



Cumbria Police Authority

Community Engagement Strategy:

Listening to and Communicating with Communities in Cumbria

Overview:	The following document sets out how the Authority will find out the views of communities in Cumbria and how it will communicate with them.
Status:	Final
Type:	Engagement
Owner:	Chief Executive
Author:	Policy and Performance Officer
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Review:	Annually (September)



Vision and values

Cumbria Police Authority's vision is to assist Cumbria Constabulary to be one of the country's leading police forces - inspiring trust and confidence so that Cumbria is policed to the highest standards of public satisfaction, safety and reassurance

Our values are based on our being:

Accountable – to Government and the people of Cumbria for how we deliver a police service not just within Cumbria but also operating right across the UK

Ambassadorial – so our Members can respect and represent wider community interests, as well as those of the police service itself.

Collaborative – to work jointly with the Constabulary, our partner agencies and everyone else we work closely with to develop the strategic direction of the police service, so that together we can keep Cumbria as a safe place to live, work in, and visit.

Committed – so the Authority and our Members have a role and commit to it.

Independent – both of the Constabulary and other public bodies.

Innovative – so we are always willing to embrace new ideas.

Realistic – always working within legal frameworks and available resources.

Supportive – of the Constabulary we oversee, as their 'critical friend'.

WHY DO WE WANT TO ENGAGE WITH THE PUBLIC?

Cumbria Police Authority's role on behalf of the public is stated in law as being to ensure an efficient and effective police service in Cumbria. Its 17 members are a mixture of county councillors elected to represent communities in Cumbria and independent members, selected from the general public in Cumbria. Authority members aim to act as 'ambassadors' for the public interest in policing, so it is vital they understand people's views about policing and their experience of the service in Cumbria. It is also important that the Authority is held accountable to Government and the people of Cumbria for how we deliver a police service. Since awareness of our role remains low, we must do more to tell the public what we do and raise our profile with them. More importantly, we must also do more to listen to what they want to tell us.

Our aims in working with the public are:

- To understand the differing needs of the diverse communities and points of view within Cumbria and to consider these when making decisions, as we recognise that there is no one single public view;
- To gain understanding of the impact policing services are having in local communities and people's experience of the police service so that we can check whether Constabulary information about how they are performing is accurate enough;
- To be open and accountable to the public by providing information to the public on our work and giving an opportunity to comment on this;
- To give people greater confidence in their police service by making them aware that there is an independent body that oversees policing and an opportunity to influence where it focuses its scrutiny;
- To give Constabulary staff and police officers a greater understanding of how decisions that affect them are made and to make use of their expertise to help inform decision-making;
- To raise police authorities profile with the public so we can be satisfied they understand our role and we understand public opinion;
- To fulfil the Authority's statutory obligations to obtain the views of the public and have regard to them in its decision-making.

This document is the result of an intensive process of review within and without the Police Authority about its approach to engagement. We will amend it and keep it up to date as we progress. It sets out what issues we particularly want to hear the public's views on; how we will engage with them and what difference that will make to the decisions we take as an Authority.

WHAT DO WE WANT TO HEAR ABOUT?

As a Police Authority, we need to understand community views in order to decide:

- What priorities we should agree with the Chief Constable for the next year, in the Policing Plan;
- What budget we should agree for the Constabulary and for ourselves, including whether to or by how much we should raise council tax;
- Which issues and which areas of the Constabulary's work we should scrutinise;
- Whether information given to us by the Constabulary is accurate enough, particularly in relation to the quality of policing service provided or how fairly people are treated, and levels of police performance.

We will focus our work on those issues which we have identified as our priorities for consultation and this means that we will consider carefully which activities to get involved in, in order to focus our effort and resources on those areas of highest risk and importance to the public.

Whilst we welcome any views or issues raised by the public, there are two key areas where we are particularly keen to know more about the public's views:

- **Confidence** – Since raising public confidence in the police service is a core priority agreed by us with the Chief Constable, we need to understand just how confident people are in Cumbria about policing and what can affect this outlook; so that we know where our resources should best be concentrated.
- **Crime and antisocial behaviour issues most affecting people in their local area** - This will provide the Authority with information both about what the public's priorities are and how their police force is dealing with issues in the local area. (The most common issue that the public raises with the Authority, and so the best way to start a conversation to gain an understanding of their experiences).

WHAT DO WE WANT TO TELL COMMUNITIES IN CUMBRIA?

