

Nottinghamshire

POLICE & CRIME COMMISSIONER

From: Karen Sleigh
Tel: 101 Ext 801 2002
Date: 20 December 2012

DMR Ref:	2012/012
Timing: (please delete as appropriate)	Urgent (it needs to be seen within 3 days)

PART ONE

EXECUTIVE DECISION MAKING REPORT

NOTTINGHAMSHIRE OFFICE OF THE POLICE AND CRIME COMMISSIONER

TITLE OF SCHEME OR SERVICE

Community Engagement & Consultation Strategy

CLEARED BY Kevin Dennis, Chief Executive

DECISION:

To agree the Community Engagement and Consultation Strategy and supporting Action Plan which will be updated inline with the lifecycle of the Police and Crime Plan and the Equality Assessment.

EXECUTIVE SUMMARY:

The Strategy sets out the Commissioner's joint commitment to ensuring that opportunities exist for local people to participate in and influence their police service. It provides high level direction on the approaches that will be adopted to ensure effective interaction with victims of crime, local people and communities with policing that is responsive to need.

Nottinghamshire Police and Crime Commissioner

The above request has my approval.

Signature:

Date:

5/2/13

1. How does the proposal address the Police and Crime Plan priorities?

The **Police Reform and Social Responsibility Act** (the Act) and supporting Policing Protocol set out the responsibilities of Police and Crime Commissioners and Chief Constables for engagement and consultation. The Act makes specific reference to Police and Crime Commissioner's consultation for improving victim satisfaction, identifying and setting local policing priorities, producing the Police and Crime Plan and Annual Report, and setting the budget and precept for delivering quality policing in consultation with the Chief Constable. The Equality Act 2010 also requires public bodies to engage with communities in order to understand their needs and expectations of service delivery.

2. What local needs are you expecting to meet?

The Strategy is essentially aimed at setting out the overarching aims and objectives for effective interaction with victims of crime, local people and communities of Nottinghamshire to ensure they have a bigger voice to achieve a safer Nottinghamshire.

3. What outcomes are expected to be achieved?

Outcome 1: Local people feel more informed and motivated to influence decisions on policing and crime services.

Outcome 2: All sections of the community have opportunities to influence decisions, particularly victims and vulnerable individuals.

Outcome 3: Demonstrating new and innovative ways of ensuring our communities have a voice.

Outcome 4: Coordinated use of existing resources for engagement and consultation with our partners and regional working.

4. What consultations have taken place with those affected by the proposal? What did they say?

The Strategy has been developed through partners as part of the Transition Programme, and it is intended that there will be further developments of the Strategy to support the development and delivery of the Police and Crime Plan.

5. Have you considered all reasonable courses of action and options?

There is ongoing work developing the Equality Assessment for the Police and Crime Plan, which will provide the Equality Assessment for this Strategy and offer opportunities to improve engagement and consultation.

6. What will be the impact be on performance and risk?

Performance will be monitored for as part of the delivery of the Strategy and the Delivery Plan.

7. What are the resource implications and will the proposal achieve greater efficiency and value for money?

There are opportunities to work with the Force and partners to widen community engagement and consultation activities as part of the delivery of the Police and Crime Plan.

8. Provide any supplementary information to support your proposal

The information supporting the Strategy has been included in the Strategy.

9. Public Access to Information

Information in this form is subject to the Freedom of Information Act 2000 (FOI Act) and other legislation. Part 1 of this form will be made available on the PCC website within 1 working day of approval. Any facts and advice that should not be made automatically available on request should not be included in Part 1, but instead on a separate Part 2 form. Determent is only applicable where release before that date would compromise the Implementation of the decision being approved.

Is the publication of this approval to be deferred? No

10. ANY FURTHER ACTION REQUIRED:

To ensure that the Strategy is available on the Web site

ORIGINATING OFFICER'S NAME AND CONTACT DETAILS:

Karen Sleight: 101 Ext 801 2002

PART TWO

Specialist Advice Consultation <i>To be completed for all Nottinghamshire Police proposals. If consultation has not taken place you need to say why.</i>	Y/N	Date Consulted	Comments
Chief Officer (ACPO)	Yes	8/11/12 though the transition programme.	Circulated as part of the PCC Transition Programme
Head of Legal Services	No		
Assistant Chief Officer Resources :	Yes	8/11/12 though the transition programme.	Circulated as part of the PCC Transition Programme
Departmental Head	Yes	Through the PCC transition and amendments received from consultation from 8/11/12	Circulated and agreed by the Chief Executive of the OPCC
Other (Chief Finance Officer (OPCC), Head of ICT or Estates. Divisional Commander) Optional as appropriate.	Yes	Through to Charlie Radford as part of the transition programme 8/11/12	Circulated to the Partners and working group as part of Project 4 of the PCC Transition Programme

