



# COMMUNITY ENGAGEMENT TOOLKIT

---

*Dundee City Council*



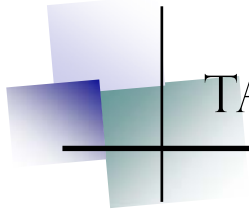
## *Involving the Community*

**A Portfolio of Techniques**

**1st Edition**





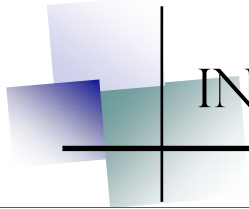


# TABLE OF CONTENTS

---

<b>Introduction</b>	<b>2</b>
<b>Contents</b>	<b>3</b>
<b>SECTION ONE - Pre Engagement</b>	
<b>Informing The Community</b>	<b>5</b>
<b>SECTION TWO - Techniques</b>	
<b>Surveys</b>	<b>7</b>
<b>Forum Theatre</b>	<b>8</b>
<b>Idons for Thinking</b>	<b>9</b>
<b>Priority Search</b>	<b>10</b>
<b>Action Research</b>	<b>11</b>
<b>Planning for Real</b>	<b>12</b>
<b>Co–Investigation</b>	<b>13</b>
<b>The Market Place</b>	<b>14</b>
<b>Interactive Café</b>	<b>15</b>
<b>SECTION THREE - Post Engagement</b>	
<b>Case Studies</b>	<b>17</b>
<b>Taking Action</b>	<b>18</b>
<b>Evaluation</b>	<b>19</b>
<b>CD ROM contents</b>	<b>20</b>
<b>Models of Community Engagement</b>	<b>21</b>
<b>How to Consult your users</b>	<b>22</b>
<b>A guide to Approaches and Methods</b>	<b>23</b>
<b>21 Techniques of Community Participation</b>	<b>24</b>
<b>Involving people in the NHS</b>	<b>25</b>

**PRE  
ENGAGEMENT**



# INFORMING THE COMMUNITY

---

## **DESCRIPTOR**

The results of community consultation activity are likely to be improved if thought is given to how the community are informed and consulted before engagement takes place.

Information and publicity before consultation activity is often promoted through, posters, leaflets, word of mouth, telephone calls, personal letters, press releases or invitations. Getting this right can often mean the difference between good meaningful contact or a negative response.

A community which is not informed before any intervention technique is used to engage with them is then less able to participate to a fuller extent.

It is often overlooked how important the preparatory work is to raising awareness in the community about up and coming intervention methods taking place.

We as professionals, have to be more sophisticated in our approach to awareness raising and ensure that the methods and materials used are of a standard that would encourage local people to take notice of.

If we are to use publishing methods, then it should be done to a standard that we could expect from any business operation. Photocopying black text on coloured or white paper is no longer a feasible or effective option. We have to use colour and images on quality papers to sustain anyone's attention that would merit more than a glance.

Increasingly, we have to look at other media options such as local radio, television and circulation papers or community newsletters to get the message across. The greater use of new technology means that we cannot ignore the effect of electronic messaging and increased use of the Internet. We have to use all the tools at our disposal to show that we are trying to be fully inclusive in our methodology.

## **APPLICATION**

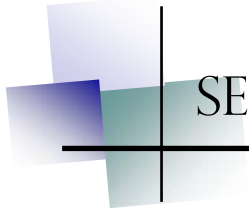
The information going out preceding any community engagement, should not simply be seen as a possible, but not always necessary add-on but should be seen as an integral part of the planning process to path find before attempting involvement.

The information has to be clear, in plain english and targeted. It is also important to cover all bases by informing local networks, groups, other professionals and partner agencies in the area concerned about up and coming community involvement projects.

## **RESOURCES**

Dundee City Council has expertise in Desktop Publishing through the Community Information Team and access to design teams in Public Relations. We have in-house exhibition back drops, an Exhibition Trailer and exhibition boards for promotional and information material.

There is also access to multimedia equipment for video and presentation uses. Through the Council website we have access to an image information bank and digital cameras to produce our own. When using images it is important to get permission if young people are involved and also to credit the photographer when using downloaded images. There are also a number of local printers who design and produce promotional material to high standard at a moderate cost.



## SECTION TWO

---

# TECHNIQUES



# SURVEYS

## DESCRIPTOR

The main reason for undertaking surveys is to collect information on customers or service users attitudes and needs. Question themes asked of our service users may include:

- Who are our customers?
- What do our customers want?
- What do they think of our services?
- What can we do to make them more satisfied?
- What other services can we offer them?

Once you have decided on what you want to ask, you then have to choose from a variety of survey methods.

- Quantitative research methods are used when you wish to know the participants answers to predetermined questions by supplying a list of possible answers. These responses are often found through interviews, postal questionnaires, telephone surveys and e-surveys.
- Qualitative research methods are used when you wish to explore an area with participants without using predetermined questions or answers. These responses are often found through focus groups and depth interviews.

Often qualitative research techniques are used at an early stage of an investigation to provide relevant questions for a quantitative research survey.

