

The resources can be downloaded from publicpractice.org.uk/resources and are as follows:

ROLES DECK (PN013_A)	
GUIDANCE	This resource relates to Recommendation 1. The roles identified in the ROLES DECK are Guardian, Champion, Sponsor, Partner and Recruit. There may be additional roles found to be critical to a particular context ('Other').
USER NOTES	Each ROLES DECK card includes; <ul style="list-style-type: none"> — A description of the role and the qualities needed to successfully fill it. — A prompt to help identify a person to carry out the role. — An indication of when the role should be identified. — Who will fill the roles differs according to organisational and programme context; there could be multiple people filling one role, or one person fulfilling multiple roles.
OUTCOMES	<ul style="list-style-type: none"> — An indicative core team structure – your 'Participation Project Team' – to be consolidated through Recommendation 2 (PN013_B_Root Considerations Deck and PN013_C_SWOT Workshop Deck). — A directory of team members. — Indicative allocation of responsibilities amongst the team members.

ROOT CONSIDERATIONS DECK (PN013_B) SWOT WORKSHOP DECK (PN013_C)	
GUIDANCE	These resources relate to Recommendation 2 and provide a framework for the Participation Project Team to embed collaboration in their approach, to consider key variables and to make decisions for strategy development, including determining whether a participation strategy is an appropriate response to the particular opportunities and constraints within their authority and programme.
USER NOTES	<p>The Opportunities, Challenges and Tips should be reviewed by the participation project team, in particular the Champion(s) and Guardian(s), to evaluate, define and add to the topics identified as appropriate for their local context. Mapping issues onto a Strengths, Weaknesses, Opportunities and Threats ('SWOT') plan or Opportunities/Challenges table can be an effective way to enhance understanding.</p> <p>The answers and gaps identified through use of the ROOT CONSIDERATIONS DECK can be used to prepare for discussion in the SWOT WORKSHOP. The workshop does not only help map existing circumstances but can unlock key roles (Recommendation 1) and resources (Recommendation 3). For example, it may reveal skills present in other Authority directorates which can be deployed or shared, it may generate enthusiasm and participation champions. The template developed by the authors and tested at the research workshop is provided in the RESOURCES DECK (PN012_D), alongside guidance on how to hold the workshop to prompt proactive dialogue around participation strategies.</p>

OUTCOMES	<ul style="list-style-type: none"> — Establishment of key relationships for a successful participation strategy. — Consolidation and/or expansion of the Participation Project Team. — The information collected: provides the basis for determining the approach to the participation strategy; can be input into the strategy or an action plan; and can be used as a prompt for further dialogues with project sponsors, partners and other key stakeholders. — Identification of gaps indicates areas that require further inquiry or development.
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RESOURCES DECK (PN013_D)	
GUIDANCE	<p>This resource relates to Recommendation 3 and includes the key ingredients required to effectively develop a meaningful public participation strategy. These are categorised into:</p> <ul style="list-style-type: none"> — Hard resources (time, budget, people) — Soft resources (skills, experience, knowledge, language) — Prompts (to inspire action / catalyse interest, incentives) — Relationships (internal to internal, internal to external, external to external)
USER NOTES	<p>The Participation Project Team should flesh out the key ingredients with the information gathered through Recommendation 2 (ROOT CONSIDERATIONS DECK and SWOT WORKSHOP DECK) to assemble a toolkit. This toolkit should be frequently reviewed, through revisiting the RESOURCES DECK, to ensure it responds to developments in the programme and changing local circumstances.</p>
OUTCOMES	<ul style="list-style-type: none"> — A draft toolkit of resources which the Participation Project Team can draw on to develop their participation strategy and share with those with interest in the developing strategy to consolidate relationships, promote buy-in and invite review and feedback on the approach. — Any resource shortfalls or gaps will be apparent, prompting the participation project team to identify strategies to fill these.