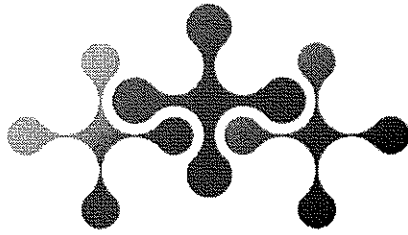
Officer Approval (Nottinghamshire Office of the Police and Crime Commissioner)

Chief Executive

I have been consulted about the proposal and confirm that the appropriate financial and legal advice have been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signature: 

Date: 4th February 2013



Nottinghamshire
**POLICE & CRIME
COMMISSIONER**

‘The Peoples Commissioner’

**Community Engagement and
Consultation Strategy 2013-17**

“...giving victims and citizens a bigger voice in policing to
achieve a safer Nottingham and Nottinghamshire”

December 2012

Contents

Foreword	3
1. Introduction	4
Legal Basis	4
What is engagement and consultation?	5
Why engage with communities?	5
Who's responsibility is it to engage and consult?	6
2. Strategic Aim	7
Demographics of Nottinghamshire Police Area (based on the 2011 Census)	8
Layered Approach	8
3. Background	9
Police and Crime Commissioners Transition Programme	10
What needs to be achieved?	10
4. Principles We Will Adopt	12
Principles	12
Commitments	13
5. Engagement and Consultation Programme	14
What will the Strategy achieve?	14
Levels of consultation an engagement	16
6. Performance and Review	17
How will the Strategy be implemented and monitored?	17
Timeframe	17
Quality and standards	17
Next things to develop	17
7. Feedback	17
References	
APPENDICES	
Appendix 1: Action Plan	

Foreword

Nottinghamshire's Police and Crime Commissioner: Paddy Tipping



A handwritten signature in black ink that reads "Paddy Tipping". The signature is written in a cursive, flowing style.

Policing in the UK is founded on the principle of 'policing by consent' – the police are the public and the public are the police¹. Individuals and communities are at the centre of everything that we do. In support of this fundamental principle, as your Police and Crime Commissioner I acknowledge the importance of engaging and consulting with victims of crime, local people and communities in order to shape the provision of policing and crime services in Nottingham and Nottinghamshire.

This Strategy sets out my commitment to providing opportunities for victims, local people and communities to have a bigger voice in shaping and influencing policing and community safety service delivery, decision making and policy development to achieve a safer Nottinghamshire.

This Strategy also defines my commitment jointly with the Chief Constable and our Community Safety partners to ensure the provision of a range of high quality policing and crime services that are responsive to the needs of all whilst providing value for money.

The Strategy demonstrates our joint commitment to strengthening our interaction with local residents, by being responsive and people focused organisations that communicate, engage and consult, to make changes as a result of listening to the views of communities and service users.

I am confident that this Strategy sets out an approach which will facilitate and encourage the active participation of local people and communities in the policing of Nottingham and Nottinghamshire and the further commitment for effective and efficient police and crime services.

¹ Sir Robert Peel and the 'Peelian principles' defining an ethical police force.

1. Introduction

Nottinghamshire's Police and Crime Commissioner's (the Commissioner) vision is to be 'The Peoples Commissioner' by "giving victims and citizens a bigger voice in policing to achieve a Safer Nottinghamshire".

This Strategy aims to set out the engagement and consultation approaches the Commissioner will take locally to reduce crime and disorder, bring more offenders to justice and create more confident, vibrant safer communities, and nationally by interacting on the wider police reform landscape.

The Commissioner will be focused on every policing contact leaving a trace, from a perception of attitude or interpretation of level of service and will work to tailor ways to listen to people and communities who are often not heard, to identify improvements in services and continue to improve confidence and satisfaction in quality policing across Nottingham and Nottinghamshire.²

In developing this Strategy we have embraced the general and specific duties to integrate the drivers of trust and confidence in policing which include:

- Addressing individual needs and expectations.
- Improving community perceptions of the quality of policing.³
- Focusing on community priorities.
- Encouraging individuals to get involved in shaping policing in their area.⁴
- Ensuring transparency and availability of information.⁵
- Feeding back on actions taken.

The detailed Action (Appendix 1) and supporting tools will be developed throughout the lifecycle of this Strategy.

Legal Basis

This Strategy recognizes and has taken account of a number of statutory responsibilities placed upon policing to engage and consult which include:

- **The Police Reform and Social Responsibility Act 2011** – amends the Police Act 1996 and specifies consultation for improving victim satisfaction, identifying and setting local policing priorities, producing the Police and Crime Plan and Annual Report, and setting the budget and precept for delivering quality policing in consultation with the Chief Constable.
- **The Police and Magistrates Courts Act 1994** – states that the views of the public must be taken into consideration when formulating annual policing priorities.

