# Community Planning Toolkit

# Community Engagement

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Community Places

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COMMUNITY PLANNING TOOLKIT All you need, wherever you are.

Community Places

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## 1. Introduction

This section of the toolkit provides guidance on the issues to consider when planning and designing community engagement. It focuses on quality and effectiveness, process planning and designing engagement tailored to the particular issue, level of participation to be achieved, timeframe and range of stakeholders affected.

## 2. Planning and Designing Community Engagement

Community engagement works best where it is an ongoing cumulative process enabling relationships and trust to build and strengthen over time. Individual engagement events should be planned and designed with this in mind and aim to contribute to the overall aims of the engagement process. Community or voluntary groups may want to participate at a range of levels – from providing advice to co-designing the process and from undertaking some aspects of the engagement to delivering projects to meet some of the outcomes.

Thinking through the following questions and issues will help in the planning and design of community engagement.

- What level of participation is it hoped will be achieved?
- How to identify the stakeholders?
- Communications.
- Stage of the engagement process.
- Resources.
- Are there any limitations?
- Timely feedback and next steps.
- Tools to help choose a method.
- Methods.

### What is the purpose and scope of the engagement process?

From the outset be clear about the scope and purpose of the engagement process. For example, is the process designed to:

- Identify or prioritise what the needs and priorities for Community Planning should be?
- Develop a consensus on a proposal or plan?
- Inform the decision-making or service delivery of a community, council or department?
- Develop new or collaborative ways of implementing elements of the Community Plan?
- Review progress on the Community Plan?

Agreeing a clear purpose will help identify engagement objectives, anticipated outcomes and help to determine the scope and depth of the engagement. This can range from consultation to involvement in decision making through to community and voluntary groups delivering projects and services. Providing information on proposals, plans or services is part of any communication plan to support engagement but is not in itself community engagement. Often communities will need

support to help them engage meaningfully. The Community and Voluntary Sectors (CVS) are skilled in providing this support – but may need access to resources to do so.

## What level of participation are you hoping to achieve?

Community stakeholders can participate in a variety of ways, and to different levels of influence, in identifying needs, generating solutions, planning new initiatives and service delivery as illustrated in the diagram below:

### Users and Beneficiaries
of the activities and funds of the partnership. This is the most basic level of engagement.

### Advisers
to the partnership through their involvement in consultations, working parties and evaluations which seek their guidance and feedback.

### Contributors to Management
through membership of forums and steering groups that work alongside staff supervising progress on partnership activities.

### Decision Makers
primarily through their membership of the partnership board, but also when periodic consultations are taking place about strategic choices and other major decisions.

### Deliverers
of projects and programmes on behalf of the partnership and as local successor bodies that are being developed to take over projects and programmes from the partnership.

Diagram 1: Five Roles for the Community R1
Community Participation p.13

Sunderland Community Development Plan (2008, p.7) identify another way of thinking about different levels of involvement:

| | |
|---|---|
| Being Informed | Consultation |
| Being Asked | |
| Commenting on Decisions | Engagement |
| Developing Solutions | |
| Delivering Services | Partnership |

www.sunderland.gov.uk

In Dundee, each of the 8 local community plans, which are developed by local community planning partnerships, sets out a Community Engagement Action Plan. The Action Plan aims to raise the levels and quality of participation at the local level and encourage local communities to identify and address issues and concerns through the community planning process R2

## Identifying stakeholders

Every community will be made up of a range of stakeholder interests. These might include:

- Local Residents or Area Based Groups
- Communities of Interest
- Faith Based Groups
- Racial, Ethnic and Cultural Groups
- Local Community and Voluntary Groups
- Web Based or Virtual Groups

It will be essential to utilise a range of mechanisms and avenues to facilitate the widest possible participation from these interests. Local community development networks and support organisations should be involved in identifying community stakeholders, their particular interests and needs and how best to engage with them. Issues to consider include:

- What impact the issue or proposals will have on these stakeholder interests?
- Who represents these interest groups?
- Are there existing community networks or forms of communication?
- Are there gaps in information which could be plugged through local knowledge?
- The relevant Equality legislation.

