>To secure a consultation budget for new initiatives.</p>

Table 9 - Rec 9

<p>Recommendation BV C02/01</p>	<p>A small consultation unit should be formed in the MPA to be responsible for consultation on behalf of the MPA, liaise with the MPS consultation co-ordinator, recruit and manage the CCOs and disseminate best practice. The unit should also set minimum standards and a performance monitoring regime for community consultation carried out by PCCGs and CCOs.</p>
<p>Rationale</p>	<p>The above recommendations placed a wide variety of work upon the Authority, such as development and implementation of a consultation strategy, co-ordination of consultative groups, setting up the pilots, advising on the policing plan, facilitating consultation activity, carrying out policy and performance development work etc.</p>
<p>Progress</p>	<p>A lead officer was appointed to deal with all work relating to the Consultation, Diversity and Outreach Committee. For the large part of 2001/02, this officer has been supported by one permanent administrative assistant and two secondees.</p> <p>A unit structure and job descriptions have been developed towards a more permanent structure. Recruitment is currently commencing.</p> <p>A 3 year work plan has been developed.</p>
<p>Review</p>	<p>Much has been achieved in the existing year. The amount of work facing the interim team has been considerable. The daily financial and staffing issue demands from consultative groups has meant progress of policy and forward planning has not been as detailed as it needs to be. Management of the Authority's responsibilities for Independent Custody Visiting have also been placed upon this team. Similarly the team has embraced the workload relating to diversity issues. Meantime, the team is supporting 2 GLA best value reviews that deal with consultation and equalities. As part of a small, new organisation, the team has worked in a flexible way to support wider MPA objectives, business and activity.</p>
<p>Further action</p>	<p>To recruit staff to the consultation unit.</p> <p>To establish, agree and continuously monitor the unit's work plan.</p>

Table 10 - Rec 10

Recommendation BV C10/01	Corporate Development Group (CDG) should be the focal point for consultation on behalf of the MPS. It should identify and promulgate best practice, set minimum standards and establish a performance monitoring regime for corporate and local consultation undertaken by the MPS. It is recommended that a new post is created to carry out these functions on behalf of Director CDG.
Rationale	The review found that there was no overall co-ordination of or leadership on consultation in the MPS. This resulted in consultation not being properly channeled into corporate planning nor activity being effectively co-ordinated.
Progress	A lead officer was recruited but the post is now vacant.
Review	The MPS are still deliberating whether this post should be filled.
Further action	MPS to identify a lead contact point on consultation.

Table 11 - Rec 11

Recommendation BV C11/01	CDG should be responsible within the MPS for the consultation required for the annual Policing Plan.
Rationale	With the MPS assuming responsibility for consultation, this recommendation sought to ensure a direct link between the MPS and the policing plan consultation remains.
Progress	The MPA and MPS have worked in partnership over the consultation for the policing plan.
Review	While the link with the MPS on the policing plan is strong, much other MPA and MPS consultation activity is carried out independently of each other.
Further action	To establish a Joint MPA/MPS Consultation Board.

Table 12 - Rec 12

Recommendation BV C02/01	Borough Commanders should be responsible within the MPS for the consultation required for Borough planning, for ensuring that the local consultation required as part of the corporate planning takes place, that consultation for Crime and Disorder strategies is undertaken and that all the consultation processes are co-ordinated.
Rationale	This recommendation placed responsibility for the MPS to also build upon consultation at borough level.
Progress	Borough Commanders have been closely involved in activity around the policing plan and crime and disorder audits in 2001.
Review	The MPA needs to foster a relationship with borough commanders to help it identify local requirements and issues.
Further action	To consider establishing processes by which the MPA can liaise directly with borough commanders at a regular interval and/or for to enable Borough Commanders to advise the MPA what is working or not working in terms of consultation. To establish a pan-London MPS network – paralleling that set up with CPCG chairs.

Table 13 - Rec 13

Recommendation BV C02/01	The MPS should continue to have a centrally based survey unit (PIB3) to undertake corporate survey work and advice on local surveys, particularly for HQ units.
Rationale	The MPS has its own capacity and expertise to carry out consultation research. This recommendation proposed that such capacity remains rooted in the MPS.
Progress	PIB3 continues to support the MPS with work and advice on surveys.
Review	Currently, there is little leverage for the MPA to utilise the skills and expertise of PIB3.
Further action	For CDO Committee to receive and consider a report from PIB3 on its structure, services and work programme.

Table 14 - Rec 14

Recommendation BV C02/01	Consideration should be given to combining those aspects of the current Public Attitude Survey required as part of the annual planning cycle with surveys being planned elsewhere.
Rationale	The review estimated the cost of the Public Attitude Survey at around £100,000. Little evidence of use being made of the survey was found. While the survey deals with attitudes to crime and community safety at a depth not covered in other surveys in London, this recommendation required the MPA and MPS to consider making better use of survey work being carried out by other agencies and/or developing a joint approach with them.
Progress	The 2001 Public Attitude Survey has just been published. The review reported too late in order to influence the commissioning of the survey last year. The 2002 survey is due to be commissioned. The report this year has been circulated to Borough Commanders, who receive borough specific versions, Quality Assurance Officers and the Directorate of Public Affairs. It is also made available on the MPS Intranet.
Review	Discussions have commenced between the MPA and MPS on the current and future year directions of the survey.
Further action	To consider jointly with the MPS a survey strategy. To review distribution and use of the survey within the MPA.