

LEICESTERSHIRE POLICE AUTHORITY



Meeting **CONSULTATION AND COMMUNICATIONS COMMITTEE**

Date **THURSDAY 1 OCTOBER 2009 – 2.00 P.M.**

Report of **CHIEF CONSTABLE/CHIEF EXECUTIVE**

Subject **DRAFT JOINT CONSTABULARY AND POLICE AUTHORITY
COMMUNITY CONSULTATION STRATEGY**

Purpose of Report

1. The purpose of this report is to present a joint Police Authority and Constabulary Consultation strategy that will provide the framework for all community consultation and engagement conducted by Leicestershire Constabulary and Leicestershire Police Authority.

Commentary

2. This is a first draft of the strategy and sets out the legal duty, strategic aims, who our community is, what consultation and engagement is, how we will do our consultation and what we will do with the information gained. A copy is found at Appendix 1 to this report. The Appendices at the end of the document are the practical guides and plans that we will follow.

Recommendation

3. The Committee is recommended to comment on the draft document.

Implications

Financial: none. Legal: none. Diversity: none. Risk Management: none.

Background Papers

None.

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Leicestershire Constabulary & Police Authority



Joint Community Engagement & Consultation Strategy

2009-2012

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Foreword

In order to provide you, the people of Leicester, Leicestershire and Rutland, with a police service that is second to none it is important that we, the Constabulary and the Police Authority, understand what matters to you. This document will tell you how we do that and what we do with what you tell us.

Leicestershire Constabulary, together with Leicestershire Police Authority, welcome your views on policing whether good or bad. There are a number of ways in which you can have your say. These methods are contained within this document.

By listening to the diverse voices of the local community we can ensure we are providing an efficient and effective police service that meets the needs of everyone in Leicester, Leicestershire and Rutland..

Matt Baggott, Chief Constable, Leicestershire Constabulary

Byron Rhodes, Chairman of Leicestershire Police Authority

Introduction

The purpose of this document is to outline Leicestershire Constabulary's and Leicestershire Police Authority's approach to the way in which we will engage and consult with the public in order to provide a service which creates the greatest satisfaction, instils the greatest confidence and delivers optimum results to the people of Leicester, Leicestershire and Rutland.

This document provides a strategic overview of the activities undertaken by both the police and Police Authority and provides practical guidance to those involved in consultation and engagement at every level.

We are committed to providing an excellent service in all that we do. We desire to have a national reputation that is second to none. This will be achieved through:

- **Getting Personal with Communities** which aims to ensure the right people are in the right place in the right numbers through neighbourhood policing to effectively listen to people, engage with communities and ensure public concerns are made policing priorities
- **Getting Personal with Criminals** by focusing on driving down crime, identifying and targeting prolific and persistent offenders, making better use of intelligence, increasing partnership working and bringing more offenders to justice.
- **Getting Personal with Our People** by ensuring every police officer, member of staff and volunteer not only knows what the Force expects from them, in terms of integrity and the highest standards of professional behaviour, but also what they can expect from the Force.

Leicestershire Police Authority's vision

"To ensure the best and most cost effective policing for Leicester, Leicestershire and Rutland, meeting the needs of our diverse communities".

We will;

- Work in partnership with the Constabulary, public and private bodies and the community to do all that is reasonably possible to prevent crime and disorder and make the citizens of Leicester, Leicestershire and Rutland safe and feel safer.
- Work with partners to improve what we do and the way we do it.
- Use our independence, as appointed representatives of our communities – to ensure the Constabulary delivers an efficient and effective police service.

Legal Duty

Leicestershire Constabulary and Police Authority embraces a number of statutory responsibilities with regard to consulting the public:

- The Police Reform Act 2002 and National Policing Plan 2005-2008 emphasises the importance of Police Authorities and Chief Constables engaging with and consulting “their local communities to identify how far national and local priorities should be reflected in Forces’ plans and what the appropriate local targets should be”;
- The Crime and Disorder Act 1998 requires Crime and Disorder Reduction Partnerships (of which both the police and the Police Authority are statutory partners) to involve the community in drawing up and implementing a strategy for reducing crime and disorder in their area;
- The Local Government Finance Act 1992 states that Police Authorities will consult with domestic and non-domestic tax payers each financial year about the Authority’s proposals for expenditure in that financial year;
- The Police Act 1996 specifies that Police Authorities will make arrangements to consult with the public about the policing of their area and periodically review these arrangements;
- The Local Government Act 1999 requires Authorities to fulfil the duty of ‘Best Value’ and consult with service providers and Council Tax payers as part of that duty;
- The 2004 Home Office White Paper – *Building Communities, Beating Crime* states that Police Authorities will oversee local consultation, including the relationship between Crime and Disorder Partnership and neighbourhood bodies;
- The Children Act 2004 requires the Police Authority to discharge all its functions having regard to the need to safeguard and promote the welfare of children;
- The Serious Organised Crime and Police Act 2005 requires Police Authorities to produce Local Policing Summaries and distribute them to every household within their area at least once a year;
- The Police and Justice Act 2006 extended the Police Act 1996 by placing a duty on the Police Authority to make arrangements for seeking the co-operation of its community in preventing anti-social behaviour as well as crime.