Surveys are a useful tool for intervening in a community as they can give you a flavour of the cultural make-up and perceived issues and needs in an area before deciding courses of action. Representative sampling and good analysis are prerequisite to informed decision making, therefore take care in planning, carrying out or evaluating the data gathered.

## APPLICATION

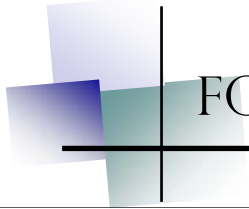
Surveys can be used to either encourage debate or give credibility to courses of action. The data gathered can be helpful in creating a profile of a particular grouping or neighbourhood. Surveying unlike other methods can be ongoing, with or without the knowledge of the customer base e.g. supermarkets survey us every time we use their service.

The method applied will no doubt be determined by budgetary constraints, so keep in mind just how representative the sample of data gathered is and whether that sample is ever changing or from a stabilised grouping.

## RESOURCES

For larger surveys computer packages are available such as Minitab, Priority Search, Statistical Packages for the Social Sciences or you can use Microsoft Access or Excel depending on the type of data you collected.

There are collections of questionnaires available to see how they have been set out. For further information contact the Community Regeneration Section, Mitchell Street Centre on 435829.



# FORUM THEATRE

---

## **DESCRIPTOR**

What follows is a very simplified description of Forum Theatre. A form of theatre which is now over twenty years old. There are many different manifestations of it in operation all over the world.

Forum Theatre was devised by Augusto Boal, a contemporary of Paulo Freire.

This kind of theatre consists of one play, reflecting a problem or issue. The story is often a true story taken from everyday life! During the performance the actors present an unacceptable solution to this particular problem. Therefore, the audience is given the possibility of stopping the play to change the direction of the play, in order to find another and a better solution.

Forum theatre is based upon the idea that, if a person can relate to an event by experiencing and actively participating in this particular event they will get a broader understanding than a spectator who is passively watching the event.

The audience tries to bring the play to a different end (in which the cycle of oppression is broken) and the actors ostensibly making every possible effort to bring it to its original end (in which the oppressed is beaten and the oppressors are triumphant). The proceedings are presided over by a figure called the "joker" whose function is to ensure the smooth running of the game and teach the audience the rules.

Many different solutions are enacted in the course of a single forum - the result is a pooling of knowledge, tactics and experience, and at the same time what Boal calls a "rehearsal for reality". Recently local staff with the Communities Department have tried out Forum Theatre as a community development tool.

## **APPLICATION**

It is used in schools, factories, day centres, community centres, with tenants groups, homeless people, disabled people, people in ethnic minorities, etc. - anywhere where there is a community, which shares an oppression.

Its aim again is to simulate debate (in the form of actions, not just words), to show alternatives, to enable people "to become the protagonists of their own lives".

## **RESOURCES**

There is a group of local Communities Department staff who may be able to work on your project. There are also professional local theatre companies who can devise a piece of Forum Theatre appropriate to your issue.

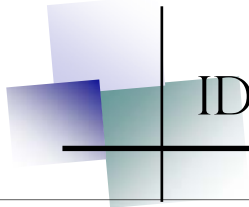
Contact Maggie Morgan Foxtrot Theatre Company tel: 666276

Stephen Stenning Dundee Rep Community Company tel: 342660

There are also national companies most notably Cardboard Citizens from London tel: 020 72477747

For further information contact: Martin McKay at Lochee Neighbourhood Office telephone: 432683

Or read the book "Games for Actors and Non Actors" - Augusto Boal translated by Adrian Jackson



# IDONS FOR THINKING

---

## DESCRIPTOR

Idons for Thinking is a modelling technique using hardware magnetics and a software program that combines visual and verbal thinking.

The hardware component consists of a whiteboard and coloured hexagons. This technique uses a visual mapping process which aids problem solving. The idea of visual thinking is that one can see all the ideas created by individuals or groups which helps keep track of ideas and information on a two dimensional representation.

It enables models to be inter-connected through images and diagramming components. The hexagons are easy to use as they are magnetic and can be moved around and clustered as participants see fit.

This process is a very involving process enabling everyone to have their say avoiding duplication yet increasing the amount of information to be stored on the one structure.

The concept allows more space for thinking, the ability to explore a greater range of material yet not losing the sight of the whole direction.

The central approach for Thinking with Idons is that:

- It aids memory through the capture of ideas onto hexagons (icons) placed on a whiteboard or screen.
- It enables easy revision of mental models because structures can be manipulated or represented.
- It structures and focuses the attention with organised thinking processes.

When using the software program it allows participants to leave with a printed model or variations at the end of the process.

## APPLICATION

Idons can be used in different situations, some typical applications are:

**Personal** organiser, management and creative thinking tool

**1:1** interview, dialogue and consulting tool.

**Group** communication, decision support and facilitation tool.

**Knowledge** Management and corporate thinking database.

Idons have many uses including brainstorming, creativity thinking, option mapping, scenario planning, concept maps and goal navigation.

