

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

Date: 11 April 2002

1 Purpose of the evaluation report

This report summarises the findings of the analysis carried out for the Listening to London GLA group best value review and introduces the key proposals of the review team. These findings will be used to develop a set of recommendations and a wider action plan for the GLA group.

2 The scope of the review

2.1 There was early agreement across the GLA group on the need for the GLA and the functional bodies to co-operate in the area of consultation and this review was programmed as one of the first cross-cutting reviews for the GLA.

Potential benefits of this joined-up approach include:

- establishing clarity of purpose and good practice early on in the life of the GLA
- generating savings from a coordinated approach
- avoiding duplication and consultation overload
- securing a greater impact of consultation outcomes

2.2. The review aims to identify best practice, mechanisms for co-ordination and success measures.

2.3 The GLA group is still relatively new, and this review is as much about developing future plans for consultation as assessing what has already happened. Listening to London covers:

- statutory and other consultation
- consulting the public as citizens, service users, tax payers
- consulting stakeholder organisations including voluntary, community and business sectors
- a range of activities from surveys of what people think to offering opportunities to influence decisions
- what the specific role and nature of consultation is for the GLA family operating at the strategic London-wide level
- how we manage consultation to make sure it counts.

3 Review methodology

3.1 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.

3.2 The review formally started in mid-January 2002 and will report key findings and proposals by the end of March for wider consultation. Though carried out to a short time scale the review is 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.

4 Where are we now

4.1 Although the GLA group is still relatively new, consultation practice has developed quickly, and in some cases, was already well established by predecessor bodies. While planning for the future is the focus of this review, it has been necessary to map current activity to help us do this. The mapping attempted to look at where the law says the GLA group must consult, what consultation is carried out across the group, who is responsible for it, who consultation is carried out by and how much is spent. Stakeholder processes across the GLA group were also mapped.

4.2 Statutory obligations of the GLA group

The statutory obligations of each member of the GLA group in relation to consultation are different (though the LDA follows the requirements placed upon the core GLA). However, each organisation within the GLA group is a best value authority and as such is subject to the provisions of the Local Government Act 1999 which includes the requirement to consult in fulfilling the duty to secure continuous improvement.

The review has explored the GLA group's statutory duties to consult, and this information will be included in the consultation framework being developed as part of the review.

4.3 What issues does the GLA group consult on?

	Statutory consultation
GLA group	Consultation as part of best value reviews; Best value performance plans / summary information BVPI satisfaction survey (next due 2003) - questions three & four <ul style="list-style-type: none">• % satisfied overall service provided• % making complaints satisfied with handling of those complaints
Core GLA, LDA, TfL	Statutory mayoral strategies

TfL	Congestion charging; Changes made to local bus services; Traffic orders; Fares increases; Private hire licensing; Major infrastructure projects
MPA	Policing priorities; Race Relations Amendment Act scheme; Public perception survey; National policy developments via Home Office processes e.g. stop and search
	Non- statutory consultation
Core GLA	Children’s strategy; Energy – draft strategy; Drug and alcohol policy; Congestion charging; Rough sleepers strategy; Refugees and asylum seekers in London; Partnerships register; Domestic violence - draft strategy & minimum standards; Access to primary care in London; Literacy.
TfL	Road safety plan; Bus design; Early stages of major infrastructure projects
MPA	Public attitude survey (in conjunction with the MPS); Young people and crime; Changes to the criminal justice system
LFEPA	Fire safety – information and education and its effectiveness; Community Fire Safety Forum; Community Fire Safety Forum; Community Fire Safety including how people like to receive information; Risk reduction at borough level; Customer satisfaction of handling of complaints; Customer satisfaction on Brigade performance; Recruitment and outreach – to identify barriers; Fire safety enforcement customer satisfaction
LDA	Work priorities; LDA targets (the 16 Charter Partners are consulted)

A more detailed mapping exercise of consultation activity is required. From the information currently available satisfaction surveys appear to be an obvious area for closer cooperation.