Strategic Aims

This Consultation Strategy aims to make consultation and engagement more effective by:

- Ensuring a clear understanding of, and commitment to, effective consultation and engagement;
- Ensuring that consultation and engagement is used in decision making and translates into action;
- Feeding back the consultation findings and disseminating the results;
- Using resources effectively and efficiently;
- Monitoring, reviewing and improving our service;
- Adopting a co-ordinated, strategic approach to consultation and engagement which avoids duplication with our public service partners.
- Ensuring that consultation and engagement is both inclusive and representative;
- Improving standards in consultation and engagement practice;
- Considering the circumstances of our communities;
- Working in partnership.

What is Consultation and Engagement?

Consultation is the process by which the public's input is sought on matters which affect them. The main purpose of consultation is to improve the efficiency, transparency and public involvement in Police and Police Authority business. It is used to find out what those with an interest in the delivery of the service think of that provision, and how they think it should be developed.

The British Police Service has a strong tradition of connecting with the public they serve. In its most basic form it can mean a chance encounter in the street or in a formal setting, within a police station, or when the public summon the police for advice or assistance

Engagement is about working with people to come to joint decisions. This involves creating opportunities for people to be involved (e.g. using forums, committees and conferences). People must be supported to develop the necessary understanding, confidence and power to become involved and influence local decisions

A major part of an organisation's ability to effectively engage with their customers is through consultation. Consultation may not need to be a formal process, done in a formal setting, but whatever form it takes, it must adhere to some basic principles.

- Why are we consulting?
- What are we trying to achieve from this process?
- What are the expectations of our audience?

It is essential that the police service have a grasp of these fundamental questions as the consultation process can easily spiral out of control, raising expectations and resulting in disappointment from all concerned.

Inextricably linked to the subjects of consultation and engagement is neighbourhood policing and a large number of strategic aspirations are achieved through this medium.

Partnership

The Police Authority and force believe that undertaking consultation in partnership with other organisation is essential to reduce duplication of effort and the effects of public consultation fatigue. In the economic climate it is also important that organisations look for opportunities to collaborate through the use of combined resources. All local authorities and other local public sector organisations undertake consultation and engagement and the Constabulary is a key partner within a joint advisory group called Statistical Analysis Research Consultation Group (SARCOG). This group seeks to establish an effective partnership approach to consultation and engagement and develop effective arrangements for the collection, analysis and use of consultation data to enhance shared outcomes and service delivery

Our Community

Leicestershire Constabulary and Leicestershire Police Authority serve the people of Leicester, Leicestershire and Rutland with a combined population of almost 1 million. By population, Leicester City is the largest City in the East Midlands, the 10th largest in England and the 13th largest in the UK. The population in our City is one of the most diverse and fastest developing in the country.

Within our community there are:

- Community groups which include: neighbourhood forums, support groups, residents associations and business groups etc.
- Community influencers – people within the community who are seen as influencers of the wider community audience e.g. local councillors, Members of Parliament, Members of the European Parliament, faith group leaders and diversity leaders.

We are committed to ensuring we listen to the people who live and work within Leicester, Leicestershire and Rutland regardless of;

- Age;
- Disability;
- Faith/belief
- Gender;
- Race and;
- Sexual orientation

Our primary responsibility in consulting is to obtain the views of people living or working in the area about what they want from their policing service. Ideally we would want to ask everyone what they think but logistically this is not practical. Therefore we request and record equality information from those taking part to ensure we have a fair representation of the diverse communities within Leicester, Leicestershire and Rutland. We seek to include:-

- a sufficient number of the population to ensure that we have a fair representation both in terms of volume and diversity and
- a sufficient number in each CDRP (Crime and Disorder Reduction Partnership) to ensure that we have a balance of representation.

We recognise that consulting and engaging with some communities requires more effort and imagination than with others. A robust understanding of the characteristics of the population helps to identify groups of people who are at risk of being left out of the activities. The traditional techniques of using community meetings will not reach everyone in a diverse population – flexible thinking and the use of new and creative delivery mechanisms will allow us to maximise the communities with which we engage.

How do we engage our communities?

Every opportunity we meet with the public is potentially an opportunity to consult. It could be about general issues, neighbourhood priorities or specific elements of policing.

Local priorities are identified by those people living within our neighbourhoods and are NOT set by the police in isolation. We are committed to ensuring that the public have confidence that they can have a genuine influence on local policing priorities.

We recognise that it is quite possible that public priorities will not reflect the current policing priorities – however, there is emerging evidence to show that dealing with public priorities often leads to reduction in volume crime.

Consultation and engagement is ongoing and consultation is primarily conducted by neighbourhood teams with support from the wider police family to include volunteers, specials, other local officers and members of the Police Authority. As part of our commitment to delivering the Policing Pledge we provide a range of engagement and consultation mechanisms to ensure that everyone is given an equal opportunity to influence local priorities and include:

At least one dedicated neighbourhood officer and PCSO per neighbourhood all of whom are clearly identifiable via the Force website and through the publication and display of local information. Members of the public can contact these officers directly with local concerns
Every neighbourhood team will hold a minimum of one public meeting per month within each neighbourhood. We are committed to ensuring that we offer a range of meeting venues and formats to include traditional forums, street/drop in and mobile surgeries for our isolated communities. These meetings will be well publicised on our Force website and within the neighbourhood.
A Force and Police Authority online priority setting consultation questionnaire for those people who either can't or prefer not to attend public meetings.
'Have your say' suggestion boxes within significant locations to include local libraries and Drs Surgeries.
Local publications for example Local Authority circulations, local newspapers and parish magazines.
Survey terminals which can be deployed throughout the Force area.
A network of key individuals accessible by the police and Police Authority who live and work within the community and who can influence local priorities.
Establish who the 'Hard to Reach' Groups are. The Police Authority to lead on engaging and Consulting with these groups.