ROLES

ROLES

This research found that the following roles are basic requirement for successful development of a participation strategy within a local authority: guardian, champions, sponsor, partner and recruit. These roles are described on the following pages. Who will fill the roles differs according to organisational/programme context. There could be multiple people filling one role, or one person fulfilling multiple roles.

Consider how you could resource these roles or who might be willing, able or best suited to join your public participation 'project team'.

Roles,

GUARDIAN

Provides continuity, coordination and central point of contact for the public participation strategy, ensuring its implementation and delivery is embedded into the local authority programme

Qualities:

- Secure, long- term presence and involvement in the initiative into which you are integrating public participation
- Usually within the local authority
- Ability to maintain and manage positive relationships with internal and external stakeholders
- Ability to monitor goals and stay on top of administrative tasks

Roles, # Guardian

WHO COULD BE YOUR STRATEGY GUARDIAN(S)?

Identify at the outset ...

Please insert response

Ideas for who this could be:

An officer with a strong interest and/or background in public participation, citizen led development, services, or civic projects; project manager

Roles, # Guardian

CHAMPION

Inspires action, sets, spreads and escalates aspirations, fosters wider buy- in and builds interest and relationships

Qualities:

- Persuasive and inspiring, generates wider sense of ownership
- Accessible, receptive and a diligent listener, capable of applying learning to the project
- Expertise and understanding of participation and potential challenges
- Clear, structured lines of communication to ensure this role has impact

Roles, # Champion

WHO COULD BE YOUR STRATEGY CHAMPION(S)?

Identify at the outset ...

Please insert response

Ideas for who this could be:

within or outside of the authority - officer(s), community leader, active community group, politician, expert, researcher or academic

Roles, # Champion



CUT

SPONSOR

Unlocks and maintains the allocation of adequate budget, resourcing and time to the public participation strategy

Qualities:

- Manages budgets and resourcing
- Within the local authority and influential at a senior level
- Understand the importance of public participation and willing to vocalise support for the strategy

Roles, # Sponsor

WHO COULD BE YOUR STRATEGY SPONSOR(S)?

Identify at the outset ...

Please insert response

Ideas for who this could be:

Head of Programme, Assistant Directors, Director of Service Area, Corporate Directorate Director, Head of paid service (Chief Executive), Lead Cabinet members

Roles, # Sponsor

PARTNER

Contribute funding, resourcing, knowledge, experience, technology, innovation, networks, relationships, amongst others, to shape the public participation strategy

Qualities:

- Useful to have multiple partners from varying fields to be identified
- Common understanding of project ambitions
- Trusting relationships

Roles, # Partner

WHO COULD BE YOUR STRATEGY PARTNER(S)?

Identify through SWOT mapping / workshop ...

Please insert response

Ideas for who this could be:

community members, local business owners, politicians, internal teams (Communications, Policy, Community, Town Management etc.), developers, commercial, charities, academic organisations, tech companies

Roles, # Partner

RECRUIT

Carries out the actions, and facilitates others, to develop a participation strategy, and carries this through to strategy delivery stage

Qualities:

- Enthusiastic and dedicated to enabling public participation
- May already be involved in public participation or engagement work
- Remunerated for their work
- Useful to have local knowledge or relationships

Roles, # Recruit

WHO COULD BE YOUR STRATEGY RECRUIT(S)?

Identify through SWOT mapping / workshop ...

Please insert response

Ideas for who this could be:

officers from across the authority, community members, local business owners, politicians, developers, charities, academic organisations, tech companies, manufacturers

Roles, # Recruit



CUT

OTHER ROLE(S)

Every place, community and urban development is unique. There may be other roles not included in this guide that you believe are essential to the success of your strategy. You may require specialists for certain local factors identified through the Root Considerations, SWOT workshop or other means, such as working with hard to reach groups or 'extreme users' eg. assisted living, digital exclusion (age, income or situation), language barriers, disabilities or multiple situational barriers.

Please use the following page to list these roles, describe what each role will do or provide, and identify who could fill it.

Roles, # Recruit

WHAT OTHER ROLE(S) ARE NEEDED TO DEVELOP YOUR STRATEGY?