## Inclusiveness: Overcoming Barriers to engagement

When planning an engagement process you need to recognise diversity, identify any potential barriers and design the process to minimise barriers where possible. R3 How (not) to exclude? provides a useful resource.

| Potential Barriers to consider | Design Issues to consider |
|---|---|
| • The capacity and ability of different stakeholders to participate | • Techniques and engagement methods to be used |
| • 'Hard to reach groups' such as young people, older people, minority groups or socially excluded groups | • Need for independent facilitation |
| • Levels of community infrastructure | • Location and accessibility of the venue |
| • Contested or divided communities | • The number and type of engagement events |
| • Rural isolation | • Transport requirements |
| • Gaps in information | • Childcare needs |
| • Literacy and numeracy levels and dominance of oral culture | • Format and content of communication and publicity materials |
| | • Use of interpreters and signers |
| | • Need for outreach activities |

## The stage of the engagement process?

It is important to consider at what stage of the engagement process you are and how each stage or event contributes to the aims of the overall engagement - different forms of communication, information and engagement methods will be more appropriate depending on the stage of your engagement process.

## Communications

Communication materials should be jargon free and in plain English; available in accessible formats and provided in alternative language(s) as appropriate. Given the strong oral tradition in many communities events where individuals can discuss the issues first hand are invaluable. In order to maximise levels of participation communication materials should use clear examples or case studies of how the issue or proposed plan is likely to affect different individuals and sections of society. Use existing community networks and forms of communication to publicise events and identify opportunities to align or hold combined events for greater impact.

## What Time and Resources are available?

The following types of resources will be required for most forms of engagement:

- Input by staff, volunteers and other interested stakeholders;
- Background information or briefing papers on the issue(s) or plan proposals;
- Independent facilitation;
- Communication and promotion, venue hire, transport, childcare, translation;
- Printing and circulating a report on the output of the process and for provision of feedback;
- Resourcing local Community and Voluntary groups to (for example and where appropriate) support people in understanding and responding to information and proposals; commission research; convene meetings; prepare papers, reports or proposals.

## Limitations

You should be clear and explicit about what you understand the limitations to be, such as time constraints, finances and resources available. Are some issues not up for discussion - for example, legislative framework, decisions taken already, confidential information or available budgets and resources? Some of these stated limitations may be challenged and you should be prepared to explain why they exist.

## Timely Feedback and Next Steps

Participants in any one stage of engagement should be informed of or offered the opportunity to shape the next stages of the overall engagement process. In particular information will be required on:

- How and when feedback will be provided;
- Other elements or strands of the engagement process;
- How and when decisions will be taken;
- Further opportunities for engagement; and
- Whether community/voluntary groups can be involved at the implementation stage.

This will help to reinforce participation and encourage stakeholders to continue to be active as the engagement evolves. It is also important to communicate during feedback on how stakeholder input has influenced, contributed to or improved the overall engagement outcomes.

## Flexibility within the Process

Planning for flexibility is essential – the context may change, stakeholders may challenge the purpose of the process, question the scope of the objectives or the methodology or require more information, time or their own resources to co-design the process. The overriding consideration should be retaining and developing meaningful engagement with stakeholders.

## Evaluation

It is critical that any engagement process is evaluated on both an ongoing basis and post-completion. Evaluation will provide valuable feedback for example, on the best methods for engaging with groups in a particular area or the most appropriate times or venues. These findings should inform your future engagement processes.

## 3. Quality Standards for Community Engagement

## The 10 National Standards for Community Engagement

The Scottish National Standards for Community Engagement provide a very useful reference point for ensuring a quality and effective engagement process. They were published in 2005 by the then Minister for Communities and identify good practice for engagement between communities and public agencies. The Scottish Community Development Centre (SCDC) developed the standards drawing on the experience of over 500 community and agency representatives. The SCDC website contains a detailed description of the standards and other useful resources.

R4 http://www.scdc.org.uk/what/national-standards/10-national-standards/ and R5

The 10 Standards are:

1. The Involvement Standard
   We will identify and involve the people and organisations with an interest in the focus of the engagement.

2. The Support Standard
   We will identify and overcome any barriers to involvement.

3. The Planning Standard
   We will gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken.

4. The Methods Standard
   We will agree the use methods of engagement that are fit for purpose.

5. The Working Together Standard
   We will agree and use clear procedures to enable the participants to work with one another efficiently and effectively.

