



PLANNING AND DESIGNING EFFECTIVE ENGAGEMENT

‘A How to Guide’

Community Places, 2019

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Introduction

This guide has been prepared by Community Places to accompany the ABC Community Planning Partnership's '**Our Community Engagement Strategy**' which outlines two important frameworks which the partnership has committed to using in the planning of its engagement processes. Firstly, a '*Community Engagement Framework*' developed from the International Association for Public Participation (IAP2) which supports partners to determine the level and style of engagement required to achieve their engagement goals. Secondly, '*Standards for Community Engagement*', developed by SCDC and adopted by the Community Planning Partnership which sets out seven standards to support quality and effective engagement processes. These are set out in detail in the Engagement Strategy and reproduced below for consideration see pages x and x respectively.

Using the guide

The guide contains four resources:

Resource 1: Applying the Community Engagement Framework and Standards © Community Places

Resource 1 supports you to plan and design a consistent and quality engagement process from determining the level of engagement and agreeing clear engagement goals at the outset to reflecting on the quality of the process and benchmarking good practice at the end.

Resource 2: Engagement Plan Template © Community Places

Resource 2 contains an Engagement Plan Template which can be printed at A3 size. It should be completed only after referring to Resource 1: Applying the Community Engagement Framework and Standards and Resource 4: Engagement Methods.

Resource 3: National Standards for Community Engagement Self Evaluation Questions VOICE

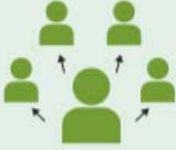
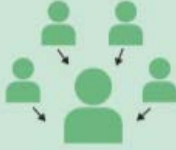



On completion of the engagement process use Resource 3 to review and reflect on the quality of the engagement process against each of the Standards for Community Engagement.

Resource 4: Engagement Methods © Community Places

Resource 4 signposts and provides an indication of the types of methods which may be most appropriate for achieving the various levels of engagement (IAP2). A range of methods are presented along with consideration of their strengths, weaknesses, appropriateness and useful tips for delivering each method.

Our Community Engagement Framework

The Community Planning Partnership is committed to increasing levels of community involvement in our engagement processes and achieving our Confident Community long-term outcome that *“Everyone has opportunities to engage in community life and shape decisions- we have a strong sense of community belonging and take pride in our area.”* The Community Engagement Framework below will support you to determine the most appropriate level of engagement to achieve your engagement goals.

	 INFORM	 CONSULT	 INVOLVE	 COLLABORATE	 EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place the final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how community input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide
METHODS CAN INCLUDE	<ul style="list-style-type: none"> • Social Media • Conferences and Events • Newsletters • Leaflets • Websites 	<ul style="list-style-type: none"> • On-line Consultation Hubs • Surveys • Focus groups Mystery Shopping 	<ul style="list-style-type: none"> • Workshops • World Café • Site Visits / Tours 	<ul style="list-style-type: none"> • Citizen advisory committees • Consensus Building • Participatory decision-making • Co-production processes 	<ul style="list-style-type: none"> • Citizen juries • Delegated decision • Community Panels • Participatory Budgeting • Co-production processes

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Standards for Community Engagement

We strive to support effective community engagement practice. As a partnership we have adapted a set of seven standards developed in Scotland, to inform our engagement processes. Applying these standards will support consistent engagement practice across our partnership structures, help us to assess and improve our impact and benchmark for good practice.



Source: Scottish Community Development Centre and Scottish Government National Standards for Community Engagement Revised 2016



Resource 1: Applying Community Engagement Framework and Standards © Community Places

Achieving quality engagement processes requires senior management support and leadership which recognises and values a culture of engagement and which supports and resources officers to deliver meaningful engagement. The resource below provides guidance on the issues that should be considered when planning and designing an engagement process which is **inclusive**, **deliberative** and has **impact**.

The quality and effectiveness of any engagement will be greatly enhanced by careful and detailed consideration of the Community Engagement Framework and [Standards for Community Engagement](#). Each engagement process should be tailored to the goals, situation and stakeholders involved. Working through the following resource will guide you in applying the standards and designing a consistent, effective and inclusive engagement process.

Planning Standard

From the outset be clear about the **level(s) and scope of your engagement process**. You may require more than one level of engagement for your process.

Think about whether you want:

- to give information
- to consult or seek views to inform decision making and service delivery
- to involve people in identifying and prioritising needs or issues
- to collaborate with others to strengthen relationships and co-produce solutions and deliver services
- to empower people to have a direct say in service design, delivery or resource allocation

Each level is important and has a role to play in the engagement process. As you move from giving information and consulting on views towards 'collaborating with' and 'empowering' expectations increase in relation to community input, demands on time and resources, face to face engagement approaches, impact on decision-making processes and distribution of power e.g. support for community led action.