Our key messages to the public in Cumbria are that:

- The Authority is an independent body made up of 17 local people.
- It oversees Cumbria Constabulary on behalf of the public in Cumbria so that the public can be confident that they receive a service that is effective at fighting crime, fair and ethical and provides value for money.
- It wants to hear the public's views so that it can hold the Constabulary to account on their behalf.

These will be added to as we develop a more proactive approach to marketing and communications.

HOW WILL WE DO THIS?

We will do this by:

- Explaining our statutory oversight role and providing information on our work when we have contact with the public, including by making this information available for when the public wishes to access it;
- Listening to the public's concerns, both on issues we specifically asked them about and on those they choose to raise with us;
- Providing opportunities for the public to raise concerns with us at a time and in a way that suits them;
- Consulting and engaging with the public on very specific issues or themes, either those we have found to be a concern for many people or else where we need more information to inform our decision-making;
- Only seeking their view on issues where we can influence outcomes and by being honest about how, and how far, we can and will take account of peoples' views;
- Acting as a 'conduit' between the public and the Constabulary; by pointing people in the right direction or by ethical use (within statutory limits) of our constitutional position and contacts available to us as a result, to try to obtain explanations or solve problems that have not been solved previously;
- Giving feedback to the public on what we have done as a result of what they have said and publishing the results of our consultations.

'Branding'

The commercial concept of a 'brand' is an expression or image of the aims, ambitions, quality and service delivered by a human organisation. It can realistically be applied to a public service delivery institution like a police force or its corporate oversight body, the police authority, to symbolise its role.

Cumbria Police Authority already has a recognisable badge, corporate style and logo, but we will take advice from the Constabulary's Marketing & Communications department about whether our branding should be reviewed or improved, as another way to tell the public more clearly what we do on their behalf.

'Face to face' consultation

We will provide a variety of opportunities for the public to have their say because we realise that different people prefer to give their views in different ways. We place particular importance on talking to people face-to-face and have determined to develop our capacity and capability for this, including:

- **Public meetings** (currently called '*Police Community Liaison Forums*'). These are our opportunity for the public to raise concerns with us and to find out more about policing; and also another way for the Authority to get feedback on specific issues. We will obtain professional advice through our service protocol with the Constabulary's Media & Marketing department to make these more appealing and more responsive to community concerns; 'rebranding' them so we can maximise the public interest, involvement and benefit won from the resources deployed.

- **Events** - We will support relevant community events and also be more innovative in holding more of our own, where appropriate, such as 'roadshows' or presenting a stand in public places. We will obtain Marketing department advice and help about how to improve how well, and where, we take opportunities to raise our profile or to seek public views on particular themes identified by the Authority as important.
- **Young People's forum** - We recognise and emphasise the importance to the Authority of doing more to obtain young people's views about policing and crime in their area, and of those opportunities being more specifically tailored to their needs, circumstances and outlook. We will proactively look for innovative opportunities to work with groups of young people where we can hear their views first-hand. We will aim to coordinate this with our partner organisations, so that we avoid duplication and young people are not repeatedly surveyed by different public bodies, through our joint participation in youth events. The outcome of this will be to enable more informed decision making and through feedback enable young people to feel more involved in policing decisions affecting themselves and their peers in these age groups.
- **Focus Groups** - Where there is a specific issue about which we need more information the better to inform our decision-making, we will aim to work with small focus groups. Those groups will target particular communities or else those demographic or other social groups associated with a particular policing issue subject of attention, or whose views would otherwise tend not to be obtained through our other methods of engagement, whether through isolation, deprivation, discrimination or otherwise. The outcome of this will be to enable more informed decision making and through feedback enable such groups to feel more involved in policing decisions affecting them.
- **Street Safe** - Partner organisations in Cumbria already run 'Street Safe' events to seek people's views in communities where particular issues have been identified. The Authority will seek a greater involvement in these events as a way of getting direct feedback on current policing issues, when it can be shown to offer information or insights which can be applied to improved decision-making.
- **Police Authority Meetings** - Holding Authority meetings at different locations around the county will provide a new opportunity to raise our profile and help us to understand that local area better. Meetings will include a new opportunity to hear from local groups about policing issues in their area before the formal meeting occurs, as well as for individual members of the public to discuss issues informally with Authority members. The public will also now be given the opportunity to ask formal questions in the meeting proper, subject to prior notification and the new procedure for this in the Authority's Standing Orders. The outcome of this will be to enable more informed decision making and through feedback to enable people in localities to feel more involved in policing decisions made about their immediate area.