6. The Sharing Information Standard
   We will ensure necessary information is communicated between the participants.

7. The Working With Others Standard
   We will work effectively with others with an interest in the engagement.

8. The Improvement Standard
   We will develop actively the skills, knowledge and confidence of all the participants.

9. The Feedback Standard
   We will feedback the results of the engagement to the wider community and agencies affected.

10. The Monitoring and Evaluation Standard
    We will monitor and evaluate whether the engagement meets its purposes and the national standards for community engagement.

## 4. Online Tool to Guide Community Engagement Activity – VOiCE

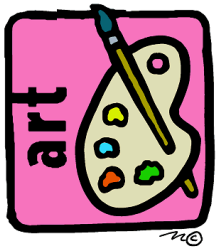
VOiCE (Visioning Outcomes in Community Engagement) is an innovative IT based tool which will support you in the analysis, planning, implementation and evaluation of community engagement activity. VOiCE is published by the Scottish Government for use in Scotland as part of its support for implementation of the National Standards for Community Engagement.

VOiCE takes you through logical steps to facilitate well constructed, managed and evaluated engagement from which you can continuously learn and improve your practice. It provides a database of evidence of activity and provides an evaluation tool to measure the quality and effectiveness of the community engagement process and whether the intended outcomes of the process were achieved. Users of VOiCE recently identified its benefits to include: increased clarity of purpose for community engagement; improved quality of community engagement processes, methods and outcomes; and enabling shared planning and evaluation of community engagement with colleagues, partners and communities.
R6 VOiCE: Visioning Outcomes in Community Engagement http://www.scdc.org.uk/what/voice/

## 5. Methods and Techniques

The following section outlines a broad range of methods and techniques for engagement events - the appropriateness, strengths and weaknesses of each are indicated. Finally, it presents a diagram suggesting how each method could contribute to the different strands of developing or reviewing a community plan.

### Art and Creativity




Some forms of community engagement are particularly good at encouraging participation and generating interest and ideas.

These include:

• **Photography:** disposable cameras can be given to people of all ages to capture their likes and dislikes in an area. The results can be exhibited to generate further discussion or to promote additional events.

• **Vox Pops:** short, snappy interviews with people in different locations and at different times (radio or television). Like photographs the results can be displayed and discussed more widely.

• **Songs, poems, artwork:** invite people to submit (possibly for a prize) a song, poem or art piece which describes their area, changes they would like to see, their ideal home or environment.

• **TV game shows:** adopt and adapt popular TV game or quiz shows to generate interest and ideas, test local knowledge and/or understanding of project plans and processes.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Suitable for all age groups | ✗ | Participants confidence in their creative skills |
| ✓ | Interactive and engaging | ✗ | Often a large space is required to exhibit or display results |
| ✓ | Enables participants to express their creativity | ✗ | It may be difficult to interpret participant's ideas |
| ✓ | Can help develop a common vision | | |
| ✓ | Can be exhibited to generate further discussion | | |

### Appropriateness

Art and Creative methods are appropriate where you want to involve local people in expressing their views and generating ideas in a participative approach. They are a useful technique for engaging with people of all ages through education or school programmes, local community forums and resident or interest groups. They may be beneficial at the beginning of a community planning process to generate interest and raise awareness of the process.

### Useful Links

Dundee Community Planning Partnership- *Young Carers Partnership and Carers Voices Dundee* utilised Drama, Cartoon, Poetry and Snakes and Ladders www.dundeecarerscentre.org.uk

Fermangh/Omagh Pilot Vox Pox: See Toolkit Podcasts.

## Community Mapping

Maps and photographs of an area or specific location are used to illustrate how people view their area: what they like or dislike or improvements they would like to see. Ideas are generated in small group discussions and recorded on 'post-its'or pre-prepared cards. Discussions should be facilitated to help people explore issues, build consensus or identify areas of conflict.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Stimulates discussion | ✗ | Can generate ideas which are not possible to implement |
| ✓ | Can build a sense of community ownership | ✗ | It may be difficult to interpret participants' ideas |
| ✓ | Can help people see and understand their community in different ways | ✗ | Participants need to be familiar with the local area |

## Appropriateness

Community mapping is a useful way to engage people of all levels of capability. A variety of aspects can be mapped including land use, community assets, facilities, and transport options to develop a snapshot of an area. Mapping can be carried out using a variety of materials from chalk to sand depending on the situation.