Develop **clear goals** for the engagement process for example,

- to inform citizens about a new service, programme or activity
- to consult with citizens to develop actions in response to health needs of people living in rural or urban areas
- to involve citizens in identifying and prioritising needs of older people within the community
- to collaborate with citizens to build relationships between groups on a particular issue or to develop solutions
- to empower and support citizens to have a direct say in how a budget is allocated

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

- input by partners, staff, volunteers or local groups
- a budget for communication and promotion, venue hire, food and refreshments, transport, childcare, translation, outreach
- engagement materials e.g. images, post-its, maps, surveys, interactive presentations

- a budget for feedback e.g. report, event, infographics
- independent facilitation of the process, host or compere.

Planning for **flexibility** is essential: the context may change, stakeholders may challenge or question the scope of the engagement goals or the methodology or require more information, time or their own resources. Procedures should be in place to respond to these eventualities. The overriding consideration should be retaining and developing the engagement of community stakeholders.

Working Together and Inclusion Standards

Consider who has an interest in or may be affected by the engagement process. Every community will be made up of a range of interests. These may include:

- Local residents or Area based Groups
- Faith based Groups
- Local Community and Voluntary Groups
- People who visit, work or use services in the area
- Communities of Interest
- Racial, Ethnic and Cultural Groups
- Web based or Virtual Groups
- Local Businesses

To identify who will have an interest in an issue you need to consider:

- The impact the issue or proposals will have on different communities, sections of the population, 'hard to reach' or 'easy to ignore' groups and neighbouring areas
- Who represents these interest groups?
- Are there existing community groups or networks in the area?
- Are there gaps in information which could be plugged through local knowledge and lived experience?

Support Standard

Enabling and empowering the full participation of all of the community is central to addressing inequality. When planning an engagement activity, you need to recognise the diversity of interests which exist, identify potential barriers to participation and design the process to overcome or reduce barriers where possible.

You might want to consider the following:

- 'Hard to reach' or 'easy to ignore' groups e.g. children and young people; older people; women; people with disabilities; housebound; minority groups; carers; rural dwellers
- The capacity and time of different interests to participate
- Contested or divided communities
- Rural isolation
- Literacy and numeracy levels and dominance of oral culture

Thinking through the following planning and design issues can help to reduce barriers:

- Draw from a range of techniques and engagement methods
- How will you let people know about the engagement event or activity?
- Location and accessibility of the venue. Is the venue perceived as welcoming to all?

- The number (different times of the day) and type of engagement events
- Transport requirements; Childcare need; Dietary Requirements
- Use of Interpreters; Signers and Hearing loops
- Format and content of communication and publicity materials
- Content and Style of engagement materials e.g. include visuals/images
- Need for innovative outreach activities e.g. working with youth providers to engage younger people creatively
- Need for independent facilitation
- Creating trusted spaces for dialogue, deliberation and co-design

Methods Standard

There is no 'one fit all' engagement method. Working through the processes above will help you to choose the methods which are most suited to achieving your engagement goals. It will often be necessary to combine a range of complementary methods to maximise participation, reach a variety of interests and share power and empower community led action. **See Resource 4: Engagement Methods** which aligns a range of methods to the IAP2 Spectrum of Engagement and signposts you to the most appropriate methods for achieving each level of engagement.

Communication Standard

Think about how you are going to promote the engagement event or activity. Communication materials and information should be jargon free, in Plain English and provided in alternative language(s) as appropriate. Materials should use clear examples which demonstrate the relevance of the issue or how the issue is likely to affect or impact on different individuals and interests. Existing networks and forms of communication e.g. Community Planning Partners' Websites, E-zines, Social Media, Community Bulletins, Notice Boards can be utilised to publicise events and to identify opportunities to piggy-back on events for greater impact. You could also hold annual or seasonal events and activities which people will become familiar with, look forward to and contribute to.

Impact Standard

It is important to feedback to participants on how their input has influenced decision-making or contributed to service improvements. You should consider:

- how you will gather feedback from participants
- how and when decisions will be taken and by whom
- whether there will be further opportunities to engage in the process
- how the information gathered will be used e.g. to improve services

It is critical that your engagement process is **reviewed and evaluated**. This will provide valuable insight and lessons on what worked well and equally, what didn't. Revisit the Standards for Community Engagement and think about how well each of the standards have been met. **See Resource 3: National Standards for Community Engagement Self Evaluation Questions, VOICE**. Consider how this learning can inform and improve the planning and quality of future engagement processes.



