



# **Consultation & Engagement Strategy**

**2012 – 2016**

## **Introduction**

The Police Reform and Social Responsibility Act comes into force in November 2012. The Act redefines the accountability of policing to the public, replacing Police Authorities in England and Wales with a directly elected Police and Crime Commissioner (PCC) covering an entire police force area.

Consultation is seeking the views and opinions of others to gain a broader understanding of the needs and experiences affecting people. By listening to people's views through effective dialogue the Force and PCC can make better informed decisions to help meet community expectations.

This strategy provides a broad framework to underpin the wide range of public consultation carried out by both Cleveland Police and the Office of the Police and Crime Commissioner. It does not include details of staff consultation activities.

The introduction of Neighbourhood Policing has strengthened the focus on increasing local communication, consultation and engagement activities to ensure that people have more involvement in their local policing, especially in terms of influencing policing priorities.

The introduction of PCCs aims to build on this by providing stronger and more transparent accountability of the police. PCCs are elected by the public to hold chief constables and the Force to account; effectively making the police answerable to the communities they serve. A key role for PCCs is therefore representing and engaging with local communities to help ascertain and deliver their policing priorities.

## **Consultation Duties**

Both the Force and PCC have a clear duty to consult with local communities as set out in several pieces of legislation. Duties which were previously placed upon Police Authorities have been transferred to the PCC. The Police Reform and Social Responsibility Act expands upon these duties, conferring additional duties to the PCC. These duties are listed in more detail at Appendix A to C.

- **Obtaining the views of local people on policing**

The Police Act 1996 sets out a statutory duty to 'consult with those in that policing area, about the policing of that area.' The Policing and Crime Act 2009 and Community Engagement and Membership Regulations 2010 adds the requirement to 'have regard to the views of people in the authority's area about policing in that area.'

- **Police and Crime Plan**

The PCC produces a Police and Crime Plan covering their term of office that sets out the priorities for local policing for the whole force area, and how they are going to be addressed. This document sets out the PCC's objectives for policing and reducing crime and disorder in the area, how policing resources will be allocated, agreements for funding and performance reporting requirements. The Police Reform and Social Responsibility Act states that before the Police and Crime Plan is issued the PCC must make arrangements for obtaining the views of people in that police area on that plan.

- **Budget Proposals**

The Police Reform and Social Responsibility Act states that the PCC must make arrangements for obtaining the views of the people in that police area, and the relevant ratepayers' representatives, on their proposals for expenditure in that financial year.

- **Obtaining the Views of Victims of Crime**

The Police Reform and Social Responsibility Act states that the PCC must make arrangements for obtaining the views of victims of crime in that area about matters concerning the policing of the area, and the views of the victims of crime in that area, on the Police and Crime Plan

- **Neighbourhood Policing**

The Police Reform and Social Responsibility Act re-affirms the duty on the Chief Constable to make arrangements for:

- obtaining the views of persons within each neighbourhood in the relevant police area about crime and disorder in that neighbourhood
- providing persons within each neighbourhood in the relevant police area with information about policing in that neighbourhood
- the holding in each neighbourhood of regular police and community ward meetings

- **Equality and Diversity**

As public sector bodies the PCC and the Force have to meet the requirements of the Equality Act 2010 which brings together all previous equality legislation and includes a new public sector equality duty. The Equality Act refers to nine different protected characteristics - Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and Belief, Sex and Sexual Orientation. While there is no explicit legal requirement under the Act to engage with people with different protected characteristics, the Act does require public authorities to have an adequate evidence base for their decision making, and engagement can assist with developing that evidence base.

## **Principles of Consultation**

### **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. We will avoid unnecessary repetition and only repeat questions where there is a need to consult at a much more local level. For example, data from the Crime Survey for England and Wales is made available at Force level only. The Force and PCC may repeat some of the questions contained in the Crime Survey for England and Wales to obtain an insight into the views of local people at police district or neighbourhood sector 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. 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**

We will use a wide range of public consultation methods. They 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 strategic assessments, the Strategic Policing Requirement and our resource capability as detailed in our Workforce and Long 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. Care will be undertaken to ensure that those who participate in consultation exercises receive, or have access to appropriate feedback on the results of the exercise and any actions taken.