## Useful Links

Scottish Participatory Initiatives Community Mapping and Action Planning
http://scottishparticipatoryinitiatives.co.uk

## Planning for Real ®

At the centre of this method is the construction of a model of the area in question. Where possible the model should be made by local people to build a sense of ownership and to ensure engagement from the outset. The model can be displayed at one or more public venues to generate interest and participation. Cards with ideas or proposals, along with blank cards, are made available. People can select or write their own cards which reflect their interests and place them on the model where they think the idea should be implemented. For example, a card may say community allotment - people who want an allotment select this card and place it where they want the facility.

Planners, designers and officials are present to answer questions but only if asked- 'on tap, not on top'.During the event a picture emerges of the changes the participants would like to see.

The cards are counted and their locations on the model noted. These details are then fed back to people, discussed further and prioritised at public meetings or small group discussions. After prioritisation, additional technical information (on feasibility, cost, policies etc.) can be provided and used to develop an action plan.

| | Strengths |
|---|---|
| ✓ | Adds variety to consultation and can engage people who might not otherwise get involved |
| ✓ | It is accessible to people of all abilities and backgrounds |
| ✓ | Can build a sense of community ownership of the process |
| ✓ | Can help people see and understand their community in different ways |

| | Weaknesses |
|---|---|
| ✗ | Can generate ideas which are not possible to implement |
| ✗ | Preparing for the event can be time consuming |
| ✗ | The card count can be seen as conclusive and may cause conflict particularly if there is disagreement. |

## Appropriateness

The value of this method is that it is accessible to people of all ages, abilities and backgrounds. It is also a useful method to build a sense of community ownership and enables participants to identify issues and prioritise actions.

## Useful Links

Planning for Real www.planningforreal.org.uk

South Gloucestershire Council- Cadbury Heath Planning for Real Event
https://consultations.southglos.gov.uk

## Public Meetings

Public meetings provide an opportunity to consult large numbers of people. Meetings can be organised to allow for small group discussions with oral feedback. There are often opportunities for participants to set or influence the agenda and to ask questions. From our experience small groups are an essential element of public meeting to engage people effectively.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Enables large numbers of people to have their say | ✗ | Unlikely to be representative - not everyone has the time or inclination to attend |
| ✓ | Provides an opportunity to explain processes, give information and gather feedback | ✗ | Attendance is often low unless people feel personally or deeply concerned |
| ✓ | Demonstrates openness and transparency | ✗ | Some people are likely to be inhibited from speaking in a large group |
| ✓ | Can attract publicity or be used as a launch event | ✗ | Traditional formats can limit audience contribution and lead to conflict |
| ✓ | Enables participants to develop networks | ✗ | If confrontational it may lead to poor media publicity |

## Appropriateness

Participants may feel unable to get involved or be unwilling to attend. As part of a series of events they can be a valuable way of sharing information and demonstrating openness and transparency.

## Useful Links

Aberdeenshire Community Planning Partnership – Garioch
http://www.ouraberdeenshire.org.uk/index.php?option=com_content&task=view&id=30&Itemid=54

## Workshops and Focus Groups

Workshops and focus groups allow people to discuss their ideas in an open and relaxed atmosphere. Workshops can take a variety of formats. They can be designed to exchange information; to discuss the strengths, weaknesses, opportunities and threats of an idea or project; to obtain ideas and innovative thinking for a way forward for a project; or they can be specifically geared towards prioritisation and the production of an action plan. Focus groups by contrast are designed to specifically concentrate on a single issue or a programme of topics.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Encourages active discussion in a welcoming environment | x | With small groups, it is difficult to be sure all stakeholders or interests are represented |
| ✓ | Time and resource efficient way of identifying and clarifying key issues | x | Workshops can be dominated by articulate and confident individuals if not carefully facilitated |
| ✓ | Conflict can be more easily handled in a small group | x | Requires experienced facilitators |
| ✓ | Can be designed for a specific purpose | | |
| ✓ | Can be directly targeted at excluded or 'hard to reach groups' for example young people or ethnic minorities | | |

## Appropriateness

Workshops and Focus Groups are useful methods for encouraging discussion among those who may feel less confident in a larger group. The main benefit is that participants or certain interest groups can be targeted and therefore those often excluded from a wider engagement exercise can be identified and invited to attend this type of event.