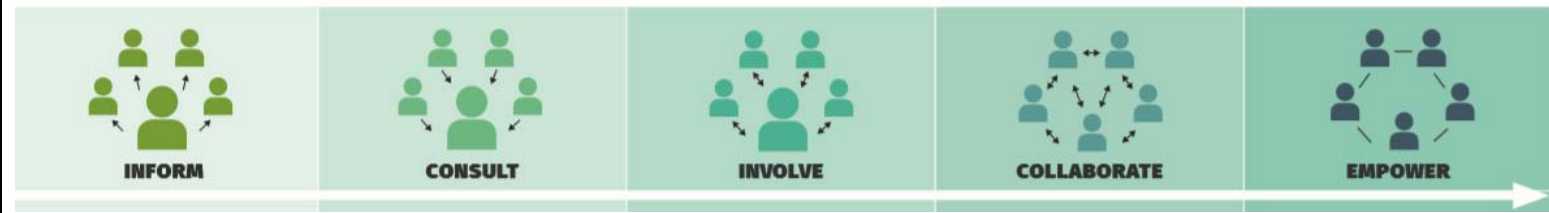
Community Engagement Plan Template – Applying Standards for Community Engagement

Name of Engagement Project

Planning Standard and Working Together Standard

Known parameters? *Outline any limitations or parameters e.g. Timescales, resources, decisions already taken...*

Determine which level of engagement is most appropriate? *(Note there may be more than one level)*



© The International Association for Public Participation IAP2

Identify clear engagement goals *Our engagement goals are...*

Which partners should be involved in planning and delivering the engagement?

Inclusion Standard and Working Together Standard

Map out your community stakeholders

Think about the range of 'interests' that make up your community e.g. young people, sporting groups, residents, tourists, businesses...

Support Standard

Identify any potential barriers your community stakeholders may experience and consider how these can be designed out or reduced

Think about the most suitable time(s) to hold the event for the 'interests' you are trying to reach; Is the venue accessible and welcoming to all? Consider child care, caring, travel and language needs? Outreach - do you need to go to where the community stakeholders are?

Potential Barriers to getting involved	How might these be 'designed out' or reduced

Methods Standard and Communication Standard

What methods are most appropriate? - See Resource 4

Think about the issues above: the level of engagement, the engagement goals, your community stakeholders, and potential barriers – record the methods which are most appropriate under the relevant level(s) of engagement you have agreed?



Method(s)	Method(s)	Method(s)	Method(s)	Method(s)

Plan and Record the delivery of each of your chosen methods (*Print A3 Size as required*)

Think about Before, During and After the event or activity – See Resource 4

Method: _____

Before: (Think about what has worked well in the past? How will you let people know about the engagement event or activity? Are there existing forms of communication that you can use? You might also want to use these again to share outcomes of the process. What resources or materials may you need? How will you create spaces for discussion and exchange?)

During: (Think about how you will encourage discussion and exchange, capture participants' views, ideas, comments? How will you identify priorities? How will you make it interesting, fun, memorable? How will you capture feed-back from participants?)

After: (Think about how you will share the findings or outcomes of the engagement process? How will you assess the impact of the engagement process?)

Impact Standard

On completion of the engagement use the VOICE Self-evaluation questionnaire to review the process against the National Standards for Community Engagement See Resource 3.



The following terms are used throughout this document:

- 'We' refers to the leaders or organisers of the community engagement process.
- 'Partners' are any organisation or group who is involved in planning or delivering the community engagement process.
- 'Participants' are all of the people or groups who are actively involved at any level throughout the community engagement process.

Self Evaluation Questions

Engagement title

How was the Review process carried out e.g. who was involved, where and when did they meet and what evidence was used to judge performance?

How well have we met the National Standards for Community Engagement - what worked and what didn't? (score yourself on the 1 to 6 scale and comment)

1 Unsatisfactory	2 Weak	3 Satisfactory	4 Good	5 Very Good	6 Excellent
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Inclusion Standard

How well did we involve the people and organisations that are affected by the engagement? For example, did we think about those excluded from participating due to disadvantage relating to social or economic factors? Did we take account of a wide range of opinions in the engagement process?

1 2 3 4 5 6

Support Standard

How good were we at identifying and overcoming any barriers to participation? For example, did we assess the support needs? Were actions taken to remove any barrier to participating in engagement activities?