4.4 Who is responsible for consultation in the GLA group?

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| Core GLA | <ul style="list-style-type: none"> ▪ The public consultation process which broadly targets ‘Londoners at large’, part of the Communication Directorate under the Head of Public Liaison and Consultation ▪ Co-ordinating strategy consultation, both statutory and non-statutory, is part of the Policy and Partnerships Directorate, and within the Mayor’s Office for non-statutory strategies ▪ The stakeholder engagement process which engages particular groups either concerned with specific issues or representing particular groups of the community, is part of the External Relations Group in the Policy and Partnerships Directorate ▪ Consultation for Best Value reviews, is part of the Core Performance and Projects Management Group in the Finance and |
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	Performance Directorate
TfL	<ul style="list-style-type: none"> ▪ ▪ Co-ordination of corporate approach by Participation and Consultation Manager, Communications Directorate ▪ Statutory consultation on bus service changes, London Buses, Consultation Manager ▪ Marketing Department, Communications Directorate, have a role in publicising consultation proposals ▪ Staff in TfL businesses and directorates, some work is contracted out.
LDA	<ul style="list-style-type: none"> ▪ Strategy development and Intelligence Directorate, non specialist ▪ Consultation Manager with support from the Forum Coordinator
LFEPA	<p>At the moment, there are no dedicated consultation resources, although in 2002-03 LFEPA is establishing community liaison teams to support community fire safety and engagement across London. The move to a borough based management structure for Fire Stations is in part intended to foster community relations and Community Fire Safety work. Following restructuring in 2002-03 Heads of Department are considering how best to co-ordinate and carry out consultation and related work.</p> <p>Currently:</p> <ul style="list-style-type: none"> ▪ Best Value Unit leads on corporate consultation and co-ordination of other consultation and outreach work in LFEPA. ▪ Service Delivery – new community liaison officers, but with links to Equality Unit and Community Fire Safety ▪ Community Fire Safety – research into effectiveness of CFS initiatives, major mover in the collection/production of demographic information ▪ Human Resources – Outreach ▪ Communications: new group, responsible for both internal and external communications. Involvement in Events. ▪ Equality Unit: involvement in community events plus provision of advice on engagement with traditionally excluded groups.
MPA	<p>Consultation, Diversity and Outreach Unit – consultation policy development. Management of consultative groups</p> <p>Performance Management – quantitative research and analysis</p> <p>Best Value Unit – consultation for best value reviews. Policing priorities.</p>
MPS	<p>PIB3 Research / survey unit</p>

4.5 Financial baseline information

4.5.1 Gathering information on how much is spent by each organisation in the GLA group has proved difficult. Consultation is dispersed across the organisations and is not financed from a single budget in any of the organisations. Current information provided does not allow us to make a reasonable assessment of spend and further work will need to be carried out.

4.5.2 Estimates of spend on consultation activity submitted to the review team are shown below. It is very likely that what is included in the total given for each organisation is inconsistent across the GLA group.

Organisation	£'000
Core GLA	858
MPA	1,249
<i>Plus MPS Research and Survey Unit budget</i>	315
LDA	100
<i>(rough estimate for years not including production of strategy LDA annual budget for consultation is likely to vary considerably depending on the stage of the strategy)</i>	
TfL	9,594
<i>(forecast 2001/02)</i>	
LFEPA	1,100
<i>(approximate figure for 2002/03)</i>	

4.6 What we commission and how we commission it

4.6.1 Members of the GLA group put out some consultation work to competitive tender. Contracts are currently let independently by each organisation according to the procurement guidelines of that organisation. There are not yet any protocols for determining which contracts could be let as a group and how this should be carried out or managed. The core GLA is currently carrying out a Buying Goods and Services best value review, the findings of which will determine the organisation's future process for letting contracts but a strategy for this approach is part of the Buying Goods and Services review action plan.

4.6.2 The list below is designed to give a flavour of the type of work that has been carried out by contract.

Core GLA

Most of the actual processes, in particularly qualitative processes, are externally contracted. Where resources allow this work is carried out in-house. Examples of contracts let include:

- Consultation on the proposed (now implemented) London Partnership Register
- YouGov electronic survey for Draft Air Quality Strategy and Draft Biodiversity Strategy questionnaires
- Focus group work for consultation as part of the Best Value Review of Trafalgar and Parliament Squares
- Focus groups for public consultation on the use of the new GLA building
- Community Workshops for the Air Quality and Biodiversity strategy
- Annual London Survey

TfL

Major consultation exercises e.g. transport strategy and congestion charging. All market research is put out to competitive tender.

LDA

No contracts have been let to date.

