



# OPCC CONSULTATION & ENGAGEMENT STRATEGY 2021-2024

 Cleveland  
Police Central HQ



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# Statement of Purpose

Consultation is seeking the views and opinions of others to gain a broader understanding of the needs and experiences affecting people. Engagement is involving others in developing strategic objectives and operational activity.

This consultation and engagement strategy shows how effective consultation and engagement can ensure that:

- Members of the community feel engaged with the work of the OPCC.
- Members of the community feel able to voice their concerns, are able to influence the OPCC scrutiny of Cleveland Police and understand what happens as a result.
- Strategic policy is developed in a manner which reflects the needs of local communities.
- Commissioned services are designed around the needs of the client/service user.
- The OPCC is able to obtain the views of the local community in a responsive way using a variety of methodologies



# Background and Context

The role of the PCC is designed to be the link between the public and the policing service which is delivered on their behalf. 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.

The PCC has a clear duty to consult with local communities as set out in several pieces of legislation:

- **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.



# Background and Context

- **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
- **Equality and Diversity** - As a public sector body the PCC has 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 due regard to the need to eliminate conduct prohibited by the Act, including discrimination, harassment and victimisation, and to undertake Equality Impact Assessments to consider the likely impact of work on different groups of people.
- **Human Rights** - As a public sector body the PCC has to meet the requirements of the Human Rights Act, including but not limited to Article 8, respect for private and family life and Article 9, freedom of thought, belief and religion.

More detailed information on PCC powers and responsibilities is also available on the Home Office website:

[www.gov.uk/government/collections/police-and-crime-commissioners-publications](http://www.gov.uk/government/collections/police-and-crime-commissioners-publications)



# Analysis of Previous OPCC Consultation and Engagement

The Commissioner's Officer for Consultation and Engagement is responsible for the planning and coordination of all consultation and engagement activity for the OPCC. The work programme is assisted by the OPCC support team and the OPCC communications team, and dovetails to the work of the Equality, Diversity and Inclusion team and the work of the Cleveland Police Community Engagement team.

The election of a new PCC on 6th May 2021 provided an opportunity to review the previous approach to consultation and engagement in order to develop a refreshed strategy moving forwards for the PCC's term of office that is based on their approach and priorities within the newly developed Police and Crime Plan.

## **SWOT Analysis**

A SWOT analysis was conducted to assess the current strengths, weaknesses, opportunities and threats facing the OPCC in relation to the current approach to consultation and engagement. Key themes are presented on the next page.

# Analysis of Previous OPCC Consultation and Engagement

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Experienced consultation and engagement officer</li> <li>• Good links/relationships with key partners and community organisations</li> <li>• Good coverage of geographical area through number of consultations held</li> <li>• Focused consultation to develop specific services, <i>i.e.</i> Cleveland Divert, Women and girls feelings of safety</li> <li>• Good range of methodologies utilised</li> <li>• Linking consultation and engagement activity to crime prevention information stalls engages a more representative sector of the community</li> <li>• Smartsurvey – commissioned service allowing online surveying</li> </ul>	<ul style="list-style-type: none"> <li>• Large number of consultation activities undertaken can mean monitoring outcomes is difficult to achieve</li> <li>• Over reliance on face-to-face consultation can limit exploration of alternative methods and provided challenges during the COVID 19 pandemic</li> <li>• Lack of digital solutions to community engagement</li> <li>• Lack of promotion around attendance at community meetings limits numbers of people attending</li> <li>• Can be difficult to demonstrate what has changed as a result of consultation, <i>i.e.</i> You Said We Did</li> <li>• Lack of governance structure to feed consultation results into</li> <li>• Lack of engagement with young people and those with protected characteristics</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Service Improvement work around community engagement – increased police engagement activity</li> <li>• Newly designed OPCC website provides an opportunity to improve public interaction and promote accessibility</li> <li>• Revitalised effort to engage with diverse groups as a result of robust Equality Impact Assessments</li> <li>• Develop social media use for online surveys and polls.</li> <li>• Develop more young people focused social media, <i>i.e.</i> Snapchat</li> <li>• Undertake 'youth proofing' of Police and Crime Plan to better engage young people</li> <li>• Utilise the wider range of skills available within the wider OPCC team</li> <li>• Develop further opportunities for collaboration with Teesside University</li> <li>• Increased resources in OPCC Communications Team will bring greater opportunities to promote consultation activity and feedback on results.</li> <li>• Development of an app creating an additional tool to engage with communities</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulty in engaging community due to reputational issues</li> <li>• Consultation fatigue – exacerbated by difficulty in demonstrating what changes as a result of consultation</li> <li>• Duplication of work due to increased resources in different teams</li> <li>• Short term difficulties in face-to-face engagement due to COVID-19</li> <li>• Lack of access to technology in rural areas</li> <li>• Lack of access to appropriate software to facilitate digital engagement</li> </ul>