1 2 3 4 5 6

Planning Standard

How clear were we about the purpose for the engagement? For example, was there a clear engagement plan in place? Was there enough time and resources to support an effective engagement process?

1 2 3 4 5 6

Working Together Standard

How well did we work together to achieve the aims of the engagement? For example, were roles and responsibilities clear and understood for all those involved? Did the methods of communication during the engagement process meet the needs of all partners?

1 2 3 4 5 6

Methods Standard

How good were our methods of engagement? For example, did we use a variety of methods of engagement to ensure that all voices are heard? Did we make use of creative approaches to encourage participation and effective dialogue?

1 2 3 4 5 6

Communication Standard

How well did we communicate with the people, organisations and communities affected by the engagement? For example, was information made available in appropriate formats? Was the information clear and accessible? Did we provide feedback to the community on the engagement process and any decisions and actions which have been agreed and the reasons why?

1 2 3 4 5 6

Impact Standard

How well did we assess the impact of the engagement and use what we have learned to improve our future community engagement? For example, is the community more involved and influential in decision making, have local outcomes or services improved because of the process?

1 2 3 4 5 6

What key lessons have been learned and what will we do next?



Resource 4: Engagement Methods © Community Places

Methods should be tailored to the level and purpose of your engagement process. The table below signposts and provides an indication of the types of methods (as they are described in the following pages) which may be most appropriate for achieving the various levels of engagement.






Method	 INFORM	 CONSULT	 INVOLVE	 COLLABORATE	 EMPOWER
Information Sheet	● ● ●	● ○ ○	○ ○ ○	○ ○ ○	○ ○ ○
Exhibitions	● ● ●	● ○ ○	● ○ ○	○ ○ ○	○ ○ ○
Campaigns	● ● ●	● ○ ○	● ○ ○	○ ○ ○	○ ○ ○
Social Media	● ● ○	● ● ○	● ○ ○	○ ○ ○	○ ○ ○
Workshop Focus Group	● ● ●	● ● ●	● ● ○	● ● ○	○ ○ ○
Public Meetings	● ● ○	● ● ○	● ● ○	● ○ ○	○ ○ ○
Art and Creativity	● ● ○	● ● ○	● ● ○	● ○ ○	○ ○ ○
Street Stalls	● ● ○	● ● ●	● ● ○	○ ○ ○	○ ○ ○
Community Surveys	● ● ○	● ● ●	● ● ○	○ ○ ○	○ ○ ○
Web based Engagement	● ● ●	● ● ○	● ○ ○	● ○ ○	● ○ ○
Community Mapping	● ○ ○	● ● ●	● ● ○	● ● ○	● ○ ○
Citizen Forums	● ● ○	● ● ●	● ● ●	● ● ●	● ● ○
Citizen Panels	● ● ○	● ● ●	● ● ●	● ● ●	● ● ○
Citizens' Juries	● ● ○	● ● ●	● ● ●	● ● ●	● ● ○
Consensus Building	● ● ○	● ● ●	● ● ●	● ● ●	● ● ○
Street Stalls	● ● ○	● ● ●	● ● ○	○ ○ ○	○ ○ ○
Place Standard	● ● ○	● ● ●	● ● ●	● ● ○	● ○ ○
Participatory Budgeting	● ● ○	● ● ●	● ● ●	● ● ●	● ● ●
Participatory Card Game	● ● ○	● ● ●	● ● ●	● ● ●	● ● ○

Table 3.1: Suggested Methods to achieve each level of engagement

Information Sheets and Newsletters

Information sheets and Newsletters are a good way of regularly sharing information with the public or for targeting particular interest groups. They can be used to inform people about an issue, forthcoming event, changes to a service or a new programme or activity. You should think about how you will distribute the information sheet or newsletter. For example, you could post it to each household, distribute it to community centres and venues, send it out via e-mail or place it on the Council or Partners' website.



Strengths	Weaknesses
<input checked="" type="checkbox"/> Information can be distributed to a large number of people	<input checked="" type="checkbox"/> You may exclude some groups e.g. non-English speakers, blind or partially sighted people
<input checked="" type="checkbox"/> You can target particular groups or interests	<input checked="" type="checkbox"/> Information Overload
<input checked="" type="checkbox"/> You can explore an issue in depth	<input checked="" type="checkbox"/> Communication is one way with limited feedback
<input checked="" type="checkbox"/> If used on a regular basis they can provide useful updates	<input checked="" type="checkbox"/> Can be costly to print and circulate
<input checked="" type="checkbox"/> Tear-off slips can be included to gather feedback	<input checked="" type="checkbox"/> Time consuming

Appropriateness

Information sheets and newsletters can be a useful tool to use when you need to let a large number of people know about something for example, a new or existing programme; changes or improvements to a service; an event or activity. They are less useful when you want to encourage discussion or collect people's views or opinions to influence how you plan or deliver a service. However, you can include a tear off reply or feedback slip.