Please insert role

Please insert role description

Roles, # Other

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Roles, # Recruit

WHAT OTHER ROLE(S) ARE NEEDED TO DEVELOP YOUR STRATEGY?

Please insert role

Please insert role description

Roles, # Other



CUT

STRENGTHS

WEAKNESSES

THREATS

ORGANISATIONAL STRUCTURE

Do you have any case studies or examples?

CONTINUITY

Do you have any case studies or examples?

EXPERIENCE

Do you have any case studies or examples?

APPROVAL & GOVERNANCE

Do you have any case studies or examples?

YOUR KEYWORD

Do you have any case studies or examples?

RESOURCES

Do you have any case studies or examples?



CUT

**(LOCAL)
KNOWLEDGE**

Do you have any case studies or examples?

**MULTI-
DISCIPLINARITY**

Do you have any case studies or examples?

POLICIES

Do you have any case studies or examples?

**RESPONSIBILITY
TO SERVE**

Do you have any case studies or examples?

**QUALITY /
MEASURES**

Do you have any case studies or examples?

**(LOCAL)
RELATIONSHIPS**

Do you have any case studies or examples?



PROGRAMME / TIME

COMMITMENTS

Do you have any case studies or examples?

Do you have any case studies or examples?



ROOT CONSIDERATIONS

ROOT CONSIDERATIONS

This tool provides a prompt on the key considerations which should shape the participation strategy project team's approach to developing a public participation strategy - and, indeed, whether a public participation strategy is an appropriate response to their programme and organisational context.

Considerations are broadly marked as opportunities/challenges based on research findings. Yet factors rarely fall neatly into either category. For example, quantifiable targets can be persuasive, but equally can be reductive and undervalue qualitative benefits of participation. Officers are invited to evaluate the significance of each consideration for their own context.

#Opportunity, #Challenge, #Tip

PROGRAMME MISSION

WHAT'S THE INITIATIVE INTO WHICH YOU WANT TO INTEGRATE PUBLIC PARTICIPATION?

A social focus, novel scale or type of project might demand a new approach and be used to pioneer or test more ambitious public participation

Politically significant projects or corporate priorities for the local authority might provide the basis for implementing pioneering/best practice public participation methods

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip

WHAT'S THE POLICY BACKING FOR PUBLIC PARTICIPATION IN THE INITIATIVE?

Policy may not provide sufficient incentives or basis to enable enhanced public participation. The NPPF doesn't define engagement or set a level of engagement; going beyond statutory consultation may rely on strong local policies being in place

Tip: draw on external knowledge, best practice or case studies to make the case for enabling participation to compensate for a lack of policy backing

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip

PROGRAMME MISSION

HOW SIGNIFICANT WILL THE IMPACT OF THE INITIATIVE BE?

Tip: define/outline who and what will be impacted

Limited resources should be allocated to prioritise enabling public participation for programmes that will have more significant impacts on, or provide significant opportunities for, communities / group(s) / place(s)

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip

HOW MUCH INFLUENCE WILL THE PUBLIC BE ABLE TO HAVE OVER OUTCOMES?

Initiatives new to the authority or without predetermined outputs can be enhanced and de-risked by integrating participation

Commitment to breadth and depth of participation may be threatened by risk-aversion, so that it may be confined to a superficial level, tokenism and/or groups previously engaged

Tip: allocate limited resources proportionate to the potential level of influence which the public can have over outcomes. Consider if participation is truly appropriate for your programme

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip



CUT

PROGRAMME MISSION

WHAT LEVEL OF PARTICIPATION IS YOUR PROGRAMME ASPIRING TOWARDS?

Effective participation relies upon there being appetite amongst participants, especially the case with more time- intensive methods such as co- production (implementing together with the communities) and co- design (developing and shaping an initial concept, strategy or service with communities)

Tip: clearly define and ensure common understanding of the various forms of participation and the associated degrees of influence of participants

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip

PROGRAMME DELIVERY

HOW IS THE PROGRAMME FUNDED?