² Listening and Learning: Improving Support for Victims in Nottinghamshire

³ It's a fair cop? Police legitimacy, public cooperation, and crime reduction: An interpretative evidence commentary the National Policing Improvement Agency and London School of Economics

⁴ 'After the riots' – The final report of the Riots Communities and Victims Panel

⁵ Transparency – Information Order

- **The Crime and Disorder Act 1998** – which requires Community Safety Partnerships (CSPs) to involve the community in drawing up and implementing strategy for reducing crime and disorder in their area.⁶
- **The Children's Act 2004** – places a duty on the Force and the Commissioner to ensure that their functions are discharged having the need to safeguard and promote the welfare of children. Communication, consultation and engagement arrangements should take account of this duty.
- **The Equality Act 2010** – has streamlined existing equality legislation into one Act and introduced the public sector Equality Duty which requires public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimization; advance equality of opportunity; and foster good relations. Public authorities are specifically encouraged to engage with 'harder to hear / reach' members of the local community with regard to service provision and delivery as well as with regard to staff.

What is engagement and consultation?

Engagement and consultation can mean different things to different people, communities and different services and situations. The key is to establish a dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views, with the objective of influencing decisions, policies or programmes of activities⁷ to improve service delivery.

Engagement and consultation is an umbrella term for the actions that will be taken to enable people to be consulted with, involved in and listened to with a clear response which requires a commitment to ongoing relationships and dialogue.

The Commissioner will work closely with victims, those individuals who are under-represented and police and crime partners, who also have legal duties to engage and consult with communities. This Strategy builds on the successful work that has already been achieved across Nottingham and Nottinghamshire, but it is also ambitious in that it strives to achieve more involvement opportunities for improving the direction of policing in local communities and providing feedback on the quality of service received.

Why engage with communities?

Engagement and consultation can help with understanding the expectations and needs of individuals and local communities, such as victims and those 'harder to hear' and therefore assist with the planning and delivery of policing and crime services. By building community involvement into the heart of service delivery, victims, individuals and communities can work with the Commissioner and our partners, to deliver benefits including:

- **Empowering people to define their local priorities for their own community**
People who belong to, live in or work in particular communities should have a voice in identifying their priorities and to influence decisions in delivery of future local policing and crime services in their community.

⁶ The Police and Commissioner are two of the responsible authorities along with Local Authorities to sit on Community Safety Partnerships (CSPs)

⁷ The Consultation Institute's definition of consultation

- **Responsive services tailored to the needs of individuals and communities**
People who live and work in Nottingham or Nottinghamshire are best placed to say what issues affect them and get involved in shaping services providing solutions that can be tailored and responsive to their needs.
- **Better informed citizens**
Sharing information helps to gain a far better understanding of policing, but importantly it helps to understand and manage expectations, explain what can and cannot be done and identify any constraints that may exist.
- **Better performance measurement**
Community engagement, particularly consultation through surveys, is a way of measuring service effectiveness and user satisfaction, especially useful to understand victims and specific target audiences or communities of interest, which could include: gender, race, disability, religion or belief, sexual orientation, age.
- **Encouraging democratic involvement**
One likely effect of enhancing community engagement is the reinvigoration of the democratic process and reversal of the declining trends in voter turnout for elections, which is particularly important as part of electing Police and Crime Commissioners.
- **Building responsible citizenship**
If communities are able to play a significant role in improving their neighbourhood policing, developing a project or initiative, or being involved in its delivery, then they are more likely to develop a greater sense of responsibility or ownership.
- **Improving relationships between partner agencies and the public**
Community engagement can make policing and crime services more open, accessible and responsive to the needs of the public and victims, which helps to build upon and improve trust and confidence.
- **Building capacity**
Community engagement can help to build the capacity of participants by developing their knowledge and skills through learning about their community, its issues and organisational structures and processes.

Who's responsibility is it to engage and consult?

The Commissioner is independent and has been elected to oversee the efficient and effective running of policing and crime services and how crime will be tackled in Nottingham and Nottinghamshire. The Commissioner will not 'run' the Police Force, the Chief Constable will continue to be responsible for the day-to-day operations of the Force, but will be accountable to the public via the Commissioner.

The Commissioner has responsibility for:

- Appointing the Chief Constable and holding them to account for the running of the Force.

- The policing of their area, encouraging co-operation with the police in preventing crime and anti-social behavior in that area.
- Regularly engaging and meeting with the public to set out the 5 year Police and Crime Plan based on local priorities (developed in consultation with the Chief Constable, communities and partners).
- Gaining the views on and setting the annual local precept and Force budget.
- Making grants to organisations aside from the police (including but not limited to Community Safety Partnerships).
- Gaining the views of victims of crime in the policing area about matters concerning policing and crime.
- Publishing the Annual Report and Accounts.

The introduction of Neighbourhood Policing⁸ and the Force Neighbourhood Policing Strategy⁹ has strengthened the focus on increasing local communication, consultation and engagement activities to ensure that people have more involved in setting and influencing their local policing priorities.