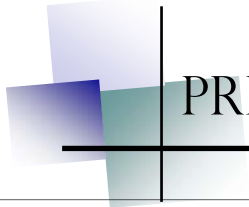
## RESOURCES

The whiteboards, magnetic hexagons and whiteboard markers are held by the Decentralisation Unit at Mitchell Street Centre. The software packages are held on laptop and computer by the Regeneration Section at Mitchell Street Centre.

Training in the use of Idons will be provided if required by trained staff of the Communities Department

Contact the Community Regeneration Section at Mitchell Street Centre on 435829.

Further information can be obtained at [www.idongroup.com](http://www.idongroup.com).



# PRIORITY SEARCH

---

## **DESCRIPTOR**

The Priority Search Survey incorporates the advantages gained from both qualitative and quantitative research, whilst discarding the associated disadvantages. The Priority Search survey utilises demographics, satisfaction and agreement rating statements along with paired comparisons which incorporate the community issues raised at special focus events.

This methodology allows you to assess not only the management agenda, but also the customers' priorities and to compare the two to assist clients to target resources both now and in the future.

Priority Search provides you with a number of options for their standard surveys with various in-house questionnaire libraries in the fields of Tenant Satisfaction, Best Value Consultation, Crime and Disorder and Community Safety, Health Care and other surveys. Priority Search have built up a number of specialised core sets of questions for use. These standard forms can be utilised for the purposes of comparing services with other providers, benchmarking with partner organisations, or tracking levels of satisfaction over a period of time.

All standard surveys have the facility for ad hoc questions to be included and all consist of demographic fields, and satisfaction and agreement rating statements.

A Priority Search survey:

- Pin-points people to ask
- Creates a clear question for them to answer
- Takes a section of them through focusing to suggest their answer to the question
- Uses the questionnaire to find out what all the people think
- Gives you a clear insight into what needs to happen

Questionnaire distribution, can be via postal and telephone through to full in-home or on-street interviews.

## **APPLICATION**

A Priority Search survey is a process which gives precise and definite information to anyone making decisions. It allows you to measure views of staff, customers and providers. It would be an extremely useful tool for monitoring progress on agreed actions, gathering exact data before Forums or as consultation tool for customer satisfaction about services.

Priority Search could be applied when you are looking for the views of a defined geographic areas or defined user groups rather than just the views of the interested.

## **RESOURCES**

Priority Search requires a software package, instruction booklet and hardware for inputting the data gathered. The software and instructions plus the Licence are held by the Community Regeneration Section at Mitchell Street Centre. The Digitiser and another software set is held by the Community Information Team at the Central Library.

Further information can be obtained by visiting the website - [www.priority-research.com](http://www.priority-research.com)



# ACTION RESEARCH

---

## DESCRIPTOR

Action research is a strategy for social research as opposed to a method. It is concerned with activity in the real world and provides a framework for understanding practical phenomena. There are four defining characteristics of action research.

1. *Practical.* It is aimed at dealing with real-world problems and issues, typically at work and in organisational settings.
2. *Change.* Both as a way of dealing with practical problems and as a means of discovering more about phenomena, change is regarded as an integral part of research.
3. *Cyclical process.* Research involves a feedback loop in which initial findings generate possibilities for change which are then implemented and evaluated as a prelude to further investigation.
4. *Participation.* Practitioners are the crucial people in the research process. Their participation is active, not passive.

The participatory nature of action research is perhaps its most distinctive feature. Conventionally, research is the province of the expert. Action research, by contrast, insists that practitioners must be participants, in the research process.

### Ethical concerns in action research

- The development of the work must remain visible and open to suggestions from others.
- Permission must be obtained before making observations or examining documents produced for other purposes.
- Description of others' work and points of view must be negotiated with those concerned before being published.
- The researcher must accept responsibility for maintaining confidentiality.

## APPLICATION

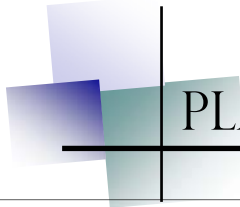
Action research is a process through which members of an oppressed group or community identify a problem, collect and analyse information, and act upon the problem in order to identify solutions and to promote social and political transformation. It is particularly useful in communities identified as possible areas for change or regeneration or communities going through change.

Action research is only possible with, for and by persons and communities, ideally involving all stakeholders both in the questioning and sense making that informs the research, and in the action which is its focus.

## RESOURCES

If you require to gain further understanding of the process, we have expertise within the Communities Department who have used this process in the past.

If you want to read more about the process then you can visit the website of University of Bath Centre of Action Research in Professional Practice at [www.bath.ac.uk/carpp/](http://www.bath.ac.uk/carpp/)



# PLANNING FOR REAL

---

## DESCRIPTOR

So you've heard of "Planning for Real" - it's a model, right? Well, not quite. "Planning for Real" is a whole process of community consultation. It begins with contacting the local community networks and reaches a conclusion with the formation of an Action Plan for taking forward the decisions made during the process. Of course, it can be revisited at any point; models are often kept and used many times. We look at the option cards first - are there issues specific to the neighbourhood that need to be covered? Of course, there are always blank cards on the day for people to write themselves.