Budget will invariably influence the scope for meaningful participation, which is time and resource- intensive
Project funding may be time- limited conflicting with the long- term commitment needed for participation

Funding can be obtained through leveraging delivery partners or structures, and bidding for external funding towards enabling participation, such as the Garden Communities programme grants
Cross- Council services could be drawn in to contribute to the budget

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip

WHAT'S THE PROGRAMME BUSINESS CASE?

Demonstrating effective public participation can unlock pots of money, such as the Good Growth Fund, hence enhancing the business case for the overall programme
Public participation adds value - generating knowledge about an area and offering potential win- win solutions for other Council services - and reduces risk associated with the overall programme

Tip: Use examples of what went wrong when the public was not able to exert much influence, to make the case for greater public participation in the programme

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip

PROGRAMME DELIVERY

HOW IS THE PROGRAMME GOVERNED?

Local authority structures can offer clear protocols for decision- making, risk management, partnership working

Coordination may be challenging due to the complexity of stakeholder relationships involved in project delivery
Hierarchical structures may conflict with aspirations to provide higher degrees of public participation, such as partnering with the public
Lengthy decision processes jar with the public's expectations, and impede momentum and responsiveness to changing circumstances

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip

HOW IS THE PROGRAMME MONITORED? WHAT ARE YOUR MEASURES OF SUCCESS?

Clear targets and transparent reporting provide a basis for holding the programme to account on the delivery of its aspirations

Monitoring structures may be lacking, or designed only to capture quantitative measures, resulting in an undervaluing of public participation

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip



CUT

ORGANISATIONAL CONTEXT

WHAT'S THE RELATIONSHIP WITH THE PUBLIC AND LOCALITY?

- Local authorities can provide the long-term stability required for meaningful public participation
- Consistency may be threatened by shifting political priorities and, at an officer level, changing personnel
- Deep local knowledge and existing relationships can be drawn on
- Relationships with the local community could be challenging if there is a history of low/broken trust or if the Council is perceived as failing to deliver other services

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip

WHAT'S THE AUTHORITY'S MISSION?

- Local authorities have a remit and associated powers to serve the local community
- At a personnel level, interest and enthusiasm may be readily fostered amongst officers attracted to work in the public good. Such officers may be eager to gain skills and experience in public participation

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip

ORGANISATIONAL CONTEXT

WHAT EXPERTISE CAN BE FOUND IN THE AUTHORITY?

- Multidisciplinarity of services and skills in local authorities mean there is likely to be officers and/or teams with skills, knowledge or experience of engaging with communities
- Silos in the authority and lack of joined- up approach mean that skills may exist but are not used effectively or are difficult to access
- Tip: Search across disciplinary silos for win- win solutions or potential to tack on to other initiatives to unlock more resources, and to share knowledge and tried and tested techniques

Please insert response

#Root Considerations, #Programme Mission, #Initiative, #Opportunity, #Challenge, #Tip



CUT

RESOURCES

RESOURCES

Essential ingredients for success in developing a public participation strategy within a local authority. Officers can use the accompanying questions and prompts, along with the information generated through Stage 2, to assemble a toolkit tailored to developing a participation strategy for their programme and local context. Your bespoke toolkit can provide content for the participation strategy and be used to consolidate relationships and buy-in, invite feedback on the approach, and provoke a local and appropriate response.

Resources,

HARD RESOURCES

HARD RESOURCES

It is important to consider the hard resources - time, budget, people, space, facilities, technology - will invariably influence the scope for meaningful participation within your programme. However, you shouldn't take what's available as fixed; the other resources in your toolkit - relationships, prompts, and soft resources - can unlock further hard resources.