2. Strategic Aim

The aim of this Strategy is to set out the framework for how the Commissioner intends to approach engagement and consultation to ensure people are at the very centre of everything we do to ensure we deliver an excellent standard of professional service to reduce crime, through involving local people, with a focus on victims, vulnerable, young people, Black and Minority Ethnic (BME) groups, girls and women who suffer in Nottingham and Nottinghamshire.

The approach will be focused on three main themes, communication, consultation and engagement to deliver the following outcomes:

- Local people feel more informed and motivated to influence decisions on policing and crime services.
- All sections of the community have opportunities to influence decisions, particularly victims and vulnerable individuals.
- Demonstrating new and innovative ways of ensuring our communities have a voice.
- Coordinated use of existing resources for engagement and consultation with our partners.

At its most basic, communication relates to the transmission of information to individuals and communities, which is generally a 'one way' process, whilst consultation and engagement opens up 'two way' communication channels to invite comment, feedback and challenge. The engagement and consultation activities will inform and review policing strategies, policies and decisions, where appropriate, and identify the needs, views and expectations of those who live, work and visit Nottingham and Nottinghamshire. This Strategy has been written to focus on wider inclusion of victims of

⁸ Policing in the 21st Century: Reconnecting People and the Police 2010

⁹ Nottinghamshire Police: Neighbourhood Policing Strategy 2012

crime, new or emerging communities and representation of those with protected characteristics on matters concerning policing and crime services.

The Nottinghamshire Office of Police and Crime Commissioner will coordinate and monitor the implementation of this Strategy, to demonstrate that engagement and consultation outcomes have been appropriately considered in the decision making which will be communicated.

Demographics of Nottinghamshire Police Area (based on the 2011 Census)

Demographic information is really important for the Commissioner to understand the population make up across the policing area of Nottingham and Nottinghamshire, which comes from a variety of sources such as the 2011 Census of Population for England and Wales.¹⁰

Nottinghamshire is situated in the heart of England, within the East Midlands Region. The County covers an area of 2,085 sq km (805 sq miles), with the City of Nottingham being the regional capital of the East Midlands being situated to the south of the County; it is one of eight core cities¹¹ recognised by Government and has a population of 305,680 and a workforce of 125,000.

The County has a combined population of c1.07m people, with a workforce of 485,000. The County's largest concentration of people is found in the suburbs of the Greater Nottingham conurbation, which lie mostly in the County area i.e. outside the City itself. In the wider County, other main towns are Mansfield (with a population of 87,500), Kirkby-in-Ashfield (27,000), Sutton-in-Ashfield (45,400), Newark-on-Trent (26,700), Worksop (43,500) and Retford (21,700).

The City has a very young population with a high proportion (30%) of people aged between 18 and 29, due largely, but not entirely, to the presence of two universities. Students account for approximately 1 in 8 of the population.

The majority of those living in the City are white British, although 24% describe themselves as being from Black and Minority Ethnic (BME) groups. The proportion of the dual heritage and Chinese or Other populations is on a par with the national average, while the proportion of Asian and Black populations is well below the national average.

Ashfield, Broxtowe, Mansfield and Rushcliffe have a greater proportion of younger people compared to Bassetlaw, Gedling, and Newark and Sherwood which have a higher proportion of older people.

The local economy in Nottinghamshire features world-renowned companies in the fields of healthcare, pharmaceuticals, precision engineering, textiles and clothing and professional services. The City and County boast two universities – the University of Nottingham and Nottingham Trent University – offering courses to over 45,000 full and part-time students. In addition, New College in Nottingham is the second largest college in Europe with more than 50,000 full and part-time students.

¹⁰ The 2011 Census of Population in England and Wales: Office for National Statistics

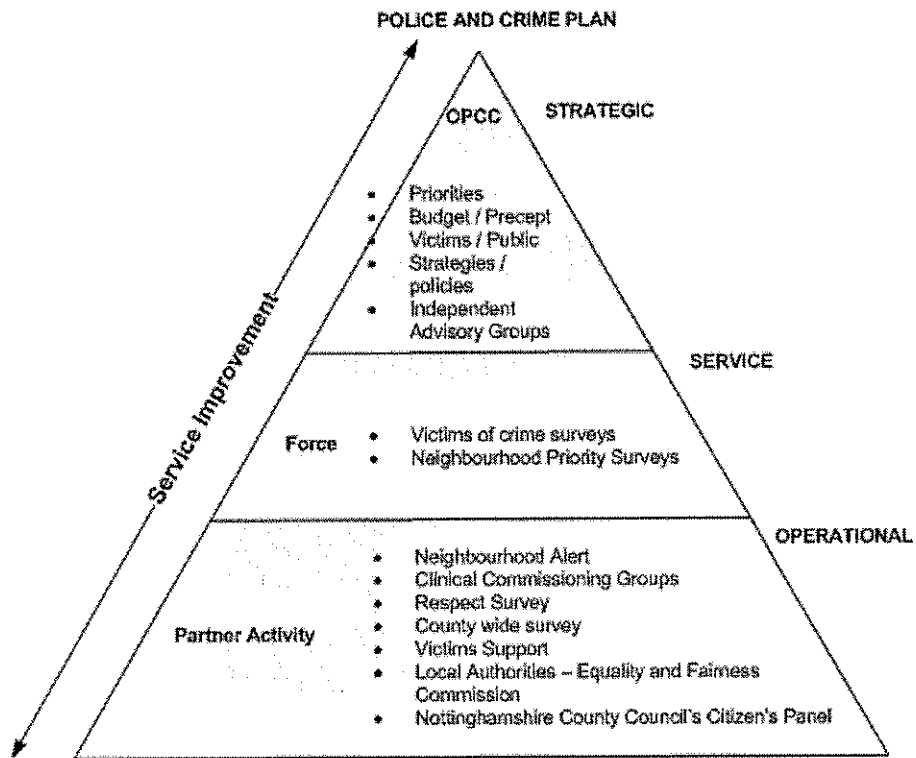
¹¹ The other Core Cities are: Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle and Sheffield