For further information on the Police Authority consultation and engagement cycle see **Appendix A**. For a copy of the current consultation programme see **Appendix B**

At **Appendix C** is a practical guide for officers and staff conducting consultation and engagement.

What happens with what you tell us?

All the consultation information is collated, mapped and passed to your local police station where it will be discussed by a Joint Action Group (JAG). A JAG is a multi agency forum made up of representatives from local police, local council, Police Authority and other key partners. JAGs are held on a regular basis (usually monthly) and it is here that local crime and policing issues in addition to the things you tell us matter most are discussed and actions raised.

On a quarterly basis the JAG forum will take account of all the consultation activity undertaken over the previous three months, local anti social behaviour information and other survey activity and set a minimum of three neighbourhood priorities per neighbourhood for intensive action during the following three months. The JAGs will then direct activity and monitor progress on a monthly basis. These priorities will be published in February, May, August and September on the Force website and within local publications.

On an annual basis the Police and Police Authority utilise the results of consultation to inform the setting of the Force Local Objectives and the Force Strategic Assessment.

Feeding back

As well as providing the community with information necessary for making informed decisions and gathering people's views, we must also feedback to the community on how people's input has been incorporated into our strategic and local planning processes and how those actions will be taken forward.

Feedback informs consultees of when, how and what difference their input has made to their local policing service.

The importance of feedback is demonstrated in our emphasis on:

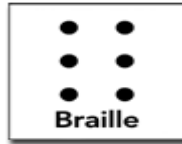
- Adopting a co-ordinated and strategic approach to consultation that avoids duplication;
- Ensuring consultation is inclusive and representative;
- Continually reviewing consultation and engagement practice in order to develop and improve it.

We are sensitive to the varying needs of the community we serve and consequently use a variety of mechanisms to ensure that our community is kept informed. This is achieved through the use of:

- Publications - Local Policing Plan, Local Policing Summaries, Annual Report, council tax leaflets, neighbourhood newsletters and other local publications
- Website - Leicestershire Constabulary, Leicestershire Police Authority and those of our partners

- Consultation Events – monthly consultation meetings, annual Local Policing Unit events, a variety of forums, conferences and community events like fetes and market days

To ensure accessibility rights to all, documents can be translated into the following formats:



Appendix A - The Police Authority Planning Cycle

The planning cycle begins in January and runs through to December. Public and stakeholder consultation and engagement is carried out throughout the whole year but there are specific milestones which shape the planning process, as shown in the table below.

Table 1: The Police Authority Consultation & Engagement Planning Cycle

Month	Action Milestones	
Jan	CCC - start of consultation programme for year ahead CC quarterly performance report	Agreeing the format of Accounts
Feb	Setting precept for next financial year	
Mar	Local Policing Plan published Local Policing Objectives set	Council Tax leaflets sent out
Apr	CC performance report for previous financial year	
May		
Jun	Publication of Annual Report CC quarterly performance report	
Jul	CCC - report on action and feedback so far	Delivery of Local Policing Summaries
Aug		
Sep	Evaluation of Local Policing Summaries	
Oct	CCC - final report on public consultation. Members use this information in strategic business planning and to set local objectives	Work begins on Local Policing Summaries
Nov	Consultation on budget CC quarterly performance report	PA meeting - starting process of setting local objectives
Dec		

Abbreviation key:

CC – Chief Constable

CCC – Consultation & Communications Committee

CP – Consultation Panel

PA – Police Authority

Leicestershire Police Authority has a Consultation and Communications Committee and Publications Panel which have a significant role in consultation and engagement. The Consultation and Communication Committee has nine Members allocated to it and is an open meeting which welcomes public attendance. This Committee meets three times a year and has the following referred¹ functions:

- Any aspect of consultation by the Authority concerning policing in the area;
- Ensure adequate arrangements with the Crime & Disorder Reduction Partnerships within the policing area;
- Responsibility for statutory publications.

The Committee also has the following delegated² functions:

- Agree arrangements for obtaining the views of people about matters concerning local policing, and for obtaining their co-operation with the Police in preventing crime;
- Matters concerning sections 19-22 of the Police and Justice Act 2006;
- Agree policies and protocols within its terms of reference;
- Respond to any consultation paper on issues within its terms of reference.

This Committee will evaluate whether this Strategy's Aims have been met. The Publications Panel is a closed meeting which members of the public are not invited to attend. This group has five Members allocated to it, who do not necessarily sit on the Consultation and Communications Committee.

The Publications Panel has the following functions:

- Look at draft strategic plans and make recommendations to the Consultation and Communications Committee on content;
- Consider the format, content and distribution of any Authority strategic plan or related publication (including all aspects of the Local Policing Summary)

The Police Authority area is split into three Basic Command Units (BCUs) – North, South and Central. Members allocated to a BCU are required to:

- Meet with Chief Superintendents in command of the BCU;
- Keep themselves informed of local issues, initiatives, funding arrangements and performance information and work being undertaken by CDRPs;
- Attend community consultation meetings and events

¹ referred function is a matter which has been referred to the Committee for discussion and the making of recommendations to the Police Authority

² delegated function has been delegated to the Committee with power to exercise that function

There are 15 Local Policing Units (LPUs) across the area. Members allocated to LPUs are required to:

- Be the point of contact for arranging consultation events and to arrange Member attendance
- Understand the effect strategic decisions can have further down the organisation and keep informed of neighbourhood and CDRP issues.