Next is the model-making. Specialised kits are provided with templates for modelling the community physical infrastructure and the issue cards to be placed on the model. These can be photocopied and reproduced which means that you can use the kit as often as you wish. Maps can be obtained from the Council's Economic Development Department which are laid on a base of polystyrene then painted.

Starting from the large scale map (usually around 1:300), a three-dimensional model is built. It helps the local "ownership" of the project if this is done locally, either by adults, or young people which often takes place in the local school or neighbourhood centre.

This begins the process of looking at the area as a whole - finding where your house is, tracing your regular journeys, and considering what needs to be done to improve community wellbeing. The "Planning for Real" events are held in venues convenient for local people, as many as required.

Sometimes an event is arranged for a specific group, perhaps young people, Asian women or a defined neighbourhood. At the events, the model is laid out with cards placed around it. These show options, around 300, which people put on the model to show what they want, and where they want it. There are also blank cards for people to write their own suggestions. Following on from this, all the options placed on the model are prioritised into Now, Soon, or Later, again using visual hands-on techniques. This can then be developed into a full-scale Action Plan.

## APPLICATION

Planning for Real is an extremely useful tool when involving a community in an ongoing consultative/participative process. It is three dimensional, personal yet having a distinct neighbourhood ownership feeling to it. It is a helpful tool when including a very wide age ranging audience and you want to have available for use over a period of days for people to interact with.

The technique is very "hands on" but personnel intensive in time management terms. Planning for Real is useful when creating scenarios for regeneration strategies or environmental improvements.

## RESOURCES

Planning for Real kits are held by the Community Regeneration Section at Mitchell Street Centre. Check with trained members of staff before using the kits.

### **Please Note:**

"Planning for Real"® is a registered trademark of The Neighbourhood Initiatives Foundation. Organisations wishing to run exercises described as "Planning for Real"® events, provide "Planning for Real"® training or advertise themselves as users of a "Planning for Real"® approach should first contact the Foundation to discuss using the technique to its full effect and to obtain permission for the use of the trademark. For further information contact:

The Neighbourhood Initiatives Foundation on [www.nif.co.uk](http://www.nif.co.uk)



# CO-INVESTIGATION

---

## DESCRIPTOR

Co-investigation is a method of investigation inviting collaborating agencies and community members to identify issues and themes that are intrinsic to the community - motivators for individual and collective action.

## METHODS    Stages of Investigation

1. Individually reflect, analyse and record what your thoughts and feelings are of the area.
2. Taking account of plans written e.g. Learning Plans/Community Plans - identify key agencies e.g. SWD, Education, Police, Housing, etc and types of provision in area to make contact with key players to identify groups - contact times, people and their role within the community (Networking - T. Lovett).
3. Listening Survey/Walkabout - using camera, tape recorder, notebook, etc - undertake to record feelings, thoughts, aspirations, issues. Taking accurate notes of 'true thoughts and feelings' of what you are recording.
  - a) What am I taking?
  - b) Why am I taking it?
  - c) What am I taking it for - what action is needed?
4. Recruitment of co-investigators - identify community activists to join you in carrying out investigation/survey - they should individually undertake the above process and reflect, taking notes of group discussion - followed by developing a strategy for next stages.
5. Co-investigation - undertake skills training - with individuals/in groups.  
Video or photography or audio recording/interviewing and script recording/note-taking.  
Developing skills in outreach - going out into the community where people congregate - Post Office, Cafes, Pubs, Clubs, etc.  
Taking photographs/video and taking full and accurate notes using dictaphone/notebook.  
Ensure participants are aware of issues with regard to "consent requirement" if people are being photographed - particularly with regard to children.

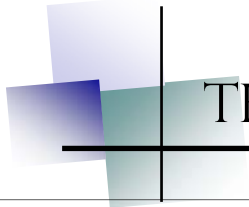
## APPLICATION

Co-investigation is a process through which members of a community along with workers identify problems, issues and areas of local interest. They collect and analyse information build capacity and gain local knowledge on a collaborative basis to build up a picture of the area they live and work in. It is particularly useful in communities to identify as possible areas for change and renewal. This exercise is also particularly useful in developing a community profile.

## RESOURCES

The main resource is the community itself. Other resources such as video, photographic and audio equipment can be found within the Communities Department at a local centre level and centrally at Mitchell Street Centre.

For further information on co-investigation contact Blair Denwette at Whitfield Library and Learning Centre on 432569.



# THE MARKET PLACE

---

## **DESCRIPTOR**

The Market Place is a technique for involving participants in creative thinking and promoting their solutions to a specific situation. Participants are grouped into workshops or small focus groups to come up with ideas or solutions to tackling identified issues or needs. Each individual workshop has to agree what they think are the best or most effective solutions to put to the rest of the participants.