# Analysis of Previous OPCC Consultation and Engagement

## PESTEL Analysis

To better understand what might impact our consultation and engagement activity, a PESTEL analysis has been conducted to identify political, economic, social, technological, environmental and legal opportunities and threats:

<b>P</b>	<b>E</b>	<b>S</b>	<b>T</b>	<b>E</b>	<b>L</b>
Political	Economic	Social	Technological	Environmental	Legal
<ul style="list-style-type: none"> <li>• Impact of Brexit</li> <li>• Change in PCC political alignment</li> </ul>	<ul style="list-style-type: none"> <li>• Government funding</li> <li>• Opportunities to bid for national funds</li> <li>• Costs of policing</li> <li>• National economic growth</li> <li>• Impact of COVID-19 on local economy and services</li> </ul>	<ul style="list-style-type: none"> <li>• How people access information</li> <li>• Attitudes towards police</li> <li>• Public expectations</li> <li>• COVID-19 – social isolation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased use of social media and digital technology</li> <li>• Increased use of technical solutions for virtual face to face engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental policy and procedure</li> </ul>	<ul style="list-style-type: none"> <li>• Changes to UK law post-Brexit</li> <li>• Equality and diversity legislation</li> <li>• Changes in Complaints legislation</li> </ul>





# Visions and Objectives

Consulting and engaging effectively with the people of Cleveland is a priority for the OPCC and is central to delivering the aims and objectives of the PCC's Police and Crime Plan in an effective manner which supports the community safety needs of local communities

## Consultation and Engagement Objectives (2021-2024)

<b>#1</b>	
Outcome:	<b>Members of the community feel engaged with the work of the OPCC.</b>
Approach:	Maximise the areas of OPCC activity where public views are sought
Tactics:	<ul style="list-style-type: none"> <li>Utilise targeted consultation to develop specific areas of OPCC work delivery</li> <li>Develop new OPCC website to offer maximum opportunities for engaging the community</li> <li>Maximise use of social media in promoting ongoing consultations</li> <li>Attendance at community events and high footfall areas to maximise the number of people engaged face to face</li> <li>Develop effective community feedback mechanism to demonstrate what has changed <u>as a result of consultation</u></li> </ul>
We will...	Use a wide range of consultation and engagement methodologies
Measurement	Number of people participating in community engagement increases
<b>#2</b>	
Outcome:	<b>Members of the community feel able to voice their concerns, <u>are able to influence the OPCC scrutiny of Cleveland Police and understand what happens as a result.</u></b>
Approach:	Monitor all consultation activity
Tactics:	<ul style="list-style-type: none"> <li>Develop an effective tracking system to monitor the results of all consultation and engagement and evidence change</li> <li>Work with partners to maximise community engagement opportunities</li> <li>Develop effective wide ranging community feedback mechanism to demonstrate what has changed <u>as a result of consultation</u>, ensuring that these take into account the communication needs of diverse communities</li> <li>Use all available communications channels to communicate what has changed <u>as a result of consultation</u></li> </ul>
We will...	Actively demonstrate the 'You Said We Did' principle
Measurement	Number of 'You Said We Did' examples

<b>#3</b>	
Outcome:	<b>Strategic policy is developed in a manner which reflects the needs of local communities.</b>
Approach:	Track activity undertaken <u>as a result of</u> consultation
Tactics	<ul style="list-style-type: none"> <li>• Develop a clear structure for feeding the results of consultation into strategic delivery meetings</li> <li>• Develop an effective tracking system to monitor the results of all consultation and engagement and evidence change</li> <li>• Have clear communications channels with Force Executive and OPCC Senior Management Team to identify areas where consultation can influence service delivery</li> <li>• Maximise the use of scrutiny panels to monitor delivery of services and hold Cleveland Police to account.</li> </ul>
We will...	Feed the results of consultation into Force and OPCC strategic structures
Measurement	Number of strategies and policies where change can be evidenced <u>as a result of</u> public input

<b>#4</b>	
Outcome:	<b>Commissioned services are designed around the needs of the client.</b>
Approach:	Engage with service users
Tactics:	<ul style="list-style-type: none"> <li>• Work with commissioned services to consult service users</li> <li>• Develop clear themes for consultation which dovetail with commissioned services service improvement frameworks</li> <li>• Utilise consultation to determine areas of service user need</li> <li>• Utilise consultation to identify gaps in services, including those which have been created by the COVID-19 pandemic</li> </ul>
We will...	Work closely with commissioned services to influence service improvement
Measurement	Evidence of changes to commissioned services <u>as a result of</u> engagement