Appendix B - Police Authority Community

Community Consultation Programme 2009

	Forum	Agreed	Action
1.	<u>District Crime and Disorder Partnerships</u>	<p>Police Authority members have a key role in representing the views and needs of communities and ensuring these are reflected in decision-making and policy development throughout policing. (APA engaging, Consulting and Informing Communities, published July 2008).</p> <p>As statutory partners of District Crime and Disorder Partnerships members will continue to attend respective meetings.</p>	<p>Engagement and Communications Officer (ECO) to form the link between CDRP meetings and this Committee. Dates of future meetings to be compiled and agenda papers for meetings to be received.</p> <p>ECO to compile a list of membership and terms of reference for each CDRP.</p>
2.	<u>Open Evening</u>	<p>Police Authority consultation and engagement should ensure that it identifies local priorities, monitors levels of satisfaction and confidence in the police service and understands the views, needs and expectations of the public in relation to specific key issues/priorities. (APA "Engaging, Consulting and Informing Communities", published July 2008).</p> <p>An open evening event to be held at Police Headquarters to which Neighbourhood Watch, Key Individual Network contacts and members of the Authority's Consultation Panel are invited.</p>	<p>Open Evening to be held at 6.00 p.m. on Thursday 14 May 2009.</p> <p>Programme to be structured around the new confidence target and local policing objectives. Electronic voting to be included in part of the programme.</p> <p>NHW, KINs and members of the Authority's Consultation Panel to be invited.</p>
3.	<u>Open Event for the Business/Commercial Sector</u>	<p>The Authority has a need to recognise the views of local businesses and commercial organisations in respect of local policing issues to ensure positive links are made.</p> <p>A breakfast meeting to be held with business and commercial organisations to be arranged for the first half of 2009. Details of the budget to be provided. Asian business community contacts to be identified.</p>	<p>Business Breakfast meeting arranged for 8.15 a.m. – 9.30 a.m. on Thursday 23 April 2009.</p> <p>Programme to include the Policing Pledge and the confidence target. Local policing objectives and in particular the new business objective for</p>

			<p>2009/10 to be discussed.</p> <p>Leics. Chamber of Commerce to be contacted for attendees. Mr Dholakia to provide details of further business contacts including the Leicester Asian Business Association.</p>
	Forum	Agreed	Action
4.	<u>European Communities</u>	<p>The term 'usually-excluded groups' recognises the unique position of diverse communities, which until recently were termed 'hard to reach'. Engaging usually-excluded groups should also be championed by police authorities. (APA "Engaging, Consulting and Informing Communities", published July 2008).</p> <p>There is a need to identify minority groups and map put what issues there are.</p>	<p>ECO to establish what contacts the Constabulary already have in place, which minority groups have been identified within the local community and explore joint consultation opportunities with the Constabulary.</p> <p>Contacts through the Catholic Church and housing associations be explored.</p> <p>Future proposals for consultation with this forum to be reported to the next meeting of the Committee in July 2009.</p>
5.	<u>Gay, Lesbian, Bi-sexual and Transgender Community</u>	<p>Effective engagement with our diverse communities is important given the nature of our business and our commitment to equality and respect for diversity and to ensure community cohesion for example stop/search and hate crimes. (APA "Engaging, Consulting and Informing Communities, published July 2008).</p> <p>Previously a meeting has taken place between the Chairman of this Committee and the leader of the Leicester Lesbian, Gay, Bi-sexual and Transgender Community Centre, whose website states it is Supporting Lesbian, Gay, Bisexual and Transgender people in Leicester, Leicestershire and Rutland.</p>	<p>The Chairman of the Committee attended a 'Tell it to us Straight' event at the LGBT centre on 26 February 2009. 12 questionnaires were completed on the night. Feedback from issues raised to be provided to a future event/meeting with the group.</p> <p>ECO to contact the manager of LGBT centre with a view to having the PA questionnaire placed on the LGBT website.</p>

6.	<u>Youth Groups</u>	The Police Authority are encouraged to identify plans for consulting and engaging children and young people as per the requirements of the Children's Act 2004. (APA "Engaging, Consulting and Informing Communities, published July 2008).	Youth questionnaire to be finalised and placed on the Jitty Website. The Lead member for CYP's to pursue further consultation in schools and colleges in conjunction with the ECO.
7.	<u>Disability groups</u> Disability groups contd/....	Police Authorities have statutory duties under existing equalities legislation to engage and consult local communities; and in relation to the disability duty, a specific duty to involve disabled. (APA engaging, Consulting and Informing Communities, published July 2008)	ECO to attend a meeting of the Disability Support Network to discuss accessibility issues for attendance at meetings and documents in Braille. Easy read version of consultation questionnaire to be produced for use at consultation events and disseminated widely to disability groups. Web-reader software to be included on the Authority's website for people with sight difficulties.
8.	<u>Asian Women</u>	The term 'usually-excluded groups' recognises the unique position of diverse communities, which until recently were termed 'hard to reach'. Engaging usually-excluded groups should also be championed by police authorities. (APA "Engaging, Consulting and Informing Communities", published July 2008). As Asian Women have been under-represented in previous data received from consultation it would seem appropriate to pursue consultation opportunities with this community group.	ECO to explore opportunities for consultation through community groups and community centres to identify existing Asian women's groups where contact can be made to explore how best to engage. Propose to have details of contacts for the July meeting of this Committee.
9.	<u>Travelling Community</u>	The term 'usually-excluded groups' recognises the unique position of diverse communities, which until recently were termed 'hard to	ECO to make contact with the City and County Travellers Liaison Officers