The groups then enter into a market place to sell their solutions to all participating. The participants are given votes or stickers to vote with and have to choose and prioritise what they think are the appropriate solutions.

The fun part of this technique is where the different groups have to try to sell their solutions to the voters. The market place itself usually only consists of exhibition boards with sheets available to attach the solutions to. Incentives can be offered to participants to vote for particular solutions or forms of creative advertising can take place. This creates a two pronged effect by seeing how creative people can be to get their message across and at the same time finding out whether it is the way we present solutions or whether the solution itself is strong enough to carry the vote as the most appropriate or meaningful to the participants.

The process in itself introduces people to the power of having a vote and how that can influence the decision making process. There is also an end product to the process by gaining an indication of truer feelings at an event where everyone's vote counts and these feeling can be measured on a quantitative as well as qualitative basis.

## **APPLICATION;**

This form of engagement is useful for Public Meetings, Forums or invited participants in an area where issue identification and gauging perception and feelings about an area are required. It can be a useful tool but has to be handled with great care and must be particularly well facilitated.

Participants have to be aware at all times what is expected of them and how their participation affects the process.

## **RESOURCES**

The resources required for this technique comprise of exhibition boards, flipcharts, hooks and loops and voting markers.

The department has all the resources required to carry out this technique.

For further information contact Jim Dunlop on 435813.



# INTERACTIVE CAFE

---

## DESCRIPTOR

The interactive café is a method where people are invited to take part in voting on issues that are local, national and global. There are many different ways to set up the voting system to record votes taken. The system can allow you to breakdown the data recorded by as much or as little as you wish depending on how you set up the system retrieval.

The main aspect of using an interactive café is that it is mainly audio visual, using videos to stimulate thought and get the participants to decide between two or more courses of action. This system is commonly used in television for reality TV shows, quizzes and political debates. The system can be set up either on ITC equipment or using audio visual presentation equipment.

The benefit of using this technique is that it appeals to all ages but especially young people and it introduces them to taking part in a process where they can relate to choices without it having to be a heavy meeting and complying to adult norms.

The technique can be used as a drop-in and does not necessarily have to be set within a particular time window to record results or pick up issues from. This method can be time consuming if it is not set up within a facility that is regularly staffed. Software material and video clips exist or you can set up your own video clips concerning local issues.

Electronic and hard copy surveys can also be used in parallel to this technique to back up the voting evidence. You can be as creative as you like in the way you get people to record their votes, from using press button consuls to ballot boxes. The secondary spin off to this method is that it can be used to stimulate discussion in a café setting.

## APPLICATION

This technique would be used in various settings from gauging public opinion to discussing options for improving services in the community. The aspects of discussion or involvement could be as wide ranging or as focused as required. The community affected could be from city wide to as localised as you want. The discussions could even be global using video conferencing facilities and the possibility of sharing analysis are as far reaching as you deem fit.

## RESOURCES

This technique does not necessarily require technological resources but they are a distinct advantage.

There is access to ITC and audio visual equipment in the Communities Department as well as video editing and survey equipment.

Resources can be obtained throughout the department for further information on this technique contact Jim Dunlop on 435813.

**POST  
ENGAGEMENT**



# CASE STUDY

---

Where we have involved the public in a number of consultation/participation exercises as a part of strategy to improve services or regenerate an area, it is important that we evidence the impact of the involvement and the techniques we used to maximise their participation and gauge the effect and outcomes of the process.

The purpose of the case study is to look at two main areas of research, knowledge development research and evaluation research. Knowledge development research seeks to extend understanding of practice in the field, roles, responsibilities, skills, settings and the actions of the various players concerned. Evaluation research seeks to look at monitoring and assessing the product and process through intervention in a given situation.

It is impossible to record everything that happened and all the factors that affected the outcome in a specific case but it is crucial that we do evidence the main details of the process, who were involved and how their actions impacted upon the affected community.

It is important to make a distinction between quantitative and qualitative results as measurement of the qualitative results are problematic in that they are open to different interpretation.

Case studies are important pieces of work as they can shape and modify the way we engage with different communities in different settings. The studies also help us reflect on how we carry out our practice and its relation to theory. Good practice guides give us models by which we can shape our engagement and these are usually the result of case studies which provide us with the analytical data needed to make choices about the approaches we undertake.

Case studies also give us an insight into how different approaches have worked in different situations and how choices were made regarding the methods and approaches used to involve the community in aspects of the study.

We have to be able to evaluate which approaches work when we intervene or make decisions that affect a community. The case study should also take into account the community capacity building that took place and whether it had any influence over the outcomes.

Developing a Case Study should include:

1. The parameters of the study
2. Type of intervention
3. Time frame over which the study is conducted
4. The predicted outcomes, goals and aims of the study
5. Who participated in the study
6. Those affected by the case study
7. Learning outcomes
8. Partners involved
9. Techniques and methods applied
10. Relevant data gathered
11. Conclusions and recommendations
12. Critical analysis and evaluation

## **DESCRIPTOR**

In any community engagement strategy it is important that we are seen to show we would undertake required actions to meet criteria or priorities set by the community. The two main methods used in this process are action planning and scenario planning.