The City of Nottingham ranks as the 20th most deprived area in England (of 149 areas) according to average deprivation indicators. For the wider County of Nottinghamshire, average deprivation indicators place the Nottinghamshire County Council area as the 93rd most deprived area in England.

The demographic profile of Nottinghamshire presents a variety of challenges and opportunities for the Commissioner to gain a greater understanding of priorities for local communities for policing and crime services in Nottinghamshire, and will be monitored in line with the Equality Assessment conducted to meet the requirements of the Equality Act 2010.

Layered approach

This Strategy adopts a layered approach to community engagement and consultation to reflect the 'golden thread' of policing from victims, individuals, communities and neighbourhoods through to the strategic level, identified in the following diagram:



3. Background

There have been established engagement and consultation strategies approved and worked on collaboratively with partners, the previous Police Authority and Chief Constable. There was a focus on improving service delivery with the implications of the nationally required 20% budget reductions for policing.

Police and Crime Commissioner's Transition Programme

The Nottinghamshire Partnership Police and Crime Commissioner's Transition Programme identified the duty for the Commissioner to engage and consult, and set up a dedicated partnership project to collate information on existing and potential opportunities for engagement and consultation with victims, communities and Neighbourhoods to set the priorities for policing Nottingham and Nottinghamshire.

What needs to be achieved?

The Commissioner is a new entrant to a complex local leadership landscape and will work collaboratively with a wide range of partners together with the Chief Constable to improve policing and cut crime. The Commissioner will be flexible and responsive to communication, engagement and consultation, making better use of social media and the higher expectations of communities for immediate responses¹².

The key focus of activities are summarised in the table below, with Appendix 1 providing the detailed activities that will be delivered and managed through the strategic planning process for the Commissioner. There will also be dedicated stakeholder groups set up for the City and the County by the Commissioner.

	Public	Partner	Victims of Crime	Vulnerable Groups (Protected Characteristics)	Planning Timescale
Police and Crime Plan including: a. Identification of strategic priorities. b. Consultation on draft plan c. Publication of Plan	NOPCC Roadshow NOPCC Shopping centre & Supermarket events NOPCC Website questionnaire Nottm. Police local priority survey Telephone survey – non victims of crime Crime Survey England and Wales 1/4ly release NOPCC Focus Groups Social media	Attendance at relevant strategic planning events	Additional questions added to Nottm Police victim of crime surveys Victim Support and NOPCC focus groups – crime types to be agreed.	NCC and Partner Independent Advisory Groups Nottm City Council Equality and Fairness Commission Nottm City Council Youth Cabinet NCC District Youth Scrutiny Groups and Youth Board	a. Preceding April b. January-February c. 30 March
Police Precept and Budget	NOPCC Roadshow NOPCC Shopping centre & Supermarket events NOPCC Website questionnaire Telephone survey	Attendance at County Community Safety Partnership and City Crime and Drugs Partnership meetings NCC Business Engagement Group Safer Nottinghamshire	Additional questions added to Nottm. Police victim of crime surveys Victim Support and NOPCC focus groups – crime types to be agreed	NCC and Partner Independent Advisory Groups Nottm City Council Equality and Fairness Commission Nottm City Council Youth Cabinet	November - December