Resources, # Hard Resources,

HARD RESOURCES

PROGRAMME TIME

Tip: Meaningful public participation takes time - consider how much time the programme allows for this

Tip: Identify experts experienced carrying out similar projects in similar contexts and seek guidance consider time/resourcing estimates

Tip: With limited time, consider using the programme as a pilot or catalyst for participation in later stages where it may be possible to build in time

Tip: Where there is insufficient time to deliver participation and make use of its findings, consider focusing on a communications or consultation plan to ensure the community is well informed and adequately consulted

Resources, # Hard Resources, # Programme Time

BUDGET

Tip: Consider both the programme budget as well as the amount allocated to delivering public participation

Tip: Look for funding opportunities unlocked by enhancing public participation eg. Good Growth Fund

Tip: Consider production costs of venues, catering, security, equipment/furniture hire, props, targeted communications and promotion, any special facilities that your programme requires, tools...

Resources, # Hard Resources, # Budget

PROGRAMME TIME

Have you looked at the ROLES DECK and mapped out the key roles? Internally, is there a dedicated officer/team with expertise, a keen interest or existing relationships with the community? Perhaps in planning, policy, communications or communities/town centre departments? Who do you need to speak to enable them to contribute? Who are the external partners and their motives / incentives / skills? Can you enable the public to get involved in delivery?

Tip: Consider if community involvement will be representational, how to manage uptake and the group's level of participation. What is the level of time commitment required and is this clear in the offer? When involving the community, value people's time; avoid strategies reliant on volunteers

Resources, # Hard Resources, # Personnel



CUT

HARD RESOURCES

DATA

What data is already available? Does the strategy itself need to incorporate explicit information gathering stage to fill any gaps?
Do you require quantitative or qualitative data, or both?
Do you have the appropriate data storage protocols in place?
Do you have the appropriate consent forms for participation?
Has manual data processing time been calculated and accounted for?

Tip: Third or private sector technology partners could assist with fieldwork data collection e.g <https://www.built-id.com/>

Resources, # Hard Resources, # Data

SOFT RESOURCES

SOFT RESOURCES

Soft resources necessary to develop a participation strategy are the skills, knowledge and experience that rest within people and groups. Soft resources are needed at all stages of developing a participation strategy to ensure that hard resources are allocated to enabling the appropriate kind of participation and reaching the appropriate group(s) for your programme, that the strategy uses relevant language and techniques, and that the public will have capacity to participate as intended.

Resources, # Soft Resources,

SOFT RESOURCES

COMMUNITY CAPACITY TO PARTICIPATE

What knowledge and capacity does the community have which would enable them to participate, and where are the gaps? Possible gaps are policy, viability, procurement...

Tip: Consider the need for a training programme / resources / campaign to build community capacity

Are the existing communications channels by which the authority reaches the public? Who owns/uses these? Who do they reach? Are they interactive, providing the opportunity for participation rather than just information? Is there baseline evidence in the form of surveys, studies or reports available to review the communities involvement preferences / interest?

Resources, # Hard Resources, # Community Capacity to Participate,

UNDERSTANDING OF PARTICIPATION

What participation skills, knowledge, experience can be harnessed from within the local authority? Within the community?

Tip: Share and make the most of in house skills e.g. training, shadowing
Tip: External networks, such as third sector and academic organisations, can be drawn on to bolster in-house knowledge

Is there a common understanding within your authority of the various forms of participation: informing, engagement and scoping, consultation, partnering through co-design or co-production?

Where there are not clear terms of reference for participation, how can you enhance understanding within your authority, raise its profile and build a collective understanding of definitions?

Resources, # Hard Resources, # Understanding of Participation

STRATEGY DEVELOPMENT SKILLS AND KNOWLEDGE

What strategy skills, knowledge, experience can be harnessed from within the local authority?

What best practice or guidance can you draw on?