## **Results Will be Shared**

The results of consultation exercises will be shared with partner agencies where appropriate to minimise duplication of effort and consultation fatigue which can occur if several agencies consult on the same issue. Where appropriate, joint consultations will be undertaken with other agencies to maximise the efficient use of resources.

## **Consultation Programme**

Engagement and consultation has to be focused and have a purpose. It has to genuinely influence decision making otherwise it is a not a valuable use of resources and will lead to disillusionment amongst those being consulted. There are a number of statutory responsibilities that require consultation to be undertaken during a specified timeframe, principally:

- Setting priorities through the publication of a Police & Crime Plan
- Setting the police precept and budget

The consultation and engagement that will feed into these activities must be clear to ensure that input from consultation is received at the right time to be taken into account.

Our consultation programme begins in September each year and ends in August the following year, culminating in an end of year consultation report which is used as part of the strategic planning process in setting policing priorities and developing the Police and Crime Plan. An annual calendar is produced to identify what consultation activity is planned, with whom and by what method. A copy of our current plan is included at Appendix D. This is a living document and subject to change on a regular basis.

## **Engagement Methods**

### **Surveys**

#### Local Public Confidence Survey

The Local Public Confidence Survey (LPC) was introduced in October 2009 and replaces the previous Quality of Life and Neighbourhood Surveys. The survey is conducted via telephone interview with sample selection and other methodology issues originally designed in accordance with the Home Office minimum technical requirements. The survey is joint funded by the Force and the PCC at a cost of £14,186 per annum.

The survey is conducted on a monthly basis by a third party independent market research company. The aim of the survey is to measure public confidence and to understand the factors associated with it. A total of 2400 interviews are conducted each year on a rolling basis, providing a statistically significant and representative baseline sample from each of the four policing districts. The results of the survey are available on both the Force and PCC websites and are updated on a quarterly basis.

Demographic data on age, gender and ethnicity is collected, which enables the Force and PCC to determine if certain sectors of the population are under represented in the survey results. If this is the case then additional consultation activities are organised with the under represented groups.

An action alert system is incorporated into the Local Public Confidence Survey. This provides the interviewer with a mechanism through which to pass back specific concerns raised by a member of the public during an interview. Action alerts will usually be raised when the respondent raises a repetitive issue of dissatisfaction, an issue of significant concern or where a member of the public has specifically requested that the police contact them. On such occasions details of the respondent will be provided to the relevant district research officer for consideration and, where appropriate, further action.

#### User Satisfaction Surveys

User Satisfaction Surveys are carried out by every Force as part of the Home Office performance requirements. The surveys are conducted via telephone interview, with a mandatory framework of core questions, covering:

- User satisfaction with the whole experience, i.e. the overall service provided
- User satisfaction with:
  - First contact – making contact with the police
  - Action taken by the police
  - Follow-up – being kept informed of progress
  - Treatment by staff

The surveys are conducted by a third party independent market research company, and cover victims of five specific crime types - domestic burglary, vehicle crime, violent crime, racist incidents and road traffic collisions.

A service recovery process is incorporated into the User Satisfaction Survey. This provides a mechanism by which Cleveland Police are made aware of any expression of dissatisfaction raised during the interview which relates to the service received by a specific victim. On such occasions, and where the victim consents, personal details together with information relating to the reason for dissatisfaction will be provided to the relevant district research officer for consideration and, where appropriate, further action or subsequent contact with the victim. Results are used to monitor performance and to drive continuous improvement.

### Control Room Call-Backs

On 1st October 2010 Cleveland Police entered into a shared services contract with a private sector partner, Steria, for delivery of the Force's Control Room, Community Justice and back-office functions. A key part of the outsourcing partnership concerns Steria's contractual responsibility to re-contact members of the community who have recently reported an incident to Cleveland Police.

Members of the public are contacted by telephone and surveyed concerning their views on the overall quality of service that they have received either from Control Room call takers, responding officers or both. The scale of 1-5 used within the telephone survey represents a continuum of service from 1 (poor) to 5 (excellent).

Responses of '1' or '5' to any questions asked in the survey trigger an e-mail to the direct supervisor of the officer concerned. For instances of particularly poor performance (1 rating), the member of the public is contacted directly to resolve the issue and appropriate action is taken with the officer concerned.