MPA/S

Work commissioned includes customer satisfaction survey, public attitude survey, a quarterly customer satisfaction survey and a quarterly crime victim survey.

LFEPA

Examples of contracts relating to consultation commissioned by LFEPA include:

- User Satisfaction Survey - MORI. A customer survey to provide baseline information on the public's experience of the front-line service and to determine whether there is any perceived difference in service delivery analysed by gender, ethnicity and socio-economic group.
- Follow-up survey to User Satisfaction Survey to gain more in depth detail on Asian users of the service. MORI.
- Citizen Satisfaction Survey - MORI. In compliance with DETR guidelines.
- Focus groups for public consultation on our service standards - NOP
- Procurement Best Value Review - this has established a strategy for future letting of contracts, part of which is designed to improve consultation/involvement of small businesses and black and ethnic minority small businesses.
- Face to face survey with Londoners on domestic fire safety awareness and smoke alarm ownership to support Community Fire Safety initiatives.
- Community fire Safety Media Campaign - Universal McCann - general fire safety advertising and follow up to assess its effectiveness in reaching target groups.
- Major consultation exercise on Emergency Response - details to be confirmed.

5 The 5Cs of best value

5.1 The best value framework is being used to ensure that a rigorous review is carried out. Below is a list of the activities completed and data used under challenge, compare, consult and compete. A fifth C, co-ordination and collaboration is vital to the success of this review so has also been included.

5.2 Challenge

- Findings of the District Audit report on core GLA consultation arrangements
- Minutes and evidence given to the Assembly's "Reaching Out" Investigative Committee
- Survey of London Civic Forum organisational membership
- ALG coordinated London borough questionnaire
- Listening to London start up event and report
- External challengers members of review team and project board
- Core GLA Best Value Steering Group processes

- Establishing the legal basis for consultation
- Discussion group for GLA group officers involved in consultation
- Activities to test the reviews outputs with the public, London boroughs and stakeholder organisations will be carried out in May
- TfL review informed by initial discussion group of outside experts convened by independent market research company, including people from public relations, advertising, academia, the media and environmental backgrounds
- Interviews with TfL Board members and special advisers to challenge officers
- Discussions with voluntary groups, community workers, educationalists, academics, public relations managers, transport researchers and disability activists on how TfL can challenge over-reliance on the written word
- Paper commissioned by TfL on the use of alternative media to consult the public

5.3 Compare

- Benchmarking good practice exercise carried out as part of LB Lambeth best value review
- MPA / MPS best value review of consultation
- Scottish Parliament management and practice of consultation, including guidance
- Welsh Assembly management and practice of consultation, including guidance
- Good practice guidance (see Appendix A for index of guidance used)
- Annual London Survey (GLA/MORI)
- Survey of Londoners (Association of London Government / Taylor Nelson Sofres)
- TfL visited all 33 London boroughs
- TfL held discussions with all six English Passenger Transport Executives
- Desk research carried out by TfL into international best practice underway

5.4 Consult

- Listening to London start up event
- Letters and information on the review from Project Sponsor inviting input sent to:
 - Business organisations
 - Stakeholders organisations
 - Chief Executives of London boroughs
 - Chief Executives of Health Authorities
 - Functional body board members
 - Assembly members
- Public perceptions of consultation and public engagement with government paper
- Review of feedback provided by ALG, London boroughs, IPPR, London Voluntary Services Council and stakeholder organisations for the Reaching Out Investigative Committee.
- TfL commissioned qualitative research amongst the general public, voluntary sector stakeholders, managers and front-line staff asking how we could improve the way we listen to London

5.5 Compete

- Work is tendered through the procurement processes of the relevant organisation
- Opportunities for joint procurement within the GLA group will be examined
- MPA / MPS best value review of consultation
- TfL commissioned a paper from the Institute for Public Finance on costing consultations, including case study review of procurement
- TfL proposal to establish a new accounting regime to cost listening to London activities being discussed

5.6 Co-ordinate and collaborate

- GLA group Consultation Network meetings
- Checklist fact-finding exercise across the GLA Group
- Annual programme of key consultation activity across the GLA group
- Mapping of stakeholder activity across the GLA Group
- Feedback invited from partner organisations
- London consultation practitioners survey

6 Where do we want to be?

6.1 Objectives for consultation

The Mayor has made his commitment to consultation clear and public; it is summarised in the following statement which appears in the core GLA's Annual Report:

"I want to encourage the fullest participation and engagement by all London's communities in developing the policies and strategies we need to improve our city."