Other consultation methods:

- **Surveys** - The Authority will continue to work closely with the Constabulary through its Strategic Development department to find out about the public's priorities, get feedback on the service they receive and to get their views on other particular issues through surveys. This will include the existing telephone surveys involving a randomised sample of the public and the various paper-based surveys which go to Cumbria's Citizens' Panel, 'Community Voice'; or to people with disabilities and black and minority ethnic communities, as taken through their representative groups, and a random sample of the public. The outcome of this will be to enable more informed decision making and through feedback to persons surveyed in these ways to enable people to feel more involved in policing decisions made about them.
- **Website** - The Authority will create a new website to replace its current version. The outcome of this will be that new site will enable the Authority to present itself online to much higher visibility and accessibility standards. It will also enable it for the first time to conduct 'straw polls' and more in-depth consultation surveys of its own, separately from those it already conducts via the Constabulary. The new site will also be used to provide feedback on all consultation conducted and upon what the Authority has done as a result; with what outcome. It will provide an improved communication tool, providing essential information for many about the Authority and its activities.
- **Media** - The Authority will aim to develop further and more effectively its approach to using the media, particularly the press and radio, as another important vehicle for informing the public about the Authority's activities and, to an extent, also for inviting views from the public. The Authority, with the benefit of agreed support from the Constabulary's Media Team, will schedule a programme for more proactively producing press releases on a regular basis about interesting activity and will also advise the press of the subject matter of all of its meetings. It will adopt agreed standards for responding to press queries in a timely and helpful manner, in the light of professional help and advice from the Constabulary's Media Team given according to the newly-agreed protocol now attached to this strategy.
- **Local Policing Summary**- This document is a statutory requirement and is sent to every household in Cumbria every year. It is a good way of delivering information on what the Authority does and its existing potential to be developed as a tool for seeking the public's views will be actively developed further in the light of public feedback.
- **Police Officers and Staff**- By agreement with the Constabulary, the Authority will now, through information provided and presentations made as part of their formal induction programme or through articles in the internal force newsletter, seek to raise its profile with police officers and staff. The Constabulary Marketing Team will also give advice about how else the Authority may seek to raise its profile with police officers and staff. It will also obtain their views by meeting with the various staff support organisations, and by considering the results of

staff focus groups held by the Constabulary to inform the relevant decision-making processes of the Authority. The outcome of this will be to enable more informed decision-making and enable officers, staff, and staff associations to feel more involved in strategic and resourcing decisions which affect their terms and conditions of employment.

- **Through our partner organisations*** - By our involvement in various partnerships across the county and a new programme of dedicated visits and meetings with leaders or representatives of such organisations, we will take steps to ensure we hear and take into account the views of those representing different communities of interest.

(*This group includes county, district and parish or town councillors, as well as representatives of interest groups, such as rural, disability or voluntary and community organisations; business and commercial interests including farming, nuclear power and tourism; voluntary organisations and the Third Sector; plus the principal public authorities and service delivery organisations in Cumbria. The outcomes from this approach will be to enable more informed decision making by the Authority and also to enable these partner organisations to feel that the priorities of their own organisations are more closely considered when strategic policing decisions are made. These partner organisations also comprise part of the wider Cumbrian community to be engaged with; and the success of this approach will be important to the Authority maintaining or initiating collaborative working arrangements with some or all of these bodies with a view to waging successful joint ventures together in the future; as well as being seen to have considered their catchment of interest when making strategic decisions about policing).

WHO DO WE WANT TO HEAR FROM?

The Authority works on behalf of everyone in Cumbria. For this reason, we need not only to ensure that information is available on policing itself but also to make information about its own work more generally available. In terms of listening to community views, the Authority recognises that it is not possible to have contact with every resident, business and visitor to the county, so it has chosen to target its engagement, as well as providing some general opportunities for the public to provide their views if they have an issue to raise.

Effective market research is closely relevant to this. We need to find out more about what people currently know and understand about their police authority. We will aim to benchmark this position in terms of what we do now, so that we will have a starting point from which we can evaluate our subsequent progress. If we can do this, we will consider the application of a realistic target improvement figure (e.g. 12 proactive press releases issued in a year).