Tips for effective Information Sheets and Newsletters

- Use plain, jargon free language
- Use creative designs to engage people
- Use a consistent layout and branding to enable people to become familiar with your communications
- Always include a name and contact information so that people can get in touch with you
- Ask network organisations in the area to signpost your information sheet or newsletter to their members or contacts

Exhibitions

Exhibitions are a great way of presenting information visually e.g. photographs, displaying art or poetry competition entries, maps, and interactive displays. One of the benefits of using exhibitions is that they can be moved from venue to venue so you can target particular areas and audiences. Citizens can contribute to the design and content of the information building ownership and developing relationships.



Strengths

- Visual displays are engaging and inclusive
- Exhibitions are portable and can be moved to specific venues or areas
- Useful for engaging with a broad variety of interests

Weaknesses

- Large exhibitions can be costly
- Time intensive for staff or volunteers
- Less useful for seeking views
- Need to get the right location

Appropriateness

Exhibitions can be a useful method for engaging with a broad range of people and interests. The use of photographs, pictures and images can help to reduce language barriers. They can be used to target large numbers of people particularly if you think carefully about where they are displayed and the amount of footfall using or passing by the location of the exhibition. Often you can ask local people, school children or visitors to get involved in preparing the content of the exhibition enabling them to develop ownership of the process and to raise awareness. It is important to staff the exhibition so that people can discuss content, give feedback and offer their own ideas and solutions to a particular issue.

Tips for effective Exhibitions

- Use colourful visuals and images
- Avoid large amounts of small text on information boards
- Choose locations and venues which will have a high footfall
- Provide information leaflets which people can take home with them
- Staff the exhibition so people can ask questions and interact more
- Include a comments box to gather feedback
- Consider a story-telling element around the theme of the exhibition

Campaigns

Campaigns use a range of complementary techniques to provide information to people about a particular issue, event, service or change. Often campaigns are promoted through local media including television, radio, newspapers and social media such as Facebook, Twitter and Instagram.

Campaigns are often planned to coincide with particular times of the year to deal with or raise awareness of topical or seasonal issues.



Strengths	Weaknesses
<input checked="" type="checkbox"/> Can reach a large audience	<input checked="" type="checkbox"/> Difficult to know if you are reaching your target audience
<input checked="" type="checkbox"/> You can be creative	<input checked="" type="checkbox"/> Limited feedback
<input checked="" type="checkbox"/> High Impact – raising awareness and support	<input checked="" type="checkbox"/> Can be costly
<input checked="" type="checkbox"/> Deliver a clear message	

Appropriateness

Campaigns are most effective for raising the profile of a particular issue and for delivering a simple but effective message about an issue, activity or service. It is important to be clear about who your target audience is and to tailor your campaign to that audience through a variety of methods and techniques.

Tips for effective Campaigns

- Build relationships with local media including press, radio and television
- Develop a clear, simple and 'catchy' message
- Think about the most appropriate time and venue to launch your campaign
- Use a range of media forms e.g. radio, television, social media

Social Media

Social Media has become a very popular method to distribute information on-line to a large number of people. There are many different forms of social media including Twitter, Facebook, YouTube, Pinterest, LinkedIn and Instagram to name a few.

It is very important to have a clear and concise message and it is useful to use images along with text to draw people's attention and interest.



Strengths	Weaknesses
<input checked="" type="checkbox"/> Can reach a large audience	<input checked="" type="checkbox"/> Difficult to know if you are reaching your target audience
<input checked="" type="checkbox"/> Relatively Inexpensive	<input checked="" type="checkbox"/> Broadband can be slow in some areas or people may not have online access
<input checked="" type="checkbox"/> Can raise awareness or promote an issue or change to a service	<input checked="" type="checkbox"/> Difficult to measure outcomes
<input checked="" type="checkbox"/> Good for engaging with younger people or those who are house bound	<input checked="" type="checkbox"/> Limited feedback
<input checked="" type="checkbox"/> Can generate on-line discussion and debate	<input checked="" type="checkbox"/> You may need to consider moderating comments which are posted
<input checked="" type="checkbox"/> You can track how and when people are participating	<input checked="" type="checkbox"/> Some people may feel excluded or nervous about using online tools

Appropriateness

Social Media is often used to complement other engagement techniques; to raise the awareness of a particular issue or theme and to direct or signpost people to more detailed information. Social media can be used effectively as a lobbying tool and to develop networks and on-line or virtual communities of interest.