		reach'. Engaging usually-excluded groups should also be championed by police authorities. (APA "Engaging, Consulting and Informing Communities", published July 2008)	to continue to explore access to residents at the three permanent sites within the Force area and identify issues.
10.	<u>Neighbourhood Watch</u>	<p>To include as invitees to open evening event and also to ensure that contact is made to inform of LPU meetings taking place in their area.</p> <p>Opportunities for e-newsletter to be distributed widely to NHW contacts together with consultation questionnaire.</p>	<p>ECO to liaise with Constabulary on NHW contacts and identify opportunities for joint consultation.</p> <p>NHW contacts to be invited to Open Evening event on 14 May 2009.</p> <p>Consultation questionnaire and e-newsletter to be distributed to NHW groups.</p>
11.	<u>LPU Consultation Meetings</u>	<p>It is important that communities feel their views are taken into account in a way that meets their expectations. Local policing teams will have regular access to considerable information regarding local priorities, concerns and issues. Police Authorities should ensure processes are in place for communities to have sufficient access to information regarding the delivery of local policing. (APA "Engaging, Consulting and Informing Communities", published July 2008).</p> <p>At least one event to be held at each LPU during 2009.</p> <p>Local media to be approached to publicise these events.</p>	<p>Members to ensure that one such event is held on the LPU to which they are assigned.</p> <p>ECO to advertise each event on the Police Authority website and provide consultation questionnaires for members to take to their event.</p> <p>ECO to produce an email template for members to feedback issues identified to them from public consultation meetings. This would ensure documented evidence of feedback on Force performance.</p>
12.	<u>Tax Leaflet Questionnaire</u>	The Questionnaire, which is an opportunity to get quantitative data on policing issues, is the subject of a separate report on this agenda.	Questionnaire included on the Police Authority Finance Leaflet for 2009/10.
13.	<u>Police Authority</u>	The website to continue to be utilised as a major consultation tool, including	ECO to explore adding a separate Youth page to

	<u>Website</u>	questionnaires, opinion polls, discussion rooms and surveys.	the Authority website. Questionnaire to be included on website.
14.	<u>Consultation Panel</u>	All members of the public should have the opportunity to be engaged or give their views if they want to. (APA "Engaging, Consulting and Informing Communities", published July 2008).	ECO to continue to explore ways of increasing the numbers of individuals registered on the Panel. Community Consultation questionnaire to be forwarded to all panel members. Panel to be invited to the open evening event.
15.	<u>Public Consultation Events</u>	All members of the public should have the opportunity to be engaged or give their views if they want to. To enable members to carry out their role effectively some degree of direct engagement with communities would be beneficial. (APA "Engaging, Consulting and Informing Communities", published July 2008).	Members to attend events arranged as part of the programme which will provide a good opportunity to consult. Members to attend Leicester Mercury Jobs fair on 18 March 2009.
16.	<u>CRAVE</u>	Surveys held throughout the year. Police Authority question to be included. Consideration being given to more frequent CRAVE surveys being undertaken is being considered by the Chief Officer Group.	Results from CRAVE to be reported to the Authority's Consultation and Communications Committee.
17.	<u>Consultation Questionnaire</u>	To be revised for 2009 to include the confidence question. This is distributed by members' through a variety of events locally as well sent to members of the consultation panel.	ECO to ensure questionnaire is utilised as widely as possible throughout the year.
18.	<u>Joint Consultation</u>	Where appropriate joint consultation to be pursued with external stakeholders and partners.	ECO to liaise with Constabulary Community Safety Bureau at Keyham Lane to explore force events in which the Authority could be involved.

Appendix C - A Practical Guide to Consultation & Engagement

This practitioner's guide provides an overview of a range of engagement options the results from which will influence our local decision making processes and lead to the identification of local neighbourhood priorities, local objectives and inform the Force strategic assessment.

It is important to realise that local priorities are set by the citizens within a neighbourhood and are NOT set in isolation by the police. Residents within a neighbourhood need to have confidence that they can have a genuine influence on policing priorities. Wherever possible, engagement and consultation should be undertaken in collaboration with partners and where appropriate with the Police Authority.

It is imperative that police and partners engage and consult with communities at a number of levels, including BCU / CDRP, LPU and neighbourhood. We have a duty to ensure that our communities are given as many opportunities as possible to highlight their concerns and that there is a clear link between consultation and subsequent priority setting.

Our Engagement and Consultation should be representative of the communities we serve and particular emphasis should be placed on engaging with hard to reach groups for example:

- The young (incl. children)
- Travelling/ Gypsy community
- Eastern European community
- The physically and mentally disabled
- Different racial & religious groups
- Lesbian, Gay, Bi-sexual, and transgender

Who is responsible for what?

Force level - The Police Authority is responsible for ensuring that consultation takes place within the Force area and that the results inform priority setting.

BCU/CDRP level - Consultation and engagement is owned by the Area Commander supported by the Partnership Manager and activity could include BCU and CDRP surveys.