At present, the Authority has identified that it particularly needs to target its efforts towards discovering the views of the following groups:

- **Young people** - Since their views are often not captured by traditional methods of consultation, the Authority wants to find out their experiences and understand whether they are disproportionately

affected by crime, and whether they are treated fairly by the police. It also wants to obtain some direct input of young people into its work, as a demographic not currently represented amongst Authority members.

- **Those groups tending to have low confidence in the police-** The Authority is particularly interested in understanding what affects people's confidence in the police. It would benefit from hearing the views of those who feel less confident about them. At present, more information is needed to establish which are the groups tending to be less confident in the police. Finding this out will be one of the initial focuses of our engagement work.
- **Other groups with views tending not to be captured by general consultation** - The Authority recognises that it will need specifically to target groups that tend to feel less engaged with the Authority or other public bodies or which tend to engage less readily through 'traditional' methods like public meetings or media appeals. This will provide an opportunity to ensure that their needs are considered and to check that these are being taken into account by the Constabulary. Groups which the Authority and Constabulary have found tend not to be well-represented in survey responses include young people, black and minority ethnic groups and people with disabilities. In 2008, the Place Survey, the largest survey conducted in the county, showed that there is generally not significant variation between groups in whether they feel they can influence decision-making but that those aged 25-34 felt the least engaged, followed by families with children and those aged 35-54.
- **Police officers and staff** - The Authority regularly makes decisions which affect how officers and staff do their job and it recognises the great importance of their being aware of the Authority's proper role. It is also keen to use their knowledge of the police force and how decisions made by the Authority might affect policing to inform its activities.

HOW WILL THE PUBLIC'S VIEWS BE USED?

It is essential that any views that members of the public express and any consultations that the Authority conducts with them are used by the Authority; so that they can show their demonstrable consideration in decision making, if not outright impact on the decision, where that was appropriate.

The Authority has made a fundamental commitment to considering community views as core element to its working, both when making those decisions and more generally when deciding where to target its efforts. Furthermore, the Authority believes it has a unique role to offer as a 'conduit' or as a 'broker-cum-problem-solver' between the public and their police service.

Through this strategy document, we as the Authority will undertake to use our knowledge of policing and our principal professional contacts, such as the Chief Constable, to point members of the public and the community towards where they can get help or find out more information about policing issues. The Authority will also undertake to use its normal contacts and constitutional influence in an ethical way towards seeking to raise and resolve issues raised

with it by the community about policing in Cumbria, where it can do so in accordance with law and this represents appropriate application of good working relationships enjoyed with the Chief Constable and command team.

We will ensure that this happens by:

- Our members ensuring they raise issues that the public have brought to their attention, when in committee meetings or providing feedback to other members via the Members Feedback Form circulated weekly to all members, or arising from any external events or partnership meetings they attend;
- Regular reports being submitted to Police Authority meetings that can advise members of any engagement activity or feedback received (including complaints and letters) since the last meeting, so that they can decide on what action to take;
- Advice being given in all Committee reports from the Chief Executive about any relevant community views or implications relating;
- Reporting on the detailed results of specific consultations to the relevant committee holding that issue theme within its remit, whilst keeping an overview of methodology through Communities, Equality and Diversity Committee;
- Holding a public meeting at places where we feel there is a community issue related to community safety or policing which requires further investigation and giving local people the chance to have their say.

WHO WILL DELIVER THIS?

Police Authority Members, as the Authority itself and also as both members of and the representatives of local communities, will play the central role in listening to the public's views. They are the public face of the Authority and so will lead its public meetings, take part in its events and focus groups, attend 'Street Safe' events and speak to the media when appropriate. Our Members will decide on what issues they want to consult and engage the public about, as well as oversee the delivery of any strategy they have set.

The Authority's Communities, Equality and Diversity Committee has particular responsibility for the oversight of engagement activity.

The **Police Authority Support Team** will deliver the day-to-day organisation of consultation events and activities; including the collation of results and the reporting of these to Authority members. This will be supported by the Constabulary, in terms of advice and in some cases help through the delivery and organisation of certain agreed aspects of joint consultation. The Constabulary's **Communications Team** will provide help according to the attached new protocol, including with press opportunities, press releases and managing media queries. Their **Strategic Development** department will organise surveys in consultation with the Authority. The Authority will continue to work closely with the **Constabulary** to co-ordinate its own engagement work along with that being conducted by the Constabulary, to ensure that it adds usefully to the sum of information available to both organisations and

where appropriate recognising that the Authority will, at times, need to ask the same questions in order to verify information it gets from the Constabulary.