## Useful Links

Glastonbury, Connecticut- Community Planning Workshop
www.glastonburycenter2020.com

Chambers, R. (2002) *Participatory Workshops*, Earthscan, London

## Forums

A forum is a regular meeting of people who represent a group or organisation and may be issue or area based. Those involved typically comprise members of civic, political, professional, economic or social groups from a local area.

| Strengths | Weaknesses |
|---|---|
| ✓ Regular events help to maintain momentum, commitment and enthusiasm and encourages wider participation as the activities of the forum develop | ✗ Often comprise representatives from existing groups rather than individuals from the community |
| ✓ Can be an effective way of involving excluded or hard to reach groups by creating an arena directed towards the concerns of specific groups | ✗ May become 'talking shops' rather than action-oriented |
| ✓ Can address specific local concerns | ✗ Potential for them to become rule-bound and bureaucratic |
| | ✗ Potential for confusion or conflict over the respective roles and responsibilities of local representatives |

## Appropriateness

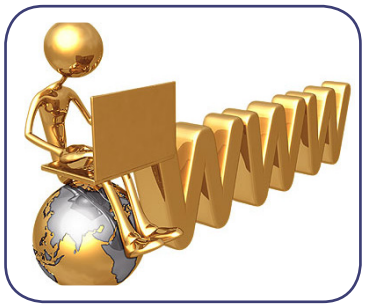
Forums can be a useful way of involving groups who are traditionally excluded from decision-making processes, for example young people. However, it is often the 'usual suspects' or those who are already involved in local groups who will participate.

## Useful Links

Machynlleth and District, Wales Local Community Forum established as part of the Powys Community Strategy- Andy Rowland, Chair Tel: 01654 703965
http://commfirstpowys.org.uk

Derbyshire Community Forums- a network of local community forums across the borough of Derbyshire
www.communityforums.org.uk

## Web-based Engagement



There are a variety of web based engagement processes to choose from such as online discussion forums and blogs, Facebook, online surveys, social networking, ratings and voting and digital interactive TV.

Web based activities enable people to choose where, when and for how long they want to participate.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | People can choose a convenient time and place to participate | ✗ | Some techniques may require a moderator to manage comments, this can be expensive and time consuming |
| ✓ | Particularly useful for those who may be homebound e.g. carers, elderly people, parents with young children | ✗ | Excludes those without access to the internet<br>Needs to be publicised to generate interest |
| ✓ | Can create debate and exchange of views | ✗ | Some people may feel intimidated |
| ✓ | Cost Effective | | |
| ✓ | Can reach large numbers of people<br>Less time consuming than attending a workshop or public meeting | | |

## Appropriateness

Web based processes may work best as part of a package of methods.

## Useful Links

Guide to Arm Chair Involvement
www.institute.nhs.uk/armchair

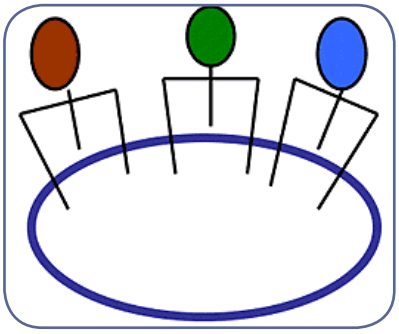
Newport, Wales- Involve Newport has established a short online survey to gather the views and expectations of local residents.
http://citypartners.newport.ac.uk *Consultation and Engagement tab*

Cardiff, Wales- Ask Cardiff eCONSULT Pages
http://tinyurl.com/AskCardiff

Glasgow Community Planning Partnership Engage Database
www.engageglasgow.org

Belfast Community Planning Pilot Wiki
http://www.wikihost.org/w/belfastcommunityplanning

## Future Search



The Future Search approach centres on a 2- 3 day conference with 'visioning' at its core. The conference explores the past, present and future of a community with the aim of producing a strategic plan.