### **Action Planning**

In devising an action plan it is important that we take into account a number of factors relating to time and achievability.

1. What tasks can be carried out immediately.
2. What tasks can be carried within a calendar year
3. What tasks will take a number of years to be carried out
4. What are the financial implications within these priorities.
5. Who will be responsible for ensuring targets are met.
6. Who will carry out these measures.
7. How will the process be monitored and evaluated

### **Scenario Planning**

Scenario planning is helpful in the decision making process when looking at courses of action that may be possible to undertake. It starts with where we are at present then given a number of ideas and facts how we relate these to possible goals or objectives.

The information gathered from engagement and background data help to define stories of possible future situations and what our options for action in them are. We then see inherent uncertainties facing us that need to be dealt with or overcome.

In order to make the best use of scenarios it is important that we clarify our intentions and identify the issues or areas to test in multiple futures. There are methods of mapping these issues which ensures that the widest range of factors are taken into consideration.

## **RESOURCES**

We have within the Communities Department both the software and hardware to carry out scenario planning with communities to look at the best possible way forward that is realistic and achievable.

The Idon hexagons and software can be used for action planning or scenario planning. The resources are kept centrally at Mitchell Street Centre.

Contact the Community Regeneration Section at Mitchell Street Centre on 435829.

## **DESCRIPTOR**

The evaluation of any strategy involving the community is a complex process where limitless factors cannot be accounted for but known factors can be considered. Attempts to encourage the community into expressing felt needs and stimulating collective action are very much in the hands of the audience you touch.

Interventions on issues can lead to further action being taken in different directions on different problems and goals and strategies may change as circumstances and personalities change. We therefore have to take into account the following when evaluating any form of community engagement:

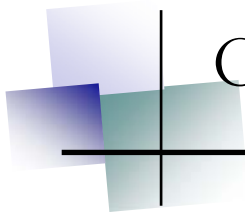
1. The impact of involvement of the public has had on services and policy
2. Expectations of the community, the council and other agencies
3. The techniques and methods used
4. The effectiveness of support systems
5. Sharing of information and resources
6. How the community and other agencies involved made use of available data
7. Cost effectiveness of methods and resulting outcomes
8. Who benefited from the involvement and to what degree
9. Equality of opportunity to get involved - were all sections of the community able to participate or only specific groupings.
10. Enabling of communities to build a relationship with council staff and local members and quality of contact.

## **MONITORING**

It is important that we monitor the impact of our community engagement and how it affected our relationship with communities in order to bring the council and other agencies closer to these communities.

We need to report back progress and enhance our dialogue with communities by showing through robust actions that a way forward together is possible. The monitoring process should take into account agreed joint action plans along with constant evaluation of the process to create a two way flow of information.

If we intervene within a community in any shape or form then this will have an impact upon the standard of life for that given group of people, therefore, it is imperative that we record the effect of our and others' actions to note the degree to which change has had an effect on our policy and practice and the general well being of that community.



# CD ROM

---

With this toolkit comes a CD ROM which has publications of methods approaches and techniques for consultation and participation.

:

**This section is contained in the Guides folder on the CD ROM in pdf format.**

To Access the Publications you need Acrobat Reader. If you do not have Acrobat Reader then you can download it from Council's Intranet site - useful links/downloads or from the internet on <http://www.adobe.com/products/acrobat/readstep2.html>

Models of Community Engagement

Stuart Hashagen  
Scottish Community Development Centre

An Introductory Guide  
[How to consult your users](#)

Service First publication

Focusing on Citizens  
[A Guide to Approaches and Methods](#)

Published by: COSLA

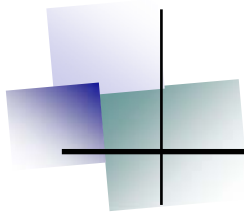
PARTICIPATION WORKS!  
[21 Techniques of community participation for the 21st Century](#)

Produced by the New Economics Foundation with members of the UK Community Participation Network

Building Strong Foundations  
[Involving people in the NHS](#)

Involving People Team  
Scottish Executive Health Department

**The Contents of each guide are published in the following pages to allow you to choose from the various methods without having to search each publication.**



# MODELS OF COMMUNITY ENGAGEMENT

---

## CONTENTS

### **Models of Community Engagement**

This short paper has been prepared to identify and describe the different models of community engagement in community planning. It is designed to provide additional material to the Guidance on Effective Community Engagement that accompanies the Local Government Bill.

The Guidance addresses the duty imposed by the Bill on local authorities to facilitate the community planning process. This includes the need to engage other partners, including voluntary and community groups. Expanding on this, the guidance sets out those matters 'which all those engaging in community planning should consider in making community planning work effectively'.

The paper looks at three perspectives:

1. Key questions: principles and issues in engagement
2. A development agenda: components of a model for engagement
3. Towards sustainability: the process of engagement

This paper makes interesting background reading and gives a background to models of community engagement before deciding which one you wish to use before gleaning the approaches from the other publications on the CD ROM.