Fact finding exercises within the GLA group demonstrate that whilst the Mayor is a common factor within the GLA group, there are no shared objectives for consultation or common principles providing the basis on which approaches to consultation and engagement are constructed. There is a need to clarify which activities "consultation" and "engagement" include and to develop a common understanding of, and definitions for these and other related terms.

Additionally, the District Audit report, which relates to the core GLA, and the Reaching Out Investigative Committee raised the issues of developing authority-wide understanding and shared definitions.

6.2 Awareness / public information

With a population of 7.5m people and a wealth of diverse communities, interests and organisations, the role and responsibilities of the GLA group in relation consultation and engagement are unique, as are the challenges. The GLA group is still relatively new and Annual London Survey information and TfL's research has shown that public awareness and the provision of information need to be improved.

73% of respondents to the 2001 Annual London Survey feel that the GLA doesn't tell them much at all or gives them limited information. Whilst it is inappropriate

for a direct comparison to be made, an average of 63% of respondents to the ALG's Survey of Londoners said that their local council informs them a great deal or to some extent. The ALG survey demonstrated a direct correlation between feeling informed and listened to and respondent's perception of a good job being done.

The scope of this review does not cover wider communications issues; nevertheless, it is recognised that greater awareness and public understanding of roles and responsibilities of the issues the GLA group deals with makes for better consultation. An exercise mapping communication activity is to be carried out across the GLA group outside of this review.

6.3 Consultation and governance

The GLA has been established as a new model of governance. The leadership role of elected politicians and how this fits into the case for engaging public needs to be considered. Consultation not only has a role in improving the quality of decision making but is also important in building a consensus of the governed and helping elected representatives to see wider picture. Greater public involvement also has a role to play in overcoming voter apathy and increasing electoral turnout.

Engaging people on the strategic issues dealt with by the GLA group presents further challenges; it is harder to engage the public and stakeholders on abstract, longer-term issues. The review heard from an umbrella organisation, which noted, *"the key challenge must be to make responding to consultations a worthwhile activity for ordinary Londoners¹"*. The need for fit for purpose consultation is clear.

6.4 How we manage consultation

A start up event held for this review established that a coordinated approach to consultation and engagement was required because it is expected by the public and stakeholders; it is key to ensuring value for money and is required to prevent overloading consultees, particularly stakeholders organisations. This was confirmed by a survey of its organisational membership carried out by the London Civic Forum, evidence heard by the Reaching Out Investigative Committee from stakeholder organisations and input from London boroughs.

Initial ideas for potential areas for collaboration include user surveys, budget consultation and work around the cross cutting themes of equality, sustainability and health.

One of the clearest messages from feedback from consultees was that a programme of consultation activities should be publicly available. This would serve several purposes including allowing consultees to plan their resources better, highlight obvious opportunities for joint working across the GLA group and allow for easier collaboration with external organisations such as London boroughs, many of whom already publish annual programmes. Publishing a

¹ London Voluntary Service Council letter to Project Sponsor, 8 March 2002

programme is not enough. Stakeholders feedback indicates problems are caused by timetable slippage which reduce the effectiveness of consultation processes.

Several of the challenge sources drawn upon during this review have identified a need to standardise consultation processes and develop greater consistency. Some of the group's consultation activities have been given as positive examples by those involved whilst others have been identified as needing improvement. The Reaching Out Investigative Committee heard from one umbrella organisation in evidence submitted that, "it has been feast or famine²".

An examination of good practice elsewhere and the TfL review demonstrated the value of guidance and training targeted at officers who carry out consultation but who are not necessarily specialists. The review has found that those carrying out consultation are dispersed throughout each organisation; good practice guidance for the GLA group will address such issues. A core good practice document will be part of a package which will include seminars, key fact cards and intranet / extranet resources.

6.5 Collaboration with others outside of the GLA group

There is a vast amount of information resulting from consultation produced by other organisations, much of which is already in the public domain. A key challenge is to analyse this data, put it to use and identify gaps. It has been suggested that this could be a role for a GLA group intelligence/ research function.