A key element of this approach is to establish some common ground on which participants can build and then develop a plan. The emphasis is on self-managed discussion and taking personal responsibility for implementation of actions.

The ideal number of participants is 64 allowing for eight groups of eight people in each discussion group. The event must be well planned in advance so that facilitators do not have an active role to play during the conference. The crucial stages in the process are:

| | |
|---|---|
| Phase One | examine the past (personal, community and global issues); |
| Phase Two | explore current events, trends and developments; |
| Phase Three | look at present 'proud' and 'sorry' events in the community |
| Phase Four | discuss an ideal future or vision |
| Phase Five | identify some common ground; and |
| Phase Six | action planning. |

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Meetings can accommodate large numbers of diverse people | x | Sometimes the conference can be seen as an end in itself rather than the beginning of a process |
| ✓ | Participants take ownership of the process | x | Conferences can be expensive to hold and require considerable organising |
| ✓ | Power issues are reduced | x | Requires time and commitment from both participants and co-ordinators |
| ✓ | A lot can be achieved at one meeting that would otherwise take several meetings between different interest groups | | |
| ✓ | Traditionally under-represented minority groupings can be specifically targeted | | |

## Appropriateness

The Future Search approach assumes that participants have a high level of knowledge and skills in engagement and interaction.

## Useful Links

Future Search www.futuresearch.net

Future Search in Derry and Strabane - Strategy Board Your City Your Say www.yourcityyoursay.com

## Open Space Technology

Open Space Technology is essentially a management tool which tries to overcome the difficulties of conventional approaches to decision-making. The event usually lasts 1-3 days and can accommodate a large number of people.

It is comprised of the following stages:

- 'opening circle': everyone sits informally in a circle with a facilitator opening proceedings;
- 'choosing the programme': people are asked to suggest and agree themes for workshop discussions;
- 'the market place': participants choose the workshop they wish to attend and can move between workshops;
- 'having your say': members participate in discussions and comments are recorded;
- 'closing circle': this is the plenary or feedback session where issues and points raised during the discussions are reported; and
- 'report of the proceedings': all feedback comments are collated into a report for distribution to participants.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Can be organised quickly, with little cost and minimal preparation | ✗ | Only likely to get small percentage of the 'whole system' to attend |
| ✓ | Good for addressing difficult issues, involving large numbers, particularly where there are conflicting views | ✗ | Unlikely to attract people who traditionally avoid open meetings |
| ✓ | Breaks down traditional 'us and them' barriers | ✗ | Because they are usually 'one-off' events, potential participants may miss out |
| ✓ | No experts or fixed agenda - 'moulded' by participants - ownership of process | ✗ | Meeting could be viewed as an end in itself |
| ✓ | Motivation and commitment can emerge in a way not usually achievable in traditional meetings | | |
| ✓ | Leadership can emerge from people not necessarily seen to be leaders in the community | | |

## Appropriateness

This is a useful method where large groups of participants are involved and where the programme or agenda needs to be flexible or capable of being shaped by the participants themselves.

## Useful Links

Open Space Technology www.openspaceworld.org

## Citizens' Juries

A group of citizens who are representative of the general public meet to consider a complex issue by gathering evidence, deliberating and then reaching a decision. Jurors can 'cross examine' expert 'witnesses' who may offer differing perspectives on the issue or topic at hand before reaching agreement or producing a short report of recommended actions. Normally an advisory panel with expertise in the area consider the jury's findings or report and determine what, if any, actions should be taken.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Organisers and jurors usually find the experience empowering and satisfying | ✗ | Initial briefing, information and selection of witnesses could be open to bias |
| ✓ | Large numbers of people can participate | ✗ | Jury could be manipulated by the moderator or witnesses |
| ✓ | Power issues are reduced | ✗ | The sponsoring body has to be prepared to accept the results or else the process rapidly loses credibility |
| ✓ | Process produces an informed and collective view, resulting from deliberation | | |

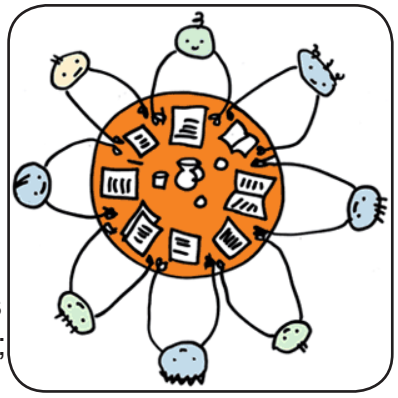
## Appropriateness

A high level of skill is required as participants (jurors) are often asked to analyse complex issues.