¹² HMIC Report into the police response to the August 2011 riots

	– non victims of crime Social media	Board One Nottingham Voluntary sector Organisations Local Criminal Justice Board		NCC District Youth Scrutiny Groups and Youth Board	
Views for future direction of policing	NOPCC Roadshow NOPCC Shopping centre & Supermarket events NOPCC Website questionnaire Social media	Nottm City Crime and Drugs Partnership Respect Survey NCC Citizen Survey Attendance at County Community Safety Partnership and City Crime and Drugs Partnership meetings NCC Business Engagement Group Safer Nottinghamshire Board One Nottingham Voluntary sector Organisations Local Criminal Justice Board	Victim Support and NOPCC focus groups – crime types to be agreed Additional questions added to Nottm Police victim of crime surveys	NCC and Partner Independent Advisory Groups Nottm City Council Equality and Fairness Commission Nottm City Council Youth Cabinet NCC District Youth Scrutiny Groups and Youth Board	Quarter 4 January-March as above re quality of policing April – as above re identification of Police and Crime Plan objectives
Quality of Policing including delivery of Police and Crime Plan	NOPCC Roadshow NOPCC Shopping centre & Supermarket events NOPCC Website questionnaire Crime Survey England and Wales 1/4ly release Social media	Nottm City Crime and Drugs Partnership Respect Survey NCC Citizen Survey Attendance at County Community Safety Partnership and City Crime and Drugs Partnership meetings NCC Business Engagement Group Safer Nottinghamshire Board One Nottingham Voluntary sector Organisations Local Criminal Justice Board	Nottm Police Victim satisfaction data 1/4ly release Victim Support and NOPCC focus groups – crime types to be agreed	NCC and Partner Independent Advisory Groups Nottm City Council Equality and Fairness Commission Nottm City Council Youth Cabinet NCC District Youth Scrutiny Groups and Youth Board	July October January

4. Principles We Will Adopt

The Policing Protocol identifies that the Commissioner and Chief Constable need to work to the principles of good governance in the police service¹³, particularly relating to the Nolan principles. The following overarching engagement and consultation principles guide this Strategy in relation to good governance:¹⁴

Principles:

- **Being open and honest** – always being open and honest about what can and cannot be achieved and what constraints and boundaries there are.
- **Being inclusive and avoid discrimination** – the processes and outcomes of community engagement should aim to be inclusive and must not discriminate against anyone.
- **Involve participants early** – engage and involve people at the earliest stages of projects rather than simply consulting them about pre-determined options, or decisions that have been made.
- **Consider groups of specific interest** – agencies should proactively seek the views of groups of specific interest using appropriate means of communication and engagement. Ensure that the results can be broken down in order to pull out their views. If this is not possible due to limited numbers involved from these groups, then other methods of obtaining this information will be considered.
- **Overcome barriers to participation** – sufficient time and information in appropriate media / formats should be provided to participants in order to overcome possible barriers to participation including literacy, numeracy, sensory impairment and language.
- **Protect the privacy of participants** – it is essential that the personal information of participants in any community engagement activity is safeguarded and that the requirements of the Data Protection Act 1998 are fully met.

The Commissioner will also be signing up to pledges and charters which will support specific groups and individuals, to not only meet statutory obligations but to also demonstrate a commitment to having a fully engaging and consultative approach to focusing in on the issues that matter and to present feedback on what activities will be done and their results. These include:

- Victims Support Pledges.
- Youth Charter.
- Nottingham Citizen proposals.
- Rural and Wildlife Issues.
- RSPCA Animal Welfare Charter.
- Domestic Violence and violence against women and girls.

¹³ CIPFA: delivering good governance in local government guidance note for Police (revised)

¹⁴ Nolan Principles of Good Governance

Commitments

The Commissioner is committed to using engagement and consultation methods that are inclusive and appropriate for the target audience working with partners to jointly commission engagement and consultation activities:

- **Consultation should be needed**
Before any new consultation begins, a thorough search will be made to find out whether relevant questions have already been asked of the public. This will avoid unnecessary repetition and only repeat questions where there is a need to consult at a much more local level. For example, the Crime Survey of England and Wales, which is only statistically significant at Force level.
- **Opinion should be informed**
Consultation will aim to seek informed public opinion and not instant reaction to issues. Whenever possible, our communication mechanisms will be used alongside consultation to inform and stimulate public interest, particularly in relation to major strategic issues.
- **Purpose should be clear**
Any consultation will contain a clear statement describing why it is being carried out and how the results will be used and published. The way the consultation links to our wider corporate aims, work programmes and statutory policy framework will be described where possible.
- **Consultation should be well planned and timely**
Consultees will be given adequate time to prepare their response. It is recognised that the length of time will vary depending on the time of year and the level of response that is being sought. Sufficient time will be allowed for the results of consultation to be collated, analysed and considered, so that the results feed directly into the planning and decision making processes.
- **Consultation should be inclusive**
Consultation should aim to seek a representative cross-section of views. It is widely documented that some sections of the community are harder to engage in consultation than others. Therefore, appropriate action will be taken to ensure that the views of these individuals and groups are not excluded or overlooked.
- **Methods should be appropriate**
A wide range of public consultation methods will be used appropriately, reflecting the strengths and weaknesses of each method.
- **Results should be acknowledged and fully considered**
The full range of views expressed during consultation will be acknowledged and attention drawn to areas of agreement and disagreement. When identifying future local policing priorities, and other strategic issues, the results of public consultation will be weighed carefully together with other evidence and considerations such as the Partnership Strategic Assessments, the Home Secretary's strategic policing priorities and our resource capability as detailed in The Police and Crime Plan and Medium Term Financial Plans.