LPU level - Consultation and engagement at LPU level is owned by the LPU Commander with support from the Community Initiatives Coordinator (CIC) and activity could include Joint Action Groups, Area Committees, Community Forums and Police Authority Consultation Meetings.

Neighbourhood level - Consultation and engagement at a neighbourhood level is led by the local neighbourhood officer (PBO), with active support from PCSOs and the wider police family. The Neighbourhood Sergeant will be

responsible for agreeing the consultation and engagement plan within the neighbourhood profile and ensuring its completion. The CIC will also play an important co-ordinating role in this process.

Standards of Engagement

Community engagement is a term that is used for face-to-face communication at a number of different levels. Engagement at its most basic level is done every hour of every day, personally, remotely, over the phone, via e mail, and through other written media. Staff should appreciate that each engagement is an opportunity to increase public confidence or indeed damage it.

Local Policing Unit minimum standards:

- Every Neighbourhood Profile will outline the demographic make up of its neighbourhood. The neighbourhood team will ensure a consultation and engagement plan is completed to effectively engage with a representative cross section of their neighbourhood
- Posters with named local Neighbourhood teams and contact details must be posted in prominent locations and refreshed regularly
- NHP teams websites should be maintained for accuracy
- A minimum of one monthly meeting must be held on every neighbourhood
- Monthly meetings must be well advertised prior to and at the time of holding the meeting
- Neighbourhood newsletters will be produced quarterly to update communities on activity undertaken against neighbourhood priorities
- Key Individuals Networks (KINs) should be regularly updated with regard to progress against neighbourhood priorities and other local issues
- Volunteers should be utilised to support engagement
- You should set up and maintain links with existing community groups
- You should have regular dialogue with Neighbourhood Watch schemes and locally elected members
- Where appropriate local more frequent publications will be used to promote NHP teams and activity
- Where appropriate the use of social networking sites such as Twitter and Face Book should be considered

The Police Authority will;

- Consult local people and ensure their views are reflected in the nature and style of policing and local policing objectives
- Set local policing objectives within the national framework set by the Home Secretary, and publish plans and reports about policing of Leicester, Leicestershire and Rutland.
- Agree and adhere to the Police Authority Consultation Programme

Standards of Consultation

Consultation seeks to obtain the views of communities and establish local concerns in order to inform priority setting. Consultation methods should be varied and wide reaching and go beyond public meetings. The formulation of a consultation plan should be informed by the neighbourhood profile and should set clear objectives for local policing teams around consultation and engagement. The role of consultation is not restricted to NHP teams and the wider police family have a key role to play under the principle that 'every engagement is a consultation opportunity'.

Local Policing Unit minimum standards:

- Every Neighbourhood team will ensure that consultation activity is targeted and recorded appropriately using the existing Force standard consultation questionnaire
- At every monthly meeting officers will conduct consultation activity
- LPU Commanders should ensure that they have systems in place to monitor the extent, effectiveness and outcomes of consultation and engagement on their LPU
- LPU Commanders should ensure that ALL officers under their command are actively undertaking consultation on behalf of the LPU utilising mobile data technology and the standard consultation questionnaire
- Neighbourhood teams and LPU Commanders should ensure that hard to reach groups have been actively engaged in consultation
- LPU Commanders will ensure that local priorities are agreed in consultation with the Joint Action Group and with due regard to the results from local consultation and other data to include CRAVE and ASB mapping

The Police Authority will

- Meet with the Basic Command Unit commander regularly
- Ensure that each year a joint public meeting is held at every Local Policing Unit
- Work with partners in the CDRP to reduce crime and increase confidence of local people
- Target hard to reach groups, to establish and maintain communication with them

Methods of consultation could include:

The following list is not exhaustive or prescriptive and the terms used may change slightly from district to district. Further information on the methods below can be found at the conclusion of this Appendix.

- Questionnaires/Surveys (Please use Force standardised version)
- Response slips left in prominent locations within neighbourhoods
- Postcards

- Postal Votes
- Environmental Visual Audits – “patch walks.”
- Consultation with Key Individual Networks
- Street briefings / courtyard briefings
- Public Meetings
- Community Forums
- Mobile Police Surgeries
- Independent Advisory Groups (IAGs)
- e services
- Youth Elected Council and Youth Engagement

Don't Forget Feedback

It should be clear to people what will happen with their input into the consultation process and how this will influence change.

If people don't know what's happened to the information they have provided or the views they have expressed, they will become disillusioned with the whole process. Systematic feedback should be built into consultation, both to the people who participated and to the wider public. If the public perceive that consultation is worthwhile, the pool of potential consultees will increase.

Members of the Police Authority can feedback via

Further guidance in the tactics for consultation and engagement

What follows is some additional information on the range of options available for use in consultation and engagement:

Surveys

The results of the British Crime Survey and local CRAVE (Confidence, Re-assurance and Visibility) surveys are indicators of public perception, and the efficiency of Neighbourhood Policing.

Surveys can help to numerically measure people's opinions. As long as the sample included in the survey is large enough and representative, it allows you to extrapolate the findings to the wider population. Surveys can be carried out by post, phone, face-to-face, or, increasingly, over the internet. They are about extracting information about individuals' opinions rather than creating a dialogue.

Surveys are useful when you need to accurately measure the views of a proportion of your users or the community about a range of issues. They also allow information to be compared on a regular basis, thereby helping you to track trends and changes.