Tips for effective Social Media

- Agree a clear and concise message
- Use a range of social media formats
- Use free tools such as Hootsuite.com or Bufferapp.com to manage your social media accounts
- Always include details of your social media on relevant information leaflets, websites etc.
- Build and develop your social media networks and contacts

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

- Encourages active discussion and deliberation in a welcoming environment
- Time and resource efficient way of identifying and clarifying key issues
- Conflict can be more easily handled in a small group
- Can be designed for a specific purpose
- Can be directly targeted at excluded and 'hard to reach' or 'easy to ignore' groups

Weaknesses

- With small groups, it is difficult to be sure all stakeholders or interests are represented
- Workshops can be dominated by articulate and confident individuals if not carefully facilitated
- Requires experienced facilitators

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.

Tips for effective Workshops and Focus Groups

- Ask people to introduce themselves
- Think about using an ice-breaker
- Encourage discussion in small groups
- Record what people say and the main issues discussed
- Ensure that everyone has an opportunity to speak and encourage those who have been quiet to get involved

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 meetings to engage people effectively.



Strengths

- Enables large numbers of people to have their say
- Provides an opportunity to explain processes, give information and gather feedback
- Demonstrates openness and transparency
- Can attract publicity or be used as a launch event
- Enables participants to develop networks

Weaknesses

- Unlikely to be representative - not everyone has the time or inclination to attend
- Attendance is often low unless people feel personally or deeply concerned
- Some people are likely to be inhibited from speaking in a large group
- Traditional formats can limit audience contribution and lead to conflict
- 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.

Tips for effective Public Meetings

- Choose a venue or location which is convenient and accessible for your target audience
- Think about the most appropriate time of day for the meeting
- Think about the number of meetings you should have
- Always encourage the audience to break into smaller groups to enable better discussion and exchange
- Consider the use of external facilitation

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 Pop or Citizen Reporting:** short, snappy interviews with people in different locations and at different times (radio, television, opinion booth, diary chair). The results can be displayed, viewed 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 neighbourhood 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 services.

Strengths	Weaknesses
<input checked="" type="checkbox"/> Suitable for all age groups	<input checked="" type="checkbox"/> Participants confidence in their creative skills
<input checked="" type="checkbox"/> Interactive and engaging	<input checked="" type="checkbox"/> Often a large space is required to exhibit or display results
<input checked="" type="checkbox"/> Enables participants to express creativity	<input checked="" type="checkbox"/> It may be difficult to interpret participant's ideas
<input checked="" type="checkbox"/> Can help develop a common vision	
<input checked="" type="checkbox"/> 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 process to generate interest and raise awareness of the process.

Tips for effective Art and Creative Techniques

- Encourage local groups, networks or schools to get involved
- Give people lots of time to take part especially in photographic or art competitions
- Display entries at workshops or exhibitions to encourage continued participation and interest

Street Stalls

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



Strengths

- Can collect the views of large numbers of people
- Interactive
- Engages and generates interest
- Can reach people who may not normally participate

Weaknesses

- Can generate a large amount of data
- Requires advance planning and preparation
- Requires several facilitators to engage with people
- 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.

Tips for effective Street Stalls

- Identify a public location for your stall which has a high footfall
- Think about incorporating your stall at a community event e.g. community festival or fair, local sports event, school open day or a community BBQ or fundraising event
- Staff the stall to encourage people to comment and get involved

Community Surveys

Community 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 (on-line, 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. There are a number of on-line survey tools to help you create, analyse and promote your survey for example, SurveyMonkey, Mail Chimp and Citizens Space.



Strengths	Weaknesses
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Can gain the views of a large number of people<input checked="" type="checkbox"/> Useful for obtaining quantitative data<input checked="" type="checkbox"/> Gives people time to consider their response<input checked="" type="checkbox"/> In principle data can be compared over time or with results from elsewhere<input checked="" type="checkbox"/> Useful for identifying and evidencing need	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Need to be well designed and coded to get 'usable' answers<input checked="" type="checkbox"/> Large community surveys are time-consuming and labour intensive<input checked="" type="checkbox"/> Information may be limited<input checked="" type="checkbox"/> Do not offer any real sense of community engagement or provide an opportunity for people to exchange views<input checked="" type="checkbox"/> 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. 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.