The Authority will also work with **other organisations** in the county, including public sector partners, to pool its efforts, where appropriate. It recognises the value this can have in reducing the amount of consultation the public receives, wanting to avoid 'consultation fatigue' and in terms of use of resources. We are constantly seeking to learn from our partners in Cumbria and other police authorities about what 'works'. However, the Authority's need to raise its profile and distinguish itself from the Constabulary as an independent body means that it will sometimes not be appropriate to run joint engagements or consultation. (Hence, the Authority will retain its separate public meetings, rather than join up with other organisations to hold joint meetings).

HOW WILL WE MONITOR OUR PROGRESS?

We are determined that Authority can know whether the efforts outlined in this Strategy towards raising its profile and increasing the number of people it engages with, and the quality of those engagements, have cumulatively been successful. We will measure this through:

- The level of awareness of the Authority and its roles (measured by annual survey);
- The number of people attending its public meetings;
- The number of events run and responses obtained at these events;
- The number of letters providing feedback or presenting complaints received by the Authority;
- The number of press releases issued;
- The amount of coverage in the media, to the extent it is possible to be quantified (number of press articles, radio reports etc.)

RESOURCING AND BUDGET IMPLICATIONS

Finally, we will take care to ensure that the normal budget planning processes of the Authority always consider the core principles of improved community engagement, when reserving and allocating funding needed for the purposes outlined in this strategy, so that we can be assured the Authority has the capacity and the capability to deliver on them.

Cumbria Police Authority

28th September 2009

**Cumbria Police Authority CPA
Cumbria Constabulary Marketing & Communications team**

Joint working protocol
(30 September 2009 version)

Background

Cumbria Police Authority (CPA) has a statutory duty to consult with the public about policing in its force area (section 96 Police Act 1996) and section 1 of the Policing & Crime Bill will add a duty to take those views into account. CPA recognises that it needs to improve and increase its engagement with the community, and how it then uses that information in its decision-making.

Police authorities were not broadcasting strongly enough their key role as community ‘champions’ of policing accountability, or evidencing enough public ‘answerability’. Forthcoming HMIC inspections of police authorities will focus attention on their need to provide better evidence of engagement activity actually pursued with the public and stakeholders and its effective outcomes.

This complex field is affected by fast-changing choices of media by which to communicate on these issues. CPA wishes more effectively to communicate its role and achievements on their behalf to the public and the Constabulary’s Marketing and Communications team already supports the Police Authority (CPA) in a number of key areas when requested.

The aim of this document is to identify where the team already supports the CPA and how we can further develop this positive and supportive relationship within existing resources available on both sides, including through an agreed strategy and a new action plan covering the detail of how objectives are helped towards.

The Marketing and Communications team priority remains to support the operational activities of the Constabulary and necessary support to CPA to be on a proportionate basis. (The Constabulary will keep a time sheet to ensure an accurate record is maintained of the resources being used and this will be reviewed on an annual basis).

<i>Cumbria Constabulary Marketing and Communications existing support</i>	<i>Additional support from the marketing and communications team and input from CPA</i>
<p><u>MEDIA</u></p> <ul style="list-style-type: none"> • Identify, write, circulate and manage the media around joint opportunities e.g. estate (Durrhill), chief officer appointments • Manage the media following Police Authority meetings 	<ul style="list-style-type: none"> • Chair, members, chief executive and officers to be responsible for identifying media opportunities in all aspects of CPA business. These opportunities to be briefed to press officers by the relevant CPA representative with an outline brief, dates, sensitivities and any further information required.