The need to increase the awareness of other public organisations of our consultation activities have already been discussed. London boroughs and stakeholder organisations feedback also indicates that there is further opportunity to use the skills, experience and expertise of other organisations to ensure that we reach the maximum number of Londoners as effectively as possible.

Many of the London boroughs that responded to the Assembly gave examples of good and innovative practice from within their own organisations. Boroughs are required to carry out regular consultation and are well placed to advise on which techniques work best to engage those in their own areas. Many have well-established structures such as citizen panels which have been mapped as part of the London Consultation Practitioners Survey carried out by the core GLA's Consultation Team. The results of the survey show a willingness on the part of the boroughs, and other organisations, to collaborate with the GLA group.

The Association of London Government (ALG) claims both expertise in and mechanisms for carrying out consultation with the London boroughs, and in some instances, co-ordinate consultation as it did for the Assembly during the Reaching Out exercise. However, whilst some see a coordination role for the ALG in relation to generic issues, the boroughs are very clear about the need to be able to respond directly and individually to the GLA group.

² Consultation response from LVSC to the Reaching Out Investigative Committee, 18 January 2002

The use of umbrella organisations and other stakeholder groups gives rise to a range of issues. The evidence provided to the Reaching Out Investigative Committee and good practice research clearly point to the need to establish techniques to engage traditionally excluded groups. Some of the evidence looked at during the course of this review indicates that third party organisations can be best placed to do this in certain cases. However, thought must be given to the value added in different circumstances.

This is well illustrated by a respondent to the London Civic Forum's Reaching Out questionnaire, *"We receive a lot of material from the Mayor and the GLA...we find that most of the matters do not fall within our remit. They may be of interest to the Jewish people as individuals but there is no 'faith community' view that we could express on some issues such as transport and noise pollution."*³

Analysis of the review material raised the following issues relating to stakeholder relationships:

- A good start has been made in constructing relationships with some stakeholder groups, *"Accepting that the Mayors office has a very broad remit, we feel that a lot of 'outreach' work has been progressed to date"*⁴
- the criteria for inclusion on stakeholder lists and ensuring all relevant organisation are included
- ensuring stakeholder groups are representative and not exclusive
- publicising lists and making it clear who is managing them
- avoiding the duplication of mailing lists
- the cost to umbrella organisations of circulating information to members (though they often receive funding from government and charitable sources, or are funded by the GLA to do this.)

Some of the feedback from other organisations involved in core GLA consultation activities is critical of a lack of meaningful partnership working. The ALG, some boroughs and stakeholder organisations feel that the GLA consults them on its own terms and that more effort could be directed to conducting relationships on a more equitable basis. *"The GLA needs a much stronger commitment to partnership working. At present the boroughs are often perceived as just 'another consultee' rather than as partners in the process of governing and managing London."*⁵ A better awareness of the factors which determine the ability of these organisations to respond, such as planning cycles and elections, would improve the situation.

³ London Civic Forum Reaching Out Questionnaire Report, February 2002

⁴ London Civic Forum Reaching Out Questionnaire Report, February 2002

⁵ LB Camden response to the Reaching Out Investigative Committee, 16 January 2002

6.6 Performance management

There are no national performance indicators relating to consultation or engagement. No local indicators are in place. A set of strategic indicators for the GLA group is proposed in the Consultation Framework, an outcome of the review. A means of monitoring these will need to be established. The core GLA will develop operational indicators as part of its consultation strategy.

6.7 How we consult

6.7.1 Techniques

Capacity building amongst consultees was touched upon in the data analysed. The ability of consultees to provide feedback on proposals might be limited by their understanding of technical issues particularly when related to complex processes such as planning. It has been suggested that resources should be made available to provide consultees with expertise.

Attention needs to be paid to promoting awareness of the opportunities for the public and stakeholders to present their views. Methods of notification, especially for boroughs and stakeholder organisations could be simplified; suggestions made include email notification and establishing a single point of contact within larger organisation for all consultation processes.

6.7.2 Use of ICT

The data suggests that greater use could be made of ICT. The use of ICT for notification of consultation opportunities has been discussed. The boroughs particularly, are keen for more consultation material to be provided in an electronic format making it easier for them to circulate for comment within their own organisations. The effective use of ICT could also have a beneficial impact on the timescales problems noted below.