Tips for effective Community Surveys

- Keep surveys short and concise
- Think about the survey layout and design
- Use plain language and avoid jargon or buzz words
- Avoid leading questions
- Use surveys along with other methods of engagement
- Utilise online survey tools to help you create, distribute and analyse your survey
- If required, ask for personal information at the end of the survey

Web-based Engagement

There are a variety of web-based engagement processes to choose from such as online discussion forums and blogs, online surveys, social networking, Citizens Space, Open Active Voting, Poll maker and digital interactive TV.



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

Strengths

- People can choose a convenient time and place to participate
- Particularly useful for those who may be homebound e.g. carers, elderly people, parents with young children
- Can create debate and exchange of views
- Cost Effective
- Can reach large numbers of people
- People can vote and decide how resources are allocated

Weaknesses

- Some techniques may require a moderator to manage comments, this can be expensive and time consuming
- Excludes those without access to the internet
- Needs to be publicised to generate interest
- Some people may feel intimidated

Appropriateness

Web based processes work best as part of a package of methods. Web based techniques can be useful tools to raise awareness of your engagement process or campaign.

Tips for effective Web-based Engagement

- Keep questions short and focused
- Consider moderating comments
- Utilise your networks to raise awareness and sign post people to the website

Community Mapping

Maps, photographs or models 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 can be 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

- Stimulates discussion
- Can identify priorities
- Can build a sense of community ownership
- Can help people see and understand their community in different ways

Weaknesses

- Can generate ideas which are not possible to implement
- It may be difficult to interpret participant's ideas
- 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.

Tips for Effective Mapping

- Use picture cards
- Have blank cards for participants to write or draw their own issues and comments
- Include key landmarks so that people can familiarise or locate themselves
- Encourage small group discussion
- Facilitate discussion and mapping

Citizen 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
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Regular events help to maintain momentum, commitment and enthusiasm and encourages wider participation as the activities of the forum develop<input checked="" type="checkbox"/> Can be an effective way of involving excluded or hard to reach groups in decision-making by creating an arena directed towards the concerns of specific groups<input checked="" type="checkbox"/> Can address specific local concerns and inform or direct decision-making and resource allocation	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Often comprise representatives from existing groups rather than individuals from the community<input checked="" type="checkbox"/> May become 'talking shops' rather than action-oriented<input checked="" type="checkbox"/> Potential for them to become rule-bound and bureaucratic<input checked="" type="checkbox"/> 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 come forward to participate.

Tips for effective Citizen Forums

- You can have thematic or issue-based Citizen Forums e.g. Gender, Youth, Health, Community Safety
- Meet at regular intervals and times to help maintain involvement
- Invite and encourage new members from a range of interests to participate in the forum(s)

Citizen Panels

Citizen 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

- Using the same panel a number of times reduces recruitment costs
- People agree to be on the panel thereby increasing response rates
- May allow for some measurement of change over time

Weaknesses

- People on the panel become more knowledgeable (and therefore less representative) than the general public over time
- A turnover of the panel (about one third per year) may reduce the validity of tracking over time

Appropriateness

A scaled down model of this consultation may be effective and attract those who traditionally avoid or cannot attend public meetings.

Tips for effective Citizen Panels

- Refresh the membership of your Panel annually
- Keep surveys short and focused
- Ensure that your panel is representative of different geographic, demographic and sectoral interests

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
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Organisers and jurors usually find the experience empowering and satisfying<input checked="" type="checkbox"/> Large numbers of people can participate<input checked="" type="checkbox"/> Power issues are reduced<input checked="" type="checkbox"/> Process produces an informed and collective view, resulting from deliberation	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Initial briefing, information and selection of witnesses could be open to bias<input checked="" type="checkbox"/> Jury could be manipulated by the moderator or witnesses<input checked="" type="checkbox"/> The sponsoring body has to be prepared to accept the results or else the process rapidly loses credibility

Appropriateness

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

Tips for effective Citizens' Juries

- Ensure participants are well briefed and feel confident with the issue at hand
- Ensure you have adequate time for the process: from 1 – 3 days
- Requires highly skilled facilitators

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 well-being 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
<ul style="list-style-type: none"><input checked="" type="checkbox"/> People are brought together as equals<input checked="" type="checkbox"/> Encourages open discussion and helps break down barriers<input checked="" type="checkbox"/> Confronts issues rather than people<input checked="" type="checkbox"/> May produce innovative solutions<input checked="" type="checkbox"/> Aims to create 'win-win' situations, rather than 'win-lose' scenarios	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Their composition normally precludes wider participation e.g. local experts, academics and professionals<input checked="" type="checkbox"/> Requires considerable preparation<input checked="" type="checkbox"/> Requires highly-skilled facilitators<input checked="" type="checkbox"/> Open to dominance by powerful elites or social groups