- **Accessible feedback should be given**
Accessible feedback will be provided both on the results of consultation and on how they have been used, in order to encourage greater public participation in the future.
- **Effectiveness should be evaluated**
The effectiveness of major public consultation activities will be evaluated and the results shared to encourage broader lessons to be learned. Evaluation will consider not only the number of responses received to ensure validity of the statistics but also the quality, cost and timeliness of the consultation and the overall usefulness of the results in helping to inform decisions.

5. Engagement and Consultation Programme

The Commissioner's Engagement and Consultation Programme is part of a wider strategic planning cycle. It begins in April each year and ends in March the following year, culminating in an end of year engagement and consultation report and the setting of policing priorities presented in the Police and Crime Plan.

What will the Strategy achieve?

This Strategy provides the Commissioner with an overall framework for meeting engagement and consultation requirements providing direction on:

- When to engage, consult and communicate with stakeholders.
- Level of engagement and consultation required.
- Principles to consider when undertaking engagement and consultation.
- Use of engagement and consultation results.

There are four key outcomes to be achieved by this Strategy, which are supported by a number of objectives:

Outcome 1: Local people feel more informed and motivated to influence decisions on policing and crime services.

Why? To motivate influencing decisions that make a real difference to the policing and crime services and improve the opportunities for people and communities to have their say.

Objectives:

- Communication planning informs communities on how they can feed in their views and priorities.
- Increase awareness of the ways in which local people can influence decisions.
- Ensure reports and publications use plain language and are comprehensive to the majority of the Nottinghamshire population.
- Make greater use of social media as a means of engaging with new and wider audiences.
- Improve websites to enable more public interaction and feedback.

- All policing services to inform and / or involve communities in area based issues so that they can communicate their needs.
- Ensure people are kept informed of progress following the reporting of a problem or making a complaint.

Outcome 2: All sections of the community have opportunities to influence decisions, particularly victims and vulnerable individuals.

Why? The police and crime services have a legal duty to promote fairness between people, some communities are 'harder to hear', it is important to tailor make targeted engagement activity in order to identify their particular views and needs.

Objectives

- Increase participation of harder to hear groups in Nottinghamshire through targeted engagement and consultation.
- Identify specific opportunities for engaging with victims and those individuals with protected characteristics.
- Develop our Volunteer's Strategy to identify further opportunities for engagement and consultation.
- Promote and support access to the Commissioner.
- Promote methods of involvement in public life to groups currently under represented.
- Ensure assessment of potential equality impacts before deciding on what engagement and consultation methodologies to use.
- Improve understanding of when and when not to consult as part of the Equality Impact Assessment process.

Outcome 3: Demonstrating new and innovative ways of ensuring our communities have a voice.

Why? To identify new ways of working particularly exploiting new technology, social media and trialing new ways of working such as participatory budgeting to ensure wider communities get an opportunity to influence decision making.

- Wide use of social media to get to inform and respond to wider audiences in communities.
- Identify new and innovative solutions to engagement and consultation techniques such as interactive web surveys, e-panels etc.
- Improve the efficiency and effectiveness of engagement and consultation through communication, sharing and the publication of results.
- Provide a central co-ordination of case studies and lessons learned across the partnerships.
- Identify opportunities to merge activities from strategic planning activities to deliver the Police and Crime Plan.
- Exploit opportunities to develop partnerships and regional working.

Outcome 4: Coordinated use of existing resources for engagement and consultation with our partners and regional working.

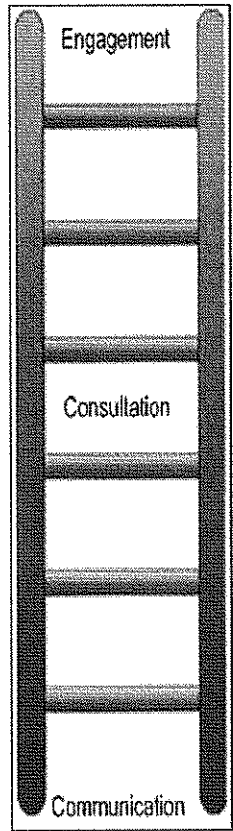
Why? The police and crime services squeeze on budgets in the years ahead, need increasingly resourceful and creative ways to ensure that the quality of our engagement and consultation activities does not suffer as a result.

Objectives:

- Make better use of and share existing information and research across our policing and crime services.
- Share and coordinate communications resources across the policing and crime services where possible.
- Put in place the appropriate data protection statements and /or protocols to enable sharing of information.
- Policing and crime services share their consultation plans and findings.
- Develop skills and knowledge of engagement and consultation across the partners.
- Develop opportunities for the Commissioner in their role to link to community champions.
- Regularly review compliments and complaints to look for common successes and problems.