Tip: Consider public and third sector organisations or local students, academics, researchers, built environment / other organisations? Similar local authorities? Other public sector bodies in advisory capacity e.g. TCPA, Homes England? Other parts of the world? Citizen's assemblies or local forums? Other sectors eg. healthcare

Resources, # Hard Resources, # Strategy Development Skills and Knowledge,



CUT

SOFT RESOURCES

LOCAL KNOWLEDGE AND UNDERSTANDING

Tip: Local knowledge and understanding that rests in people – within or outside of your authority – should complement the hard resource data

Tip: Map what is happening already within the community and strategise how to join existing community groups / meetings rather than trying to completely reinvent the wheel eg. 'gatecrash' ward councillor meetings inviting colleagues from relevant service areas to promote working together

Tip: Build in addressing community needs within the strategy eg. Plan interaction activities at times when the communities is available/want to participate, plan time when community can raise other concerns

Resources, # Hard Resources, # Local Knowledge and Understanding

LOCAL AWARENESS

Are the basic services such as bin collection being completed and what does the community think about the quality of service? What's the consultation landscape?

Tip: Avoid 'consultation fatigue' by mapping past/present/future authority and third party activities within the locality - local authority employees may churn but residents are likely to remain in a locality for longer periods!

Tip: Consider if responding to more pressing concerns needs to be developed in advance and/or alongside participation? This can avoid misunderstandings, distrust or disappointment amongst the community, or wasting resources 'fire fighting'

Resources, # Soft Resources, # Local Awareness

PROMPTS

PROMPTS

It's useful to have prompts up your sleeve to spark interest in a participation strategy, promote understanding, secure commitment, buy- in and delivery, and ensure that timely questions are raised amongst the network of people/groups involved in the participation strategy and wider programme.

Resources, # Prompts,

TO INTEGRATE AND SECURE PARTICIPATION

How will the strategy be integrated into the authority programme?

Tip: Consider Governance/working structures and schedules e.g. creating a steering or working group to continue the cross- service representation

Tip: Map stakeholders who need to sign off strategy (senior management, councillors, the community). Consider timeframes and sequence of sign off process

Tip: Create enforcement conditions for implementation and insert into briefs and/or development management structures

Resources, # Prompts, # To Integrate and Secure Participation

PROMPTS

TO CATALYSE INTEREST AND COMMITMENT

Tip: Some organisations will still require a level of interest to be stimulated even if budget/resource has been allocated for participation, usually if participation understanding/skills are limited

Has the authority made political commitments for public participation?

Tip: National and local level policies provide a baseline to build on Are there economic incentives? e.g. project funding linked to certain outcomes for public participation, or further funds be unlocked through implementing best practice public participation

Can you point to other authorities which have performed well on similar projects to spark healthy competition?

Resources, # Hard Resources, # Community Capacity to Participate,

TO OUTLINE THE KEY ASKS

Tip: Map out and share your hard resource needs (budget, time, personnel, data)

What depth of involvement is appropriate for the development / scheme / project? How is the level of participation prioritised?

Tip: Map what tools you need to deliver your participation strategy? Props / models / drawings / surveys / artwork / display materials / information / letters to residents or councillors / people (integrate these into production cost estimates)

Who will produce tools, how and what will the cost be?

Resources, # Prompts, # To Outline the Key Asks,



CUT

PROMPTS

TO BRING PARTICIPATION TO LIFE

Through analysis of the outcomes of Stage 1 (Roles) + Stage 2 (Root Considerations) What methods are most suitable for your programme? Where can you build on existing relationships and integrate into existing programmes / audiences?

Tip: Build a toolkit, considering ideas like pop- up shops, exhibitions, door knocking, community walks, youth workshops

What channels do you intend to use to publicise your activities? Consider cost, production time, and sign off time implications? What is the scope of your publicity reach? What is your target demographics preferred communications channels / platforms are within the locality? What order do your activities take place? Is time built in for flexibility, learnings and or alternative routes within the delivery programme?

Resources, # Hard Resources, # To Bring Participation to Life

TO BUILD THE PUBLIC'S APPETITE

Tip: Ask your target group how they would like to be involved

Tip: Promote activities that are fun, creative and social

Tip: Enable participation by considering barriers to participation such as: geographical distances, accessible transport, childcare / carer responsibilities, low- incomes, shift work, language, situation, health/disability

Tip: Consider qualities of spaces that participation activities could take place: Venues should be familiar, friendly and easily accessible to target participant demographic/site.