Appropriateness

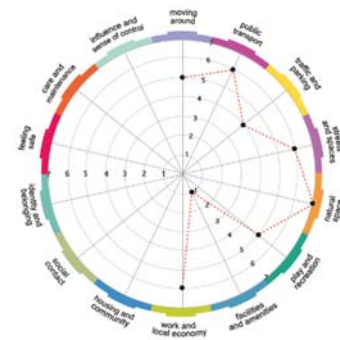
Roundtables benefit from bringing people together as equals who engage in open discussions.

Useful Tips for effective Roundtables and Consensus Building

- Facilitate discussions
- Keep members to a manageable number
- Agree how decisions will be reached

Place Standard

Place Standard is a way of assessing places. The tool provides a simple framework to structure conversations about a place. It enables participants to think about the social and physical aspects of an area and to explore both the assets and areas where a place could improve. It can help to identify and prioritise needs. It consists of 14 questions with prompts to help you think about the place. You plot the results of each question on a diagram. The tool is simple and free to use.



Strengths

- Stimulates discussion
- Interactive and Visual
- Can help people see and understand their community in different ways
- Helps people to work together

Weaknesses

- Requires advance planning and preparation
- Requires several facilitators to engage with people
- Participants should be familiar with the area

Appropriateness

The tool is designed for everyone to use – communities, the public sector, the third sector and the private sector. The tool can be used for different purposes and it allows people to work together consistently across sectors. It is recommended that you refer to the National Standards for Community Engagement if you are applying the tool within a process of community engagement.

Tips for effective Place Standard processes

- Participants should be familiar with the place or have an opportunity to do a walk about
- Use can use the paper, online version of the tool or Place Standard app for Apple and android devices

Useful Links

- www.placestandard.scot
- www.scdc.org.uk/what/national-standards/

Participatory Budgeting

Participatory Budgeting (PB) can be described as ‘Local people deciding how to allocate part of a public budget’ It is a way for citizens to have a direct say in how public funds are used to address local needs. PB is much more than just deciding how resources are allocated. PB is recognised worldwide as an effective way for empowering local communities and a model of best practice in public and democratic engagement.



Strengths	Weaknesses
<input checked="" type="checkbox"/> Can reach and empower new audiences	<input checked="" type="checkbox"/> Requires advance planning and preparation
<input checked="" type="checkbox"/> Interactive	<input checked="" type="checkbox"/> Not all ideas can be successful
<input checked="" type="checkbox"/> Engages and generates interest	<input checked="" type="checkbox"/> Need a PB pot of money
<input checked="" type="checkbox"/> Can be off and on-line	

Appropriateness

Participatory Budgeting (PB) provides opportunities to engage in non-traditional ways that reach out to people who don't often have a voice and it can become a celebration of positive action in the community. PB can improve trust and relationships between citizens, public sector officials, elected representatives and the private sector. There are a number of PB models the most common of which are small grants allocation and mainstream investment.

Tips for effective Participatory Budgeting processes

- Bring together a range of interests in a Steering Group to design and plan the process
- Think of a catchy name for your process – don't call it PB!
- Plan to repeat the PB process

Useful Links

www.participatorybudgetingworks.org

www.pbscotland.scot

www.pbnetwork.org.uk

Participatory Card Game

Participatory Card Games enable a group of citizens to engage with a theme or issue. They can be played anywhere and by anyone. You can involve the people who will be playing the card game in the design and card content process to build ownership of the game. You can create your own rules, content and game play to suit the theme, issue or audience.



Strengths

- All age groups
- Interactive
- Engages and generates interest
- Stimulates discussion and ideas

Weaknesses

- Requires advance planning and preparation
- Design and printing costs
- Requires a facilitator

Appropriateness

Participatory Card Games are a fun way to encourage all ages groups to engage with an issue. They can provide information on an issue and help people to identify priorities and potential solutions or improvements.

Tips for effective Participatory Card Game processes

- Involve the people who are going to be playing the game in the design process
- Keep the rules relatively simple
- Teams of 6-8 players
- Use both picture and word cards
- Include Blank cards for participants to incorporate issues or views not already included
- Capture feedback from participants on their experience of playing the game

Useful Links

www.communityplanningishere.org – 'Pathways to Achieve and Succeed' and 'My Place' Participatory Card Games © Community Places