<b>#5</b>	
Outcome:	<b>The OPCC <u>is able to obtain</u> the views of the local community in a responsive way using a variety of methodologies.</b>
Approach:	Use a wide variety of consultation methodologies
Tactics:	<ul style="list-style-type: none"> <li>• Maximise the breadth of consultation methodologies utilised</li> <li>• Develop digital mechanisms for community engagement</li> <li>• Undertake horizon scanning to identify possible areas for consultation</li> <li>• Work closely with partners to identify possible areas for consultation</li> <li>• Utilise the range of skills in the OPCC office to maximise engagement with different communities</li> </ul>
We will...	Ensure our consultation is varied, targeted and valid
Measurement	Number of different methodologies used in consultation and engagement



# Stakeholders and Audiences

## **Key audiences:**

### *Communities:*

Those who work or reside in the Cleveland area, including but not limited to:

- Victims of crime and antisocial behaviour
- Young people
- Community members with protected characteristics
- Rural and isolated communities
- People who have previously offended
- Witnesses
- Businesses and retailers

### *Local partners:*

- Cleveland Police
- Voluntary, Community and Social Enterprise Sector
- Commissioned services
- Criminal justice agencies
- Local Authorities
- Housing organisations
- Private sector
- MPs and elected officials
- Other OPCCs and police forces
- OPCC Scrutiny Panels – eg, IAGs, Ethics Committee
- Local media
- Representative bodies/unions (Unison, Police Federation, Police Superintendents' Association, police staff networks)

### *National organisations:*

- Ministers and central Government
- Association of Police and Crime Commissioners
- National Police Chiefs Council
- National media
- House of Commons committees



# Delivery Methodology

Our overall approach will be to use a wide range of different mechanisms to engage with the community of Cleveland, as outlined below.

## Face to Face

Face to face consultation has the benefit of being more personal and is also accessible to sectors of the community who may not have access to online mechanisms. OPCC face to face consultation will be qualitative and targeted, with attendance at a range of community events and high footfall locations to maximise the range of members of the public who take part in OPCC consultation.

## Online Engagement

Online engagement has the capacity to reach a larger audience, and is a valuable addition to face to face engagement but it must be recognised that some sectors of the community may not have access to online mechanisms, for example those in rurally isolated areas with limited broadband capacity and sectors of the older population. This is balanced by the fact that the younger generation can be far more likely to engage with online mechanisms as a preferred engagement model. OPCC online engagement mechanisms will include:

- Online Surveys – SmartSurvey is an online survey tool purchased by OPCC, to be used for a range of targeted surveys on particular issues. SmartSurvey is used for targeted surveys on particular themes to influence funding bid development, service improvement workstreams and development of specific projects.
- Facebook – online webchats.
- OPCC Website – The newly developed OPCC website will maximise the opportunities for digital engagement with the ability to do online consultation and for members of the public to feed in community concerns.
- Digital face to face – digital solutions will be utilised to maximise opportunities for digitally facilitated face to face contact



# Delivery Methodology

## Focus Groups

Focus groups allow more in depth consultation on a targeted area or with a targeted group, such as victims of crime or particular sectors of the community, including those with protected characteristics.

## Young People

OPCC consultation and engagement will be broadened to provide a stronger focus on the views of young people, through the following activity:

- Youth Commission – Continued use of the Youth Commission model to directly engage with young people aged 14 to 25
- Social Media – Expansion of more youth friendly social media, i.e. Snapchat
- Youth Parliaments/Assemblies/Cadets – The OPCC will increase links into existing Youth Forums on particular issues, i.e. serious violence.
- Youth Proofed Police & Crime Plan – involving young people in designing a young person's version of the Police and Crime Plan is an empowering mechanism for true engagement and involvement of young people



# Evaluation

Measuring whether we have achieved our outcomes through a structured evaluation framework is key to ensuring that our consultation and engagement activity is effective.

The OPCC Commissioner's Officer for Consultation and Engagement will maintain a spreadsheet of all consultation and engagement activity, detailing the activity undertaken, the results of the consultation and the outcomes. This will feed into the OPCC scrutiny process.

In conjunction with the OPCC Communications team a feedback mechanism will be developed to ensure that the results of consultation and engagement are fed back to local communities as extensively as possible, demonstrating a 'You Said We Did' principle.



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