Opportunities presented by increased public internet access in public libraries should not be lost, including as a means of providing feedback. However, the Civic Forum's survey showed that a low percentage of respondents used public libraries to find out about GLA consultations.

The information gathered suggests that young people, traditionally a "hard to reach" group, might be better engaged by ICT based consultation methods, for example through greater use of the GLA web-site and text messaging technology.

6.7.3 Timescales

Good practice stresses the importance of involving consultees at an early stage in the development of decision making. Some of the evidence analysed suggested that we do not always involve consultees as early on as they expect.

Ensuring appropriate time for responses is another key area covered by good practice guidance. Consultees are critical of some of the timescales that had been set out for past consultation activities. Problems cited included too few resources within stakeholder organisations to provide an adequate response, not enough notice given of meetings and time taken for umbrella organisations to circulate information to members and coordinate feedback failing to be considered.

6.7.4 Feedback

Feedback was perhaps the most common criticism of current activity and the area where we veer most from best practice. Generally feedback is felt to be lacking (only 18% of respondents to the Civic Forum's survey had received feedback after being involved in a consultation exercise). One borough claimed, *"it took a great deal of pestering...to persuade the Mayor even to acknowledge its responses."*⁶

When feedback is provided recipients have commented that it has not picked up on specific issues they had raised or clearly demonstrated the impact of the consultation process.

Providing detailed feedback to every consultee has potentially huge resource implications, and is not necessarily appropriate. The importance of managing expectations is clear and invitations to respond to consultation documents should make it clear where replies will not be made to individuals.

Suggestions made for improving feedback include providing a summary of common themes emerging, pointing out new issues arising and comments not included in final proposals, providing a summary of changes between the draft and final version, setting out for stakeholders how they can expect to be consulted. In some cases, giving feedback may create an opportunity to link result to the provision of other information which should be maximised.

6.8 Evaluation of consultation activities

There is currently no standard means of evaluating consultation across the GLA group. Generally, where evaluation processes are established in other organisations they focus on process rather than the impact of consultation. There is a need within the GLA group to learn from our own, and each other's experiences of consultation.

Qualitative measures of the impact of consultation exercises are required to measure the effect on decision making and establish whether or not the quality of decision making is improved. Measures of consultee satisfaction with consultation processes would prove valuable in delivering continuous improvement in practice.

Such measures would also improve the quality of feedback to consultees. Examples of measures that could be used to evaluate consultation include:

- is the GLA group perceived as more open?
- what is the impact on policy and decision making?
- has increased participation and do the public / stakeholders feel more involved?
- do the public and stakeholders feel better informed and listened to?
- is our consultation reaching further?

⁶ RB Kensington and Chelsea response to the Reaching Out Investigative Committee, 26 January 2002

Some quantitative measures are already taken in various forms. They provide information on response and attendance rates and the range of respondents. Qualitative analysis will need to be introduced including through survey techniques.

An evaluation framework would also help identify whether or not value for money is being achieved. Recording cost information as part of an evaluation process would also improve the quality of data available on the cost of consultation. This is currently lacking across the GLA group.

6.9 Use of complaints data and general correspondence / feedback

Complaints and general correspondence can offer important input into organisations and prove valuable sources of information. This information is rarely used to greatest effect.

The volumes of correspondence and resources required currently have an impact on how this area is dealt with. Within the core GLA the number, range and content of written correspondence is monitored. TfL's review also highlighted several issues including the lack of any one-stop shop for complaints and the lack of satisfactory responses from transport bodies.

7 Smarter consultation

7.1 Smarter not more consultation is one way of summing up our assessment of where we are and where we need to get. As part of this review, we have attempted to make an assessment on performance so far.

7.2 The DA report states that a good, creative start has been made to consultation. Core consultation functions have been well established within the new organisations of the GLA group as have mechanisms for delivery and coordination, such as the GLA group Consultation Network. Other strengths include the range of consultation techniques used and the relationships built up to help us reach more Londoners. *"It is considered that there has been a good start. Let us keep up the good work⁷"*, a London Civic Forum organisational member added to a returned survey.

7.3 It is clear that as we continue to develop consultation and engagement a more systematic approach is called for. We need better, not more consultation. To deliver this we will have to get better at sharing information across group and beyond, better at using information already available and better at making sure consultation is fit for purpose.