## Useful Links

Policy Ethics and Life Sciences Community Jury Project www.ncl.ac.uk/peals/dialogues/juries

## Roundtable/Consensus Building



Roundtable discussions can be used as a tool for consensus building. They have multi-stakeholder involvement, operate by consensus and can generate co-operation to promote the environmental, economic and social sustainability of a community. The basic premise is that all participants, from business interests to the local community, are equal.

There is no leader but there may be a chair or facilitator. The key factors to consider are sectoral representation; selection and duties of members; size (usually between 16 to 24 members); facilitators; budget and the decision-making processes.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | People are brought together as equals | ✗ | Their composition normally precludes wider participation e.g. academics and professionals |
| ✓ | Encourages open discussion and helps break down barriers | ✗ | Requires considerable preparation |
| ✓ | Confronts issues rather than people | ✗ | Requires highly-skilled facilitators |
| ✓ | May produce innovative solutions<br>Aims to create 'win-win' situations, rather than 'win-lose' scenarios | ✗ | Open to dominance by powerful elites or social groups |

## Appropriateness

Roundtables benefit from bringing people together as equals who engage in open discussions.

## Useful Links

Madison Heights Community Round Table www.madisoncommunityroundtable.com/

## Citizens' Panels

Citizens' Panels involve ongoing panels of around 1,000 to 2,000 people who are representative of the local community. The panel is surveyed several times a year by post, telephone or online.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Using the same panel a number of times reduces recruitment costs | ✗ | People on the panel become more knowledgeable (and therefore less representative) than the general public over time |
| ✓ | People agree to be on the panel thereby increasing response rates | ✗ | A turnover of the panel (about one third per year) may reduce the validity of tracking over time |
| ✓ | May allow for some measurement of changes over time | | |

## Appropriateness

A scaled down model of this consultation may be effective and attract those who traditionally avoid going to meetings. Those who cannot attend due to physical, social or psychological issues may be encouraged to take part in the process.

## Useful Links

Aberdeen Community Planning Partnership: Aberdeen City Voice
http://www.communityplanningaberdeen.org.uk/Internet/CityVoice/CityVoice.asp

Glasgow Community Planning Partnership- Glasgow is presently establishing a new Citizen's Panel and already has 10 Community Reference Groups which consist of a panel of local residents from each of the local community plan areas
www.glasgowcpp.org.uk

Powys Citizen's Panel consists of 1000 local representatives
www.powys.gov.uk *Council and Democracy Have Your Say tab*

## Street Stalls

Street Stalls consist of outdoor displays such as idea or graffiti walls which can be used to capture the views and comments of large numbers of people. Maps and plans for an area or project can be displayed and passer-bys asked to comment on particular issues and themes, generate ideas or vote for particular activities or facilities.

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Can collect the views of large numbers of people | ✗ | Can generate a large amount of data |
| ✓ | Interactive | ✗ | Requires advance planning and preparation |
| ✓ | Engages and generates interest | ✗ | Requires several facilitators to engage with people |
| ✓ | Can reach people who may not normally participate | ✗ | Event may be affected by weather conditions |

## Appropriateness

Choosing a busy public location can help to achieve high levels of participation and generate interest in the project from those who may not otherwise get involved. The approach can be organised to coincide with other events e.g. community festival.