Resources, # Soft Resources, # To Build the Public's Appetite

PROMPTS

TO SECURE DELIVERY OF ASPIRATIONS

Tip: Build in reflection/review/evaluation opportunities with the community and internal/external partners - request comments within short time frames with co- authors passing document from one to the next to make collaborative document more manageable

Through monitoring, KPI's, measures; integrate social value measures. Map the different value systems within the locality. How can non-financial value systems be measured?

How is data aggregated and reporting visualised? How is the data integrated into the design/output and what are the relationships you require to facilitate this?

Resources, # Hard Resources, # To Secure Delivery of Aspirations

TO ASSESS THE VALUE OF EXTERNAL SUPPORT

Tip: If using or considering augmenting capacity with external expertise, make sure the authority can maximise its value

Who administers the work? What kind of resource is required for project management? Is the expert value for money? What is the overall cost?

How is quality measured? Are they endorsed by any public bodies or procurement frameworks eg. GLA's Adup framework: www.london.gov.uk/sites/default/files/adup_user_guide_web_0.pdf Are there in house personnel who are qualified to evaluate the quality of the work carried out and sign off deliverables?

Resources, # Prompts, # To Assess the Value of External Support

PROMPTS

TO SET ASPIRATIONS

Do you want to engage a specific demographic? If so, why? How will the community also be involved / consulted in shaping the participation strategy as well as integrating participation into delivery phase?

What are the aims of a participatory approach?

What are the benefits of a participatory approach to development for the communities/participants involved?

What are the benefits of a participatory approach to development for the local authority?

Resources, # Hard Resources, # To Set Aspirations,



CUT

RELATIONSHIPS

RELATIONSHIPS

Key relationships which officers within an authority should facilitate and bring together into a network are internal and cross- authority, internal to external, and across different external groups.

Resources, # Relationships,

RELATIONSHIPS

INTERNAL TO EXTERNAL RELATIONSHIPS

Does the authority have established relationships with community groups? Are these constructive relationships? Are there certain groups that the authority does not have established relationships with? Why is this the case? How can you forge new relationships?

Tip: Explore the potential for community collaboration - (bringing the community into the development of the participation strategy itself)

Tip: Consider what community/local authority co- authors have to gain and communicate the benefits / opportunities to both internal and external stakeholders. What are their incentives? What are their motives? What are their concerns?

Resources, # Relationships, # Internal to External Relationships

INTERNAL RELATIONSHIPS

Tip: Engage and collaborate across service areas (comms, policy, community managers, housing management etc.). What are their incentives and concerns? Public participation can be viewed as a risk; as well as directly addressing colleagues' concerns, seek to build trust and understand threats Which internal (and external) services might benefit from the community insights and relationships you will develop?

Which service area is most appropriate to lead on new participation strategy or intervention? Consider existing relationships with community

Tip: Consider establishing a cross- directorate working group emphasising change in PLACE and TIME. Residents view the authority as a single entity - which it is! Make the most of this

Resources, # Relationships, # Internal Relationships

RELATIONSHIPS

DELIVERY RELATIONSHIPS

Consider how delivery options can foster collaboration eg. if you work with an external provider, can you specify the need to bring the authority and the community along the way?

How will knowledge/learnings be shared (not lost) along the way?
How will you integrate a method to capture this into supplier briefs?
Can training be provided / incorporated?

Resources, # Relationships, # Delivery Relationships

EXTERNAL TO EXTERNAL RELATIONSHIPS

Can the authority work as a facilitator to join up different external groups with similar missions?

Where are the possibilities to collaborate with different external groups eg. community and infrastructure or community and university to achieve a shared mission?

Tip: Consider which external services the public would find useful to be brought along in planning and development proposals, and make this part of your participation offer

Resources, # Relationships, # External to External Relationships



CUT