8 How do we get there?

8.1 The Review Team has identified several pieces of work that will play a significant role in addressing the issues discussed above. These are

- a GLA group consultation framework
- good practice guidance for the GLA group
- protocols for joint working across the GLA group

⁷ London Civic Forum Reaching Out Questionnaire Report, February 2002

- a core GLA consultation strategy

8.2 A core consultation framework for the GLA group has been developed as part of this Listening to London review. It sets out definitions of key terms; strategic objectives; the principles which underpin consultation and engagement activity; key standards for carrying out consultation; mechanisms for managing and coordinating consultation across the GLA group and how we will evaluate consultation. The framework also includes a forward programme of consultation and summaries of the statutory requirements for the core GLA and each of the functional bodies.

8.3 Good practice guidance for the GLA group seeks to address many of the issues raised in section six of this report. The aim of the guidance is to help achieve the shared objectives, principles and targets for consultation outlined in the core consultation framework and to ensure we consult and engage Londoners effectively.

The guidance will be developed over time into a resource pack which will include seminars, contact lists and the provision of information on the intranets (or future extranet) of the GLA group. A draft document has been produced and will be tested at a discussion group with officers involved in carrying out consultation from across the core GLA and the functional bodies.

The draft document covers:

- core good practice guidelines and standards on such matters as planning consultation, timescales and feedback to participants
- how we can jointly support the implementation of good practice
- ways to make good practice guidelines accessible and useful to the people who carry out consultation

8.4 Protocols for joint working across the GLA group are already in development and are due for completion by the end of April. The protocols will seek to address the following issues:

- Information sharing: what information on consultation will be shared and how, including data base, confidentiality, maintaining forward plans for consultation
- Terms of reference for the operation of the GLA group's consultation network (or equivalent) after the review is completed, to take forward implementation
- Maintaining good practice across the GLA group and how to undertake joint evaluation of consultation
- Procurement and commissioning – both joint procurement where relevant, and information sharing on market, suppliers etc between the GLA group
- Joint projects including research and consultation activities etc
- Guidance on collaboration with other organisations in London

8.5 The core GLA consultation strategy sets out the GLA's strategic objectives, performance indicators and overall approach to consultation.

9 The next steps

9.1 Once the review's Project Board agrees these documents, they will be tailored by each organisation if necessary. Each member of the GLA group will then need to take them through its own decision-making processes.

9.2 A consultation strategy will be produced for the core GLA, based on the principles established by the GLA group consultation framework. An action plan will be developed for the GLA group. This will set out how that cross-group elements of Listening to London will be implemented.

9.3 The Assembly's Reaching Out Investigative Committee is due to report in mid-April. The review team will need to ensure that its findings are built into the action plan where this is appropriate.

Background documents

The following documents were used in the preparation of this report:

District Audit Report and action plan on core GLA consultation

Assembly "Reaching Out" Investigative Committee

Minutes 9 Oct 01; 4 Dec 01; 18 Dec 01

Mayor's response; IPPR evidence; ALG evidence; Civic Forum survey of organisational members; ALG coordinated London borough responses; Transport strategy case study; Partnerships Register case study; LVSC submission.

Listening to London terms of reference, Jan 02

Listening to London start up event report, Jan 02

Stakeholder mapping exercise, Mar 02

Checklists of baseline information from each of the GLA group and supplementary information on costs of consultation

Responses to Project Sponsor's letters to various stakeholders, Mar 02

Consultation strategies – MPA; LFEPA

Legal obligations for each member of the GLA group

People's Question Time evaluation, Bureau of Leaders, 12 Dec 01

Annual Survey of Londoners (ALG/ TNS) Jan 02

Annual London Survey Report (GLA / Mori) Jan 02

London consultation practitioners survey (GLA) Autumn 01

Public perception of consultation and public engagement report (GLA)

Mar 02

Information provided by the National Assembly for Wales and the
Scottish Executive, Mar 2002

Other best value reviews covering consultation

Lambeth; Southampton; Blackburn and Darwen; Daventry DC; Kirklees
MC; MPS/A; TfL.

Best practice guidance

Contact Officer: Lucy Dunn, Finance & Performance Directorate, GLA
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Appendix A

Good practice guidance drawn upon

Title	Date	Source
1. A Learning Experience: service delivery planning in local government	1997	Audit Commission
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