Levels of engagement and consultation

Community engagement for the Commissioner is guided by the ladder of participation outlined below:¹⁵



Level of engagement	What does this mean?	Impact on the Public
Empowering	The goal is to place final decision-making in the hands of the public: delegated decisions, ballots, decision making groups, participatory budgeting.	Implementing what the public decide.
Collaborating	Working in partnership with the public in decision-making, including the development of alternatives and identification of the preferred position: Community Needs Analysis, advisory committees, community networks.	Deciding together a course of action and forming a partnership (or other arrangement) to carry it out. All are equally responsible for the outcome.
Involving	Working directly with the public to ensure issues and concerns are directly reflected in alternatives and solution. User Panels, workshops, deliberative polling, involvement events, tasks and finish groups.	Working with the public to ensure their concerns are directly reflected in options and providing feedback on how either input influenced decision-making.
Consulting	Being clear about what is being asked and why, specifying what can and cannot be changed, offering a number of options and listening to the feedback customer satisfaction surveys, postal surveys, online surveys, focus groups, public meetings.	Keeping the public informed, listening to their concerns and providing feedback on how their input influenced decision-making.
Research	When we need to find out more information for targeted services. Activities undertaken to find out more information about our services / service users: victim profiles, area profiles, deprivation index.	When large information gaps exist further work to inform decision making.
Inform	Providing information to assist the public's understanding of issues: web, newsletters, email, leaflets.	Keeping the public informed, telling people what is planned so that they are informed about what is happening.

¹⁵Sherry Arnstein's Model 1969

6. Performance and Review

How will the Strategy be implemented and monitored?

An annual performance report will be published that reviews the Commissioner's performance against the strategic aim, objectives and actions outlined in this Strategy.

The content of this Strategy and Action Plan will be reviewed and updated on an annual basis taking into account national policy developments such as the Strategic Policing Requirement and changes in local needs identified in the Joint Partnership Strategic Assessment. Performance, in terms of implementing the Action Plan, will be reviewed on a quarterly basis as part of the Nottinghamshire Office of Police and Crime Commissioner.

Timeframe

This Strategy supports the delivery of the 5 year Police and Crime Plan, with the annual Action Plan being refreshed as part of the monitoring and reporting of engagement and consultation activities.

Quality and standards

There are a number of standards¹⁶ that will be worked to, which will include building up Market Research Codes of Conduct.

Next things to develop

This Strategy will be supported by:

- **The Annual Action Plan** – which will be monitored and managed to deliver the requirements of the Police and Crime Plan.
- **The Consultation and Engagement Toolkit** – to accompany this Strategy, with practical guidance, templates, case studies, activities, methods and statutory requirements.
- **A Working Group** – to meet on a regular basis and consisting of the Partnerships Practitioners for engagement and consultation activity in their respective service areas. The aim to drive forward improvements to ensure that quality guidelines and best practice are followed, deliver and refresh the annual Action Plan, develop case studies and share lessons learned.

7. Feedback

It is essential to "*close the loop*" on completing engagement and consultation activities through building in systematic feedback processes. This includes not only to the people who have participated, but also to the general public. In particular, the Commissioner and the Force will use available media to promote positive messages highlighting what

¹⁶ Market Research Society – Codes of Conduct

has changed as a result of engagement and consultation activities. A means of providing such feedback may be through:

- The annual end of year consultation report which will be available on the Commissioner's web pages.
- Published articles where possible, in a 'you said,' 'we did' style' in the Commissioner's, Force and Partner's publications.
- A summary of consultation results published in the Police and Crime Plan.
- The results of individual consultation activities will be published in the Consultation sections of the Commissioner's website.
- Wider use of social media.

References

'After the riots' – The final report of the Riots Communities and Victims Panel:
<http://riotspanel.independent.gov.uk/wp-content/uploads/2012/03/Riots-Panel-Final-Report1.pdf>

Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/contents>

HMIC Report into the police response to the August 2011 riots: www.5daysinAugust.co.uk

It's a fair cop? Police legitimacy, public cooperation, and crime reduction: An interpretative evidence commentary the National Policing Improvement Agency and London School of Economics.

Listening and Learning: Improving Support for Victims in Nottinghamshire: <http://www.notts-pcc.org/ingormation/>

Market Research Society - Codes of Conduct

Nolan Principles of Good Governance

Nottinghamshire Police: Neighbourhood Policing Strategy 2012

Policing in the 21st Century: Reconnecting People and the Police 2010

Policing Protocol Order 2011

Police Reform and Social Responsibility Act 2011

Sherry Arnstein's Model 1969

The 2011 Census of Population in England and Wales: Office for National Statistics

The Consultation Institute's definition

The other Core Cities are: Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle and Sheffield

APPENDIX 1: Action Plan