### Crime Survey for England and Wales

The Crime Survey for England and Wales (previously known as the British Crime Survey) is a national survey which asks people about crimes they have experienced in the last 12 months, their perception of crime, their quality of life and the services delivered by the Criminal Justice System. Results are available at Force level only.

The survey collects information about:

- the victims of crime
- the circumstances in which incidents occur
- the behaviour of offenders in committing crimes

The survey is also an important source of information about other topics, such as people's perceptions of anti-social behaviour and attitudes towards the criminal justice system, including the police and the courts. It also looks at people's attitudes to crime, such as how much they fear crime and what measures they take to avoid it.

## **Engagement with Minority Groups**

The Force and PCC will ensure that they engage with 'hard to hear' and special interest groups to ensure that the views of all of Cleveland's diverse communities are listened to and taken into account in strategic planning. This will be done in a number of ways.

### Independent Advisory Groups

Independent Advisory Groups (IAGs) were first introduced in 1999 following the Stephen Lawrence enquiry and the recommendations of the subsequent report. They form a vital role in building trust and confidence between the community and the police, particularly from 'hard to hear' groups.

An IAG is a body of volunteers from various backgrounds that advise the Force and PCC as a 'critical friend' in a wide range of policing activities, from strategic advice about policy to tactical and operational advice. IAG members are people within the community who have an interest in policing and its effect on the local area. They can advise on issues regarding policing that may cause concern in the local community.

There is currently a Strategic IAG covering the whole of Cleveland, and District IAGs in two of the four policing Districts. Work is ongoing to ensure that IAGs are established across the Force area and are fully representative of local communities.

### Voluntary Sector Network

A Cleveland wide strategic board of representatives from key voluntary organisations has been established through the local Voluntary Development Agencies to be used to inform and influence the Force and PCC as a single voice representing the voluntary sector. Amongst others, the Board contains representatives from groups covering the various strands of diversity, so forms a key means of engaging with Cleveland's diverse communities. In addition to the strategic board, each Voluntary Development Agency has an electronic network of voluntary sector organisations which is used for wider communication and engagement.

### Focus Groups

Focus groups are carefully planned discussions designed to obtain perceptions on a defined area of interest. They are conducted with a small group of people by a skilled facilitator who encourages participants to share



their ideas and opinion. Focus groups may be used as a method for consulting 'hard to hear' groups on particular issues.

## **Engagement with Young People**

Young people are often considered 'hard to hear' because they don't usually participate in traditional consultation methods. We hope to involve young people in our decision making processes through methods that are fun and dynamic.

### Youth Forum

National Citizen Service (NCS) is an initiative for sixteen and seventeen year olds which involves outdoor challenge and community projects. In Cleveland this is coordinated by Safe In Tees Valley (SITV). One of the aims of NCS is to encourage young people to continue with community volunteering activities. In order to further this aim SITV are working with NCS alumni to establish a Youth Forum, coordinated and led by young people, which will be used as a strategic forum for consulting and engaging with the young people of Cleveland. Work will be undertaken to ensure that the group receives input from the variety of other youth forums already in existence across Cleveland, including Members of Youth Parliament, Youth Assemblies, Neighbourhood Youth Forums and Youth Groups established by outside agencies such as the young person's version of the Local Safeguarding Children Board in Redcar and Cleveland, Safe4Us.

### Cleveland Police Cadets

Cleveland Police Cadets is a scheme for thirteen to seventeen year olds which aims to develop the young people involved in the areas of teamwork, decision making, leadership and communication. Schemes are established in each of Cleveland's four Districts. Both the PCC and the Force engage with the young people involved in the cadets scheme to ascertain their priorities for policing as young people.

### Interactive Voting (IML)

Interactive voting technology is a tool that allows a consultation event to take place, where-by a mix of information can be presented whilst the audience gives immediate feedback. The use of individual voting handsets gives the advantage of being able to anonymously record and present the views and opinions of audiences. This fun and innovative method of engagement is ideally suited to use with young people, and may be used through events such as Crucial Crew to undertake consultation.

## **Engagement with Victims**

The PCC has a specific duty to consult with victims of crime, both on general policing issues and specifically on the Police and Crime Plan. This will be done in a number of ways.

### Satisfaction Surveys

Both the User Satisfaction Survey and the Control Room Callbacks mentioned above provide information as to the quality of service received by victims of crime and anti-social behaviour when they report incidents to the police. The results of both these surveys will be monitored to look for areas of improvement in the general service provided.