*Author*

**Stuart Hashagen**

May 2002

**Scottish Community Development Centre**

Suite 329 Baltic Chambers

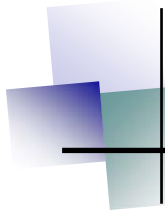
50 Wellington Street

Glasgow

G2 6HJ

Tel: 0141 248 1924

[www.scdc.org.uk](http://www.scdc.org.uk)



# An introductory guide HOW TO CONSULT YOUR USERS

---

## CONTENTS

### Part 1 Introduction

<b>Why services don't consult</b> .....	2
<b>Chapter 1</b> Why consult?.....	4
<b>Chapter 2</b> Making consultation work .....	6
<b>Chapter 3</b> Choosing your approach.....	9
<b>Chapter 4</b> Evaluating your consultation .....	11

### Part 2 Consultation Methods

#### Complaints/Suggestions/Testing

<b>Chapter 5</b> User comments and complaints.....	17
<b>Chapter 6</b> Feedback from staff/suggestions schemes.....	21
<b>Chapter 7</b> Mystery shopping.....	25
<b>Chapter 8</b> Piloting changes.....	27

#### Meetings and Discussions (Qualitative)

<b>Chapter 9</b> Open/public meetings.....	30
<b>Chapter 10</b> Using representative groups.....	33
<b>Chapter 11</b> Face-to-face interviews.....	37
<b>Chapter 12</b> Focus groups.....	40
<b>Chapter 13</b> User panels.....	43
<b>Chapter 14</b> Citizens' panels.....	46
<b>Chapter 15</b> Citizens' juries.....	49

#### Surveys (Quantitative)

<b>Chapter 16</b> Questionnaire-based surveys.....	52
<b>Chapter 17</b> Ballots/referenda/deliberative polling.....	56

#### Inviting written comments

<b>Chapter 18</b> Written consultation exercises.....	58
---	----

#### Visuals and Presentations

<b>Chapter 19</b> Open days/roadshows/exhibitions.....	61
<b>Chapter 20</b> Information technology.....	66

<b>Annex A: Further reading</b> .....	70
---------------------------------------	----

<b>Annex B: Useful contact organisations</b> .....	71
--	----

#### Reader survey

**Please note that for navigating the PDF on Acrobat add 5 onto the page number**

#### Service First Publications

For further copies of this or any other Service First publication

Service First website address: [www.servicefirst.gov.uk](http://www.servicefirst.gov.uk)

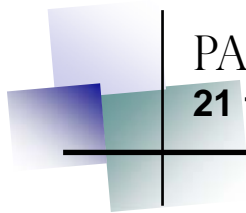


# FOCUSING ON CITIZENS: A GUIDE TO APPROACHES AND METHODS

---

## CONTENTS

<b>1. GENERAL INTRODUCTION</b>	<b>Page No</b>	<b>5. PUBLIC MEETINGS</b>	<b>Page No</b>
1.1 Aims, organisation and use of the Guide	7	5.1 Public meetings in general	79
1.2 Contexts	10	5.2 Public scrutiny	81
1.3 Involving the public	11	5.3 Area/community forums	83
1.4 Taking a corporate approach	13	5.4 Interest/issue forums	85
1.5 Information gathering: approaches and issues	14	5.5 State of policy debates	87
1.6 Preparatory work	18	5.6 Special events	88
1.7 Commissioning of work	20		
<b>2. GROUP WORK</b>		<b>6. COMBINED APPROACHES</b>	
2.1 Focus groups	23	6.1 Community needs assessment	91
2.2 Nominal group technique	25	6.2 Village appraisal/community auditing	93
2.3 Study circles	27	6.3 Priority search	95
2.4 Workshops for real	29	6.4 Community/parish mapping	96
2.5 Drama workshops	31	6.5 Networking	98
2.6 Planning for real	33		
2.7 Conflict resolution	35	<b>7. REPORT BACK AND EVALUATION</b>	
2.8 Consensus building	37	7.1 Recording and processing of information	101
2.9 Future search	39	7.2 Analysis of information	102
2.10 Community visioning	41	7.3 Report writing and dissemination	103
2.11 Round tables	43	7.4 Feedback and follow-up	104
		7.5 Evaluation	105
<b>3. SURVEYS</b>			
3.1 What surveys do	45	<b>GLOSSARY OF TERMS</b>	107
3.2 Sampling	46		
3.3 Questionnaires	48	<b>INVOLVING THE PUBLIC: PRINCIPLES OF GOOD PRACTICE</b>	109
3.4 Self-completion/post questionnaires	50		
3.5 Interviews: household surveys	52	<b>FURTHER READING</b>	111
3.6 In-depth interviews	54		
3.7 Telephone interviews	56	Published by:	
3.8 Observation: mystery shopping	58	COSLA	
3.9 Participant observation	60	Rosebery House	
		9 Haymarket Terrace	
<b>4. PANELS AND POLLS</b>		EDINBURGH	
4.1 Standing citizen' panels	63	EH12 5Z	
4.2 Research citizens' panels	64		
4.3 Citizens' juries	66	tel: 0131-474-9200	
4.4 Deliberative opinion polls	68	website: <a href="http://www.cosla.gov.uk">www.cosla.gov.uk</a>	
4.5 Consensus conferencing	70		
4.6 User panels/groups	72	December 1998	
4.7 Referenda	74		
4.8 Tele/electronic democracy	76		