## Useful Links

Leith Central Community Consultation Stall, Edinburgh
http://www.leithandnorth.org.uk/features2009/leith_festival_09/people.php

## Community Surveys

Questionnaire surveys can be undertaken to identify the needs and views of a large number of people in a standard format. The main stages involved are: defining the sample size and the type of information required; deciding on the type of survey to be used (postal, drop and collect, telephone or interview); survey design; piloting the survey; undertaking the survey and post-completion analysis of the results. It is often best to use a short and concise questionnaire where people's views on an issue are being sought. Increasingly email and SMS (text) are being used to provide a variety of ways for people to engage. These work best when a small number of questions are used and when views on a specific proposal or issue are being sought. Community Places have produced a useful guide to undertaking a Community Survey (2009).

| | Strengths | | Weaknesses |
|---|---|---|---|
| ✓ | Can gain the views of a large number of people | ✗ | Need to be well designed and coded to get 'usable' answers |
| ✓ | Useful for obtaining quantitative data | ✗ | Large questionnaire surveys are time-consuming and labour intensive |
| ✓ | In principle data can be compared over time or with results from elsewhere | ✗ | Information may be limited |
| ✓ | Useful for identifying and evidencing need | ✗ | Do not offer any real sense of community engagement or provide an opportunity for people to exchange views |
| | | ✗ | Typical response rates are between 10-20% |

## Appropriateness

Surveys are best used as part of a programme of other methods- by themselves they can be limited in scope and provide little meaningful community engagement.

## Useful Links

Glasgow Community Planning Partnership - established a Neighbourhood Management Task Group in 2007 which undertook a survey of 10,000 households to gather residents' views and expectations of issues relating to their local area.
www.glasgowcpp.org.uk/getinvolved/Neighbourhood_MAnagement/

Stirling Council - undertakes residents' surveys every 2-3 years through the **Stirling Sounding Board** which consists of 1300 local representatives. An online version of the survey was undertaken in 2010. http://www.stirling.gov.uk/services/tourism-and-visitor-attractions/tourist-information/facts-and-figures/residents-survey/stirling-sounding-board

Community Places (2009) Guide to undertaking a Community Survey www.communityplaces.info

Action Research by, in and for Communities (ARC) SCDC http://www.scdc.org.uk/what/community-led-action-research/ARC/

## Methods for Developing and Reviewing Community Plans

**Process**

**Methods**

| | COMMUNITY PLAN | LOCAL COMMUNITY PLAN | THEMATIC COMMUNITY PLAN | COMMUNITY PLAN REVIEW | EVALUATING COMMUNITY PLAN |
|---|---|---|---|---|---|
| ART & CREATIVITY | ■ | ■ | ● | ▲ | ▲ |
| COMMUNITY MAPPING | ■ | ■ | ● | ▲ | ▲ |
| PLANNING FOR REAL® | ■ | ■ | ● | ▲ | ▲ |
| PUBLIC MEETINGS | ■ | ● | ● | ▲ | ▲ |
| FOCUS GROUPS/ WORKSHOPS | ■ | ■ | ■ | ■ | ■ |
| WORKING GROUP OR FORUM | ■ | ■ | ■ | ● | ● |
| WEB BASED CONSULTATION | ■ | ● | ● | ● | ● |
| FUTURE SEARCH | ■ | ● | ▲ | ▲ | ▲ |
| OPEN SPACE TECHNOLOGY | ■ | ■ | ● | ▲ | ▲ |
| CITIZENS' JURIES | ● | ● | ● | ▲ | ▲ |
| ROUNDTABLE CONSENSUS BUILDING | ● | ■ | ■ | ● | ● |
| CITIZENS' PANELS | ■ | ● | ● | ● | ● |
| STREET STALL | ● | ■ | ● | ▲ | ▲ |
| QUESTIONNAIRE | ■ | ● | ● | ▲ | ● |
| LOCAL COMMUNITY MEETINGS | ● | ■ | ■ | ■ | ■ |
| **KEY** | ▲ | Not Appropriate | | | |
| | ● | Often Appropriate | | | |
| | ■ | Usually Appropriate | | | |

## Resources


R1 Engage East Midlands (2001) Community Participation: A Self Assessment Toolkit for Partnerships. LPP: Leicester.

R2 *Dundee Partnership Strathmartine Community Engagement Action Plan 2008-2011*. www.dundeepartnership.co.uk/content/community-planning-strathmartine

R3 Community Change *How (not) to Exclude*. www.communitychange-ni.org

R4 Scottish National Standards for Community Engagement http://www.scdc.org.uk/what/national-standards/10-national-standards/

R5 *National Standards for Community Engagemen*t. Communities Scotland, Scottish Executive.

R6 *VOiCE: Visioning Outcomes in Community Engagement* http://www.scdc.org.uk/what/voice/