### Strategic Victims Forum

A Cleveland wide Strategic Victims Planning Group of representatives from key organisations who provide services to victims has been established in an initiative led by Victim Support and part sponsored by the Police Authority. Consultation with individual victims is extremely resource intensive as victims tend to prefer to be consulted on a one to one basis, rather than participating in group sessions such as focus groups. Care must also be taken that appropriate support is provided to victims as discussing their experiences can cause distress. Creating a strategic group involving representatives from agencies who deal with victims enables the PCC and Force to obtain the views of a wider proportion of victims for consideration in strategic planning. The draft Police and Crime Plan and budget proposals will be taken to this forum for consultation. The group may also be tasked to undertake individual consultations with victims, such as gathering the views of victims on enhancing victim's service to inform the development of the Police and Crime Plan.

### Specific Consultations

The results of any specific consultations with victims are taken into consideration by the Force and PCC when developing victims services. Recent examples include the work done by the Victims Services Advocacy Project commissioned by the Ministry of Justice and the report 'Left in the Dark' commissioned by Victim Support. Both reports focus on areas of improvement for victims' services. Further specific work with victims may be commissioned to look into specific areas, and it is likely that the PCC will be given a commissioning role and specific funding to take this forward.

## **Neighbourhood Watch**

Neighbourhood Watch Schemes exist in each of Cleveland's four Districts. Schemes are run by members of the public, receiving information from the Police through District Coordinators. Schemes act as enablers to community cohesion, bringing communities together with a shared aim to make the areas where they live safe, friendly and pleasant places to be. They also assist the police with community engagement through a two way process of giving and receiving information and community intelligence.

Members of Neighbourhood Watch receive information via text message or email through an automated system. This is used both to communicate messages and also to facilitate engagement and consultation with members. Specific interest groups can be targeted for more focused engagement through subgroups of Neighbourhood Watch such as Pub Watch or Faith Watch.

## **Neighbourhood Priority Setting Meetings**

Neighbourhood Police Teams hold regular public meetings allowing the local community to influence the policing priorities which their teams will focus on. These priorities and action taken in addressing them are recorded on the 'My Neighbourhood' section of the Force website. Quarterly reports are produced by the PCC's support team monitoring the priorities established in each of Cleveland's wards and any emerging trends to ensure that these input into strategic planning. Work is ongoing with Local Authorities to establish an overview and scrutiny process through the Local Authority Overview and Scrutiny Panels. Once established this would provide an additional mechanism for monitoring these ward level priorities.

## **Social Media**

The emergence of social media has created an additional mechanism for communicating with local communities. Sites such as Facebook, Youtube and Twitter are used to inform our communities of key policing operations and messages, and can also be used to consult and engage on specific issues. The Cleveland PCC social media links are:

Facebook: [Police & Crime Commissioner for Cleveland](#)

Twitter: [Cleveland PCC](#)

The use of online webchats enables the Force and PCC to engage with people who might not participate in more traditional consultation methods. The Force and PCC websites are also used as a means of consulting with local communities, both through online surveys and consultations on specific policies:

- PCC - [www.cleveland.pcc.police.uk](http://www.cleveland.pcc.police.uk)
- Force - [www.cleveland.police.uk](http://www.cleveland.police.uk)

## **Police and Crime Plan**

The Police and Crime Plan will be prepared by the PCC in consultation with the Chief Constable. The PCC has a duty to consult with the community on the plan which sets out their priorities for local policing for the whole force area, and how they are going to be addressed. This must take place before the draft plan is issued. Details of the draft plan will be put online with an online mechanism to comment, with hard copies available on request. This will be supported by extensive media coverage, including through social media. Separate work will be undertaken with victims of crime, as detailed above. The draft plan will also be sent to the Police and Crime Panel, allowing a reasonable amount of time for it to be considered. The PCC must have regard and provide a response to any report or recommendations made by the panel.

## **Budget Consultation**

The PCC has a duty to consult on their budget proposals for the forthcoming year. The extent of this consultation will very much depend on the level of proposals. For example, if there were plans to considerably alter the way in which the budget is currently allocated, especially if this was to lead to a significant precept increase, then this would necessitate more focussed consultation.