# PARTICIPATION WORKS!

## 21 techniques of community participation for the 21st century

---

### CONTENTS

#### INTRODUCTION

Why this guide has been produced.....	4
What is participation?.....	4
How this guide has been produced.....	6
How to use this guide .....	6
The responsibilities of organisers.....	9

#### THE TWENTY-ONE TECHNIQUES

Action Planning.....	10
Act Create Experience (ACE).....	12
Choices Method.....	14
Citizens Juries.....	16
Community Appraisals.....	18
Community Indicators.....	20
Enspirited Envisioning.....	22
Future Search.....	24
Guided Visualisation.....	26
Imagine!.....	28
Local Sustainability Model.....	30
Open Space.....	32
Parish Maps.....	34
Participatory Appraisal.....	36
Participatory Strategic Planning.....	38
Participatory Theatre.....	40
Planning For Real.....	42
Round Table Workshops.....	44
Social Audit.....	46
Talk Works.....	48
Team Syntegrity.....	50

<b>SOME OTHER TECHNIQUES</b> .....	52
SCOTTISH AND WELSH CONTACTS.....	56
ABOUT NEW ECONOMICS.....	58
RESPONSE FORM	

Produced by the New Economics Foundation  
with members of the UK Community Participation Network.

<http://www.neweconomics.org/Default.asp>

First edition: 1998

CD-Rom Edition 1999

Copyright of the compilation belongs to the New Economics Foundation: copyright of individual entries belongs to the authors.

Photocopying of the entries is encouraged for community use: permission must be sought for any commercial use.



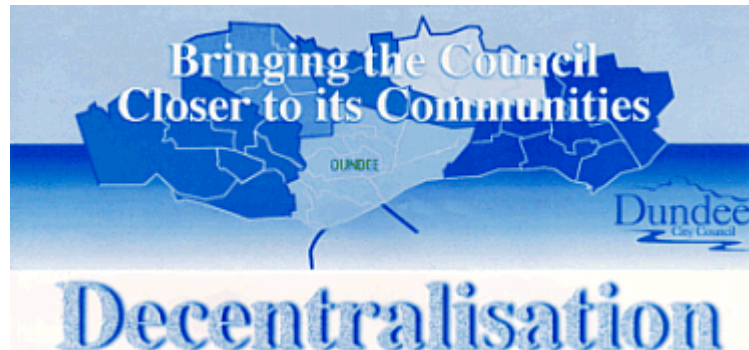
# BUILDING STRONG FOUNDATIONS

## Involving People in the NHS

---

### CONTENTS

Introduction .....	3
Guidance on approaches .....	7
Involvement approaches (in alphabetical order).....	19
1. Action Planning .....	20
2. Advocacy.....	22
3. Art Work, Photography and other creative means .....	25
4. Choices.....	28
5. Citizens' Juries And Civic Commissions .....	30
6. Citizens' Panels, District Circles And Users Panels .....	35
7. Comments and Complaints Cards .....	42
8. Community Indicators .....	44
9. Community Profiling / Community Appraisal .....	46
10. Deliberative Opinion Polls And Referenda .....	50
11. Design Game .....	53
12. E-consultation .....	55
13. Exhibitions, Campaigns and Presentations.....	56
14. Focus Groups .....	58
15. Future Search .....	63
16. In-depth Interviews .....	65
17. Internet .....	67
18. Leaflets and Other Written Information .....	69
19. Local Sustainability Model .....	73
20. Nominal Group Technique .....	74
21. Open Space Technology .....	77
22. Opinionmeter .....	79
23. Parish Maps .....	81
24. Participatory Appraisal .....	83
25. Patient/Lay Representatives .....	85
26. Patient Participation Groups .....	88
27. Person Centred Planning .....	91
28. Planning For Real .....	96
29. Priority Search .....	99
30. Public Meetings .....	102
31. Round Table Workshops .....	109
32. Social Auditing .....	112
33. Story Dialogue .....	115
34. Surveys (Questionnaire Based) .....	118
35. Think Tanks .....	122
36. Volunteering in Health .....	124
37. Other approaches worth looking at .....	125
Integrating Patient Focus and Public Involvement into Clinical Governance .....	127
Further reading and websites.....	131



Dundee City Council  
Communities Department  
Community Regeneration Section  
Mitchell Street Centre  
Mitchell Street  
Dundee  
DD2 2LJ

Telephone: 01382 435813  
Fax: 01382 435805  
E mail: [jim.dunlop@dundeecity.gov.uk](mailto:jim.dunlop@dundeecity.gov.uk)