Public Perception Survey (CRAVE)

The CRAVE surveying regime now extends to over 600 surveys per calendar month (7200 p.a.) and will be a statistically significant indicator of confidence to neighbourhood level within 12 months (2009/10). The purpose of this public survey is to ascertain the feelings of safety and security, trust and confidence in policing, levels of anti-social behaviour and quality of life issues. The results from this survey are available to the police, Police Authority and local authorities.

Force Standardised Priority setting Consultation Survey

Leicestershire Police have devised a standardised priority setting consultation survey which is available via the Force website and for use by all officers and staff through mobile data technology and in paper formats. The results from this survey are all centrally collated and mapped to provide LPUs with an accurate overview of public concerns. This methodology also enables the Constabulary to capture the breadth and reach of consultation. All LPUs are to use this standard format when conducting consultation to ensure a joined up approach.

Postcards / Leaflets

The purpose of postcards / leaflets is to get a reliable indication, from the public, of signal issues with some descriptive information, (to aid analysis and problem solving) upon the nature, time and location of the problem affecting them. The questions from the Force standard priority setting survey should be used and manually inputted to the central data base.

Response Slips/Postal Votes (in conjunction with postcards / leaflets)

The public should be given the opportunity to cast their vote by post. Postal votes could be either dropped at a locally placed 'ballot box' or sent back in a freepost envelope. The questions from the Force standard priority setting survey should be used and manually inputted to the central data base.

Environmental Visual Audits (EVAs) – 'Patchwalks'

Visual signs of social and physical disorder in public spaces have a powerful effect on communities. By **social disorder**, we mean behaviour usually involving strangers and considered threatening, such as open solicitation for prostitution, public drunkenness, and groups of rowdy youths hanging around. By **physical disorder**, we refer to the deterioration of the urban landscape, for example graffiti on buildings, abandoned cars, broken windows, and litter/rubbish lying around.

Neighbourhood disorder has a more specific bearing on the study of crime as well. Research has established connections between disorder and both fear of crime and crime rates. The British Crime Survey highlights that there are links between living in an area with high neighbourhood disorder and being less

likely to think that the police are doing a good job. A high level of disorder also predicts a higher likelihood that people will feel unsafe at home and outside after dark.

Taking seriously this idea that visual cues matter, we have developed an Environmental Audit (EVA) to study social and physical disorder. The aim of the EVA is to provide a more objective and direct measurement of the signs of physical and social disorder than a public perception survey. The EVA can be a powerful lever for getting partner agencies to tackle such environmental problems.

Dr Martin Innes, University of Surrey, Signal Crimes Research - 2004

An EVA can be as simple as staff members attending a locality with known disorder problems and visually checking for any signal crimes or signs of disorder.

The EVA Manual, found in the Good Practice guide, provides guidance for planning, conducting and analysing the results of environmental visual audits. There are examples of Neighbourhoods giving a number of disposable cameras to youths from a local area, asking them to complete their own EVAs by photographing what they believed to be 'signal crimes' or areas which 'evoked fear of crime' in them. This not only frees up human resources in the police but also gives the police a public perception of what / where fear of crime is.

Key Individual Network (KINs)

KIN stands for Key Individual Networks. KINs are formed from a group of local people who live, work or regularly pass through a neighbourhood and who are able to provide a snap shot of the feelings of the local community. A KIN should be used to gain public opinion, identify potential tensions and as a conduit to feedback information, for example, promoting a positive achievement. An effective KIN network should be specifically tailored to each neighbourhood. Key individuals should be able understand and influence neighbourhood issues through either a lifestyle or occupation which puts them in regular contact with the people who live in that neighbourhood.

KIN Networks must include (where applicable):

- Neighbourhood watch co-ordinators
- Elected members – Parish Councillors
- Religious leaders
- Prominent members of hard to reach communities
- Youth workers
- Business community leaders
- Education - Links with school officials within the NH
- A mix of Independent individuals who can be contacted quickly and who know and can influence "what's going on" where they live. This will include people such as taxi drivers, shopkeepers, postal deliveries, etc.

What is their role? A Kin

- will assist in identifying and agreeing local priorities
- will support the organisation in identifying community tensions
- will provide a communication link within the neighbourhood and encourage free flow of information and community intelligence
- will be used as a virtual Neighbourhood panel to consider problem solving around locally identified priorities
- may be used to measure satisfaction and confidence
- may be used for Force-wide research
- may be contacted if a major or critical incident has occurred
- should be used to provide an assessment on local priority progress
- could be included in local problem solving, volunteering, targeted engagement and surveying over business improvement.

What is a Neighbourhood Panel and how do KINs fit in?

A number of Forces have developed Neighbourhood panels made up of community members who meet to identify, discuss and problem solve against neighbourhood issues. Locally we have utilised Joint Action Groups which are attended by a wide cross section of agencies and community representatives. At this time we are not advocating separate panels and our approach will be to continually invest in effective and representative KINs who can be used either as a virtual Neighbourhood panel or invited together to discuss neighbourhood issues if considered appropriate.

Where do we record KINs details?

- All KIN lists **must** be recorded on VC Relay under the neighbourhood for which they are affiliated. Some KINs may be attributable to several neighbourhoods if that is appropriate
- The CIC/ Local support team will be responsible for populating the VC relay system and distributing messages on behalf of the LPU
- KIN lists are databases and fall under the Data Protection Act, which protects the information held and prevents its disclosure or circulation to unauthorised people and organisations. Care should still be taken with the information and comments recorded. All material should be marked as restricted
- Each Key Individual should be informed that their information will be entered onto our VC relay system to enable us to communicate easily with them and they **must give permission** for this to happen.