Precept/budget consultation will be achieved through all or some of the following mechanisms:

- Open meetings in each of the four policing districts where budget proposals are outlined and members of the public are invited to comment.
- Online consultation detailing budget proposals and inviting comment through an online form. This would also be promoted through social media sites such as Facebook and Twitter.
- More structured focus group consultation arranged through the Local Authority Citizens Panels.
- Consultation with businesses – through business forums, Chamber of Commerce, Chambers of Trade etc.
- Consultation with rate payers representatives through Local Authorities.

## **PCC Engagement – Open Meetings and Ad hoc Work**

The PCC is a directly elected post and as such has a clear mandate to engage directly with the public to gain an insight into their views. This could be done in a number of ways:

- Open meetings in each of the four policing Districts.
- Attendance at community events.
- Public events organised by the PCC on specific themes.

It is intended that the PCC's support team will produce an engagement diary to facilitate this.

## **Partner Engagement**

A large amount of consultation and engagement takes place across Cleveland, through a variety of agencies and organisations, and it is essential to ensure that the results of consultations are shared with partner agencies and that consultation is not duplicated.

The establishment of consultation hubs, such as the consultation forum being developed by Redcar and Cleveland Local Authority will assist in disseminating information around agencies and encouraging partnership working.

The creation of strategic groups such as the Voluntary Sector Board and the Victims Planning Group will also ensure that an inclusive partnership approach to consultation and engagement is adopted and that duplication is minimised.

The Office of the PCC has established a database of key partners and organisations which will be used to facilitate communication between the PCC and other organisations.

## **Feedback**

It is essential that we "*close the loop*" to complete the consultation process through building in systematic feedback. This includes not only to the people who have participated, but also to the general public. If people perceive that consultation is worthwhile, then we hope that the number of respondents will increase.

In particular, the Force and PCC will use available media to promote positive messages highlighting what has changed as a result of consultation. This will enhance trust and a willingness to participate. A means of providing such feedback may be through:

- The annual end of year consultation report which is available on our web pages.
- Consultation articles in external publications such as the Local Authority quarterly magazines, in a 'you said,' 'we did' style.
- A summary of consultation results available in the Police and Crime Plan.
- The results of individual consultation activities will be published in the consultation sections of the PCC website.

**Police Reform and Social Responsibility Act  
PCC Consultation Duties**

**Part 1 – Police Reform**

**Chapter 3 – Functions of elected local policing bodies**

**14 Arrangements for obtaining the views of the community on policing**

(1) Section 96 of the Police Act 1996 (arrangements for obtaining the views of the community on policing) is amended in accordance with this section.

(2) In subsection (1), after paragraph (b) insert “;

and for obtaining the views of victims of crime in that area about matters concerning the policing of the area.”.

(3) After subsection (1) insert—

“(1A) Those arrangements must include, in the case of—

(a) a police area listed in Schedule 1, or

(b) the metropolitan police district,

arrangements for obtaining, before a police and crime plan is issued under section 5 or 6 of the Police Reform and Social Responsibility Act 2011, the views of the people in that police area, and the views of the victims of crime in that area, on that plan.

(1B) Those arrangements must include, in the case of a police area listed in Schedule 1, arrangements for obtaining, before the first precept for a financial year is issued by the police and crime commissioner under section 40 of the Local Government Finance Act 1992, the views of—

(a) the people in that police area, and

(b) the relevant ratepayers’ representatives,

on the proposals of the police and crime commissioner for expenditure (including capital expenditure) in that financial year.

**Police Reform and Social Responsibility Act  
Chief Constable's Consultation Duties**

**Part 1 – Police Reform**

**Chapter 5 – Police Forces In Areas With Elected Local Policing Bodies**

**Chief Officers Of Police**

**34 Engagement With Local People**

(1) A chief officer of police must make arrangements for obtaining the views of persons within each neighbourhood in the relevant police area about crime and disorder in that neighbourhood.

(2) A chief officer of police must make arrangements for providing persons within each neighbourhood in the relevant police area with information about policing in that neighbourhood (including information about how policing in that neighbourhood is aimed at dealing with crime and disorder there).

(3) Arrangements under this section must provide for, or include arrangements for, the holding in each neighbourhood of regular meetings between—

(a) persons within that neighbourhood, and

(b) police officers with responsibility for supervising or carrying out policing in that neighbourhood.