<ul style="list-style-type: none"> • Take media enquiries on behalf of the CA, give advice on how to deal with the media and where appropriate respond to the media on behalf of the PA • Include CPA in newspaper cuttings circulated through Meltwater news 	<ul style="list-style-type: none"> • Press officers to identify media opportunities through Constabulary business and proactively engage CPA in opportunities for comment (from e.g. relevant lead member) on joint or CPA sole issues • Support and advise the CPA staff on any proposed response to media • Circulate media responses on behalf of the CPA and advise on formats, content, approach. • Advise the CPA on suitable media training for members and provide opportunities to participate in M&C training • Provide advice to the CPA on internal/external media strategies, opportunities, choice of branding, and any CPA- prepared responses to media • Help increase public and officer/in-house awareness of CPA (e.g. standing item in '<i>Staff Matters</i>') • Support by the issuing of press releases on positive stories and public profiles, for CPA to improve public understanding of its constitutional role
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<p><u>MARKETING</u></p> <ul style="list-style-type: none"> • Under the instruction of Strategic Development, design the Local Policing Summaries (LPS) and Annual Report and arrange distribution of the LPS • Provide general marketing guidance e.g. pop-ups, conference packs • Provide photography support as required 	<ul style="list-style-type: none"> • Work with CPA and Strategic Development to manage the roles and responsibilities in the Local Policing Summary (LPS) • Work with CPA and Strategic Development in the joint production of LPS; and engage with CPA over campaigns and advise on other opportunities • Advise the CPA in the development of 'video-casts' and e-communications or other new media opportunities • Advise and assist CPA in their development of a brand (or brands, for campaigns) and straplines
<p><u>WEB SITE</u></p> <ul style="list-style-type: none"> • Provide advice and guidance to the CPA on Web Site • On behalf of the CPA liaise with web site provider over contracts • Ensure CPA meeting papers placed on the newsletter page of the Constabulary intranet 	<ul style="list-style-type: none"> • Ensure that CPA are consulted and included in decision about new providers, developments or systems for the website
<p><u>EVENTS</u></p>	<ul style="list-style-type: none"> • Provide CPA with advice and support (non-financial) in visualising/ organising CPA/Partnership events; or focus groups for marketing and comms consultation • Advise CPA in presenting a 'public face' at events • Assist CPA with winning improved public awareness of, and involvement in, CPA public consultation events
<p><u>CAMPAIGNS</u></p>	<p>Provide CPA with advice and support in visualising CPA themed campaigns</p>

Plan of Activities September 2009- March 2010

This will be developed in more detail once the Engagement Officer is in post and through the creation of a 'tactical plan' with Marketing and Communications team

Month	Activities
October	<p>Police Community Liaison Forums- Copeland, Carlisle, Eden</p> <p>Young People's consultation survey</p> <p>Autumn Community Voice consultation survey</p> <p>Telephone survey on public confidence (delivered by Constabulary)</p> <p>-----</p> <p>Recruit Engagement Officer</p> <p>Improve Police Community Liaison Forums- meeting of Chairs, Vice Chairs and Secretaries of Liaison Forums</p> <p>Develop tactical plan for marketing and media, agreeing support from Marketing and Communications Team</p> <p>Begin to develop the Authority's brand and marketing materials</p> <p>Organise 11 Million Takeover Day</p> <p>Begin discussions with partners about young person's forum</p> <p>Obtain and consider results of summer consultation survey</p> <p>Develop systems for reporting back on consultation and Members' Report Back</p> <p>Develop how information received on Street Safes</p> <p>Introduce new section of Police Authority reports on relevant community priorities</p> <p>Develop involvement in staff and officer inductions</p> <p>Include identification of press opportunities in team meetings</p> <p>Design website content</p> <p>Make arrangements for Authority meetings to move location</p>

November	<p>Police Community Liaison Forums- Barrow, South Lakeland</p> <p>11 Million Takeover Day</p> <p>Autumn Community Voice consultation survey</p> <p>Telephone survey on public confidence (delivered by Constabulary)</p> <p>-----</p> <p>Improve Police Community Liaison Forums</p> <p>Develop the Authority's brand and marketing materials</p> <p>Develop young person's forum</p> <p>Obtain and consider results of young people's survey</p> <p>Introduce report to Police Authority on Community feedback</p> <p>Test and sign off website</p>
December	<p>Launch website</p> <p>Telephone survey on public confidence (delivered by Constabulary)</p> <p>Begin Police Authority meetings at different locations</p> <p>-----</p> <p>Prepare consultation for Liaison Forums</p>
January	<p>Police Community Liaison Forums (consultation on budget and priorities)- Allerdale, Barrow, Carlisle, Copeland, Eden, South Lakeland</p> <p>Telephone survey on public confidence (delivered by Constabulary)</p> <p>-----</p> <p>Engagement Officer in post- design engagement strategy and campaigns/events</p> <p>Obtain and consider results of autumn consultation survey</p> <p>Consider results of consultation on priorities and the budget</p>
February	<p>Telephone survey on public confidence (delivered by Constabulary)</p>

	<p>-----</p> <p>Obtain and consider results of local telephone survey</p>
March	<p>Telephone survey on public confidence (delivered by Constabulary)</p> <p>-----</p> <p>Plan and begin the production of the Local Policing Summary</p>