Who is responsible for the maintenance of the records?

- All KIN lists must be regularly maintained to ensure accuracy. This will be the responsibility of neighbourhood officers in conjunction with CICs

- KINs should be reviewed at least twice a year in February and August to fall in line with the neighbourhood profiling calendar and to identify any gaps in coverage as new communities emerge

Minimum standards for KIN usage

- KINs should know who and how to contact their Neighbourhood Team
- KINs will be consulted over issues within their Neighbourhood
- KINs should be in receipt of Newsletters and updates around priorities
- KINs should be actively encouraged to spread key messages across the neighbourhood
- KINs should be regularly contacted and informed about significant events, and news worthy items within their neighbourhood.

Public Meetings/Street Briefings

Public meetings are an effective method of engagement. It may be appropriate to hold a traditional formal meeting, but many areas have found that a 'drop in' style public forum, spread over a whole morning or afternoon and evening, will encourage a broader range of people from the neighbourhood to attend. 'Have a say' days, for example, are an open public meetings with various partners present which enable community members to drop in and highlight concerns using maps or 'Post-its' on posters. These events do not have a formal presentation but are populated with static stands and appropriate staff members. Other sites have chosen to hold more traditional meetings, with formal presentations and consultation on priorities taking place either by show of hands or by using electronic voting systems. This type of voting is a potentially contentious issue and those leading the meeting must exercise caution that this does not lead to marginalising any particular section of the neighbourhood.

Whatever method is used it is vitally important that neighbourhood teams consult attendees on local priorities and capture this information within the priority setting survey discussed later in this document.

Local partners should also be invited to attend as many of the issues identified will require activity by partner agencies. Neighbourhood teams should ensure that local crime information and details of what they and partners are doing to tackle concerns is fed back during the meeting.

The results of postal surveys, door knocking or focus groups can be brought to public meetings and these results should help to inform the meeting of consultation that has already taken place, and may provide guidance on public preferences for the meeting.

Other tactics include the use of 'Street Briefings' where local officers and appropriate partners arrange to meet local community members on the street at a predetermined time and place.

Community Forums

Community Forums are formal public meetings organised at local level and draw together Local Authority, public services, elected members and communities to discuss local issues. The Police role will be to present activity against previous priorities and policing threats. The Forums enable Police to present anticipated policing requirements and results of consultation in order to formally agree local priorities and seek public support/opinion in their resolution.

Mobile Police Surgeries

Much like the public meetings mentioned previously these are an excellent way to keep the public informed and up-to-date regarding local issues. They are usually held informally over a day long period offering accessibility and promoting familiarity with the police

Independent Advisory Groups

Independent Advisory Groups consist of a number of people who are best placed to offer independent advice and feedback on a given issue such as a critical incident, change of policy, change of legislation or the introduction of new procedures.

They can consist of a mixture of laypersons, professionals and other interested parties and at the point of formation, must be informed of their purpose and extent of remit. Ideally their existence should be time limited as the maintenance of long standing IAGs can prove expensive and cumbersome to manage.

Their value is in the 'freshness' of their approach and the challenge they provide for the service. Area and Force CSB's will be able to assist in the creation of IAGs and can pick from a number of established contacts from their own networks.

e Services

The on-line environment represents a significant opportunity to engage with the wider community. The most basic form of consultation and engagement might include a downloadable document for the public to comment on by filling in an e-mailable form. At the other end of the spectrum there are well structured and managed e-participation sites allowing for more of a dialogue between participants. This includes on-line surveys, use of face-book, twitter, and other social network sites. We currently have an online survey and have a number of officers utilising social network sites. For further information contact the head of new media within the Corporate Communications department.

Youth Elected Council and Youth Engagement

The social capital to be gained by communities through involving young people fully is significant. It supplements the benefits from avoiding negative impacts on communities, (such as offending in drugs and crime) that may surface when children and young people are disenfranchised and excluded from processes. The disengagement of young people from local democratic processes is clear to see from local election turnouts and the age profile of those involved in politics.

Young people can be utilised in both a consultative manner and also by active engagement. Young people receive structured training, delivered in conjunction with a range of agencies, to help them develop their skills for effective involvement and work collaboratively with adults. Those who have done so have gone on to train elected members and officers on equal opportunities and working effectively with young people, as well as meeting the needs of specific groups such as those in care.

Youth elected councils have been used successfully in relation to a number of initiatives in a number of countries. They are also an excellent way of engaging with a community who are traditionally hard to reach. In the UK the 'British Youth Council' was involved in the UK consultation process in developing a youth policy for the European Union. The consultation was carried out via a questionnaire, which was distributed by e-mail and in hard copy to many of their member organisations and individual young people.

Representatives could be elected from the local schools and then placed on a council that in turn votes on the issues re: reassurance policing, fear of crime and policing priorities. The youth council will be large and therefore more likely to be demographically representative also adding a quantitative aspect to the voting. Another proactive way of engaging young people is to include them within your KIN network and utilise them for EVAs.

Further Reference Material

Useful reference can also be made through the following web sites: -

www.neighbourhoodpolicing.co.uk

www.crimereduction.gov.uk

www.homeoffice.gov.uk

www.communityengagement.police.uk (includes Community Engagement Guide)