(4) It is for a chief officer of police to determine what the neighbourhoods are in the relevant police area.

### Equality Act 2010 – Engagement and the Equality Duty<sup>1</sup>

The Equality Act 2010 brings together all previous equality legislation in England, Scotland and Wales. The Act includes a new public sector equality duty (the equality duty) which replaces the separate duties relating to race, disability and gender equality.

The Equality Duty came into force on 5 April 2011.

The Equality Act refers to nine different protected characteristics, as follows:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

While there is no explicit legal requirement under the Act to engage with people with different protected characteristics, the Act does require public authorities to have an adequate evidence base for their decision making, and engagement can assist with developing that evidence base.

It is recommended that public authorities publish information about who they have engaged with. This will help in being transparent and clear to stakeholders about how their contribution has informed work.

The key areas where engagement can assist in fulfilling the duties of the Act are:

#### Improving Services

The key reason public authorities engage is to help them understand how their policies affect, or will affect, people who use their services. Engagement can be used to improve decision making, both in policy and service development and in identifying priorities for action.

#### Improving Equality Information

Robust equality information is necessary to enable public authorities to design and deliver effective and efficient policies. Where there are gaps in the information base engagement can help to fill these gaps, and also to interpret existing information.

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<sup>1</sup> Taken from the Equality and Human Rights Commission Guidance, 'Engagement and the equality duty: A guide for public authorities'



### Assessing the Impact on Equality

Engagement can help to assess the impact of policies on people with protected characteristics. It can help to gather the views, experiences and ideas of those who are, or will be, affected by an authority's decisions.

### Setting Objectives

Public authorities covered by the Act must prepare and publish one or more objectives to meet any of the aims of the general equality duty. Engagement can help to determine and prioritise these objectives, by helping to make clearer which are most likely to make the biggest difference to tackling inequality.

### Fostering Good Relations

Engagement with people with protected characteristics and other stakeholders can be useful in fostering good relations with the public and local communities in general.

## Appendix D

### Consultation Calendar

<b>2012</b>	<b>September</b>	Safer Hartlepool Partnership Face the People event Steria call-backs monthly results published
	<b>October</b>	Regional Residents Survey results published – only covering Stockton, although comparators available through Citizens Panels in Middlesbrough, Redcar and Cleveland and Hartlepool Redcar and Cleveland Engagement Forum should be established Stockton wide youth assembly should be established Steria call-backs monthly results published Local Public Confidence Survey quarterly results published User Satisfaction Survey quarterly results published Crime Survey for England and Wales quarterly results published <sup>2</sup>
	<b>November</b>	Steria call-backs monthly results published
	<b>December</b>	Online consultation on Police & Crime Plan Consultation with victims on Police & Crime Plan – Strategic Victims Group Consultation with young people on Police & Crime Plan – Youth Forum Consultation on precept with public including businesses and Councils Steria call-backs monthly results published
<b>2013</b>	<b>January</b>	Local Public Confidence Survey quarterly results published User Satisfaction Survey quarterly results published Steria call-backs monthly results published Crime Survey for England and Wales quarterly results published
	<b>February</b>	Steria call-backs monthly results published
	<b>March</b>	Steria call-backs monthly results published
	<b>April</b>	Local Public Confidence Survey quarterly results published User Satisfaction Survey quarterly results published Steria call-backs monthly results published Crime Survey for England and Wales quarterly results published
	<b>May</b>	Steria call-backs monthly results published
	<b>June</b>	Steria call-backs monthly results published
	<b>July</b>	Local Public Confidence Survey quarterly results published User Satisfaction Survey quarterly results published Steria call-backs monthly results published Crime Survey for England and Wales quarterly results published National Citizenship Programme covering 16 and 17 year olds across Cleveland
	<b>August</b>	Steria call-backs monthly results published Safer Stockton Partnership Crime & Disorder Audit Safer Middlesbrough Partnership Citizens panel survey National Citizenship Programme covering 16 and 17 year olds across Cleveland
	<b>September</b>	Steria call-backs monthly results published
	<b>October</b>	Local Public Confidence Survey quarterly results published User Satisfaction Survey quarterly results published Steria call-backs monthly results published Crime Survey for England and Wales quarterly results published

<sup>2</sup> Note that Crime Survey results refer to backdated interviews conducted 6 months previously