Our Greenwich

Community Engagement Pledge

Handbook for community engagement

Improving the quality of health and life of our residents

ROYAL *borough of* GREENWICH

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Part 3:
Handbook for community engagement

Royal Borough of Greenwich and community engagement

At the Royal Borough of Greenwich, community engagement is a **vital part** of **our responsibilities** and a **legal requirement** of the organisation. It is a way to make sure services are effective for your needs, with the community sharing their views and collaborating on service improvements and policy changes.
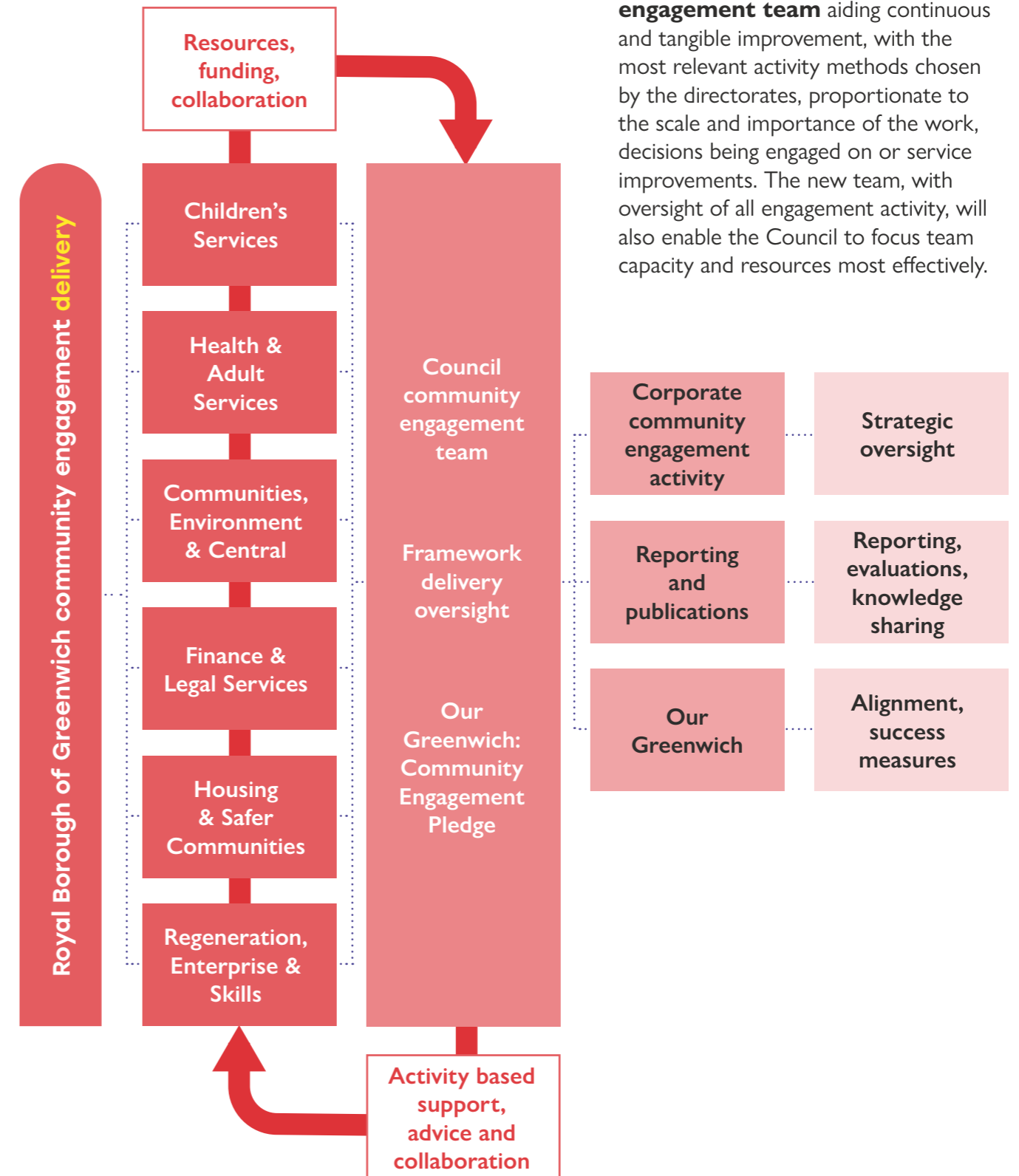
Working with the framework and communities

The **Our Greenwich: Community Engagement Pledge** is here to ensure Council officers, from across the entire organisation can be confident in going about community engagement. The activities will be arranged, resourced and delivered by the Council with support and oversight offered by the Council's new community engagement team.

The Council's community engagement

The aim is to see the **community engagement team** aiding continuous and tangible improvement, with the most relevant activity methods chosen by the directorates, proportionate to the scale and importance of the work, decisions being engaged on or service improvements. The new team, with oversight of all engagement activity, will also enable the Council to focus team capacity and resources most effectively.

Royal Borough of Greenwich community engagement delivery

Resources, funding, collaboration

Children's Services

Health & Adult Services

Communities, Environment & Central

Finance & Legal Services

Housing & Safer Communities

Regeneration, Enterprise & Skills

Council community engagement team

Framework delivery oversight

Our Greenwich: Community Engagement Pledge

Activity based support, advice and collaboration

Corporate community engagement activity

Strategic oversight

Reporting and publications

Reporting, evaluations, knowledge sharing

Our Greenwich

Alignment, success measures

Advice

We need everyone at the Council to feel able to engage with residents and the community. No matter the team or service being provided, our approach is working together as **one Council** so residents have the **best interactions** with us, can access the support they need and receive the service they expect.

The next sections of the Handbook provide further practical ideas, tasks and activity to be considered necessary and if followed alongside the values, behaviours and principles – will lead to **great community engagement**.

Enabling resident participation

We should always assist and enable individuals to take part in our engagement activities. Being warm towards people from any background, being positive and patient will make things easier and encourage people's willingness to get involved and result in a good engagement experience.

- Lead to assist the process
- Do not direct what is said or what happens, and don't take over
- Summarise and communicate clearly and openly

- Offer praise, encouragement and support
- Be open in your approach to asking questions and what questions are asked
- Avoid being defensive if what is being shared is criticised

- Listen to what people say
- Treat participants equally
- Encourage all participants and voices to contribute
- Remain impartial
- Consider a neutral third party moderating and facilitating the exercise

Who to contact

If you're already engaging with communities and residents or if you'd like to start, here are some of the contact details for the teams already involved:

- Communities:
  **voluntary-and-community
  @royalgreenwich.gov.uk**
- Community engagement:
  **community.engagement
  @royalgreenwich.gov.uk**
- Communications:
  media.desk@royalgreenwich.gov.uk
- Consultations:
  consultations@royalgreenwich.gov.uk

- Equality, diversity and inclusion:
  **equality-diversity-inclusion
  @royalgreenwich.gov.uk**
- Translation and Interpretation:
  interpreting@royalgreenwich.gov.uk
- Design and Creative team:
  creative@royalgreenwich.rov.uk
- Events: **events@royalgreenwich.gov.uk**

Relationship building

Good engagement is about relationships! Valuing, nurturing and sustaining community and individual relationships are the foundation of success in any engagements. Communication skills are vital. It is always worth thinking about the behaviours that will help to encourage, support and enable individuals to participate in ways that suit them.

Community engagement should be a positive experience for those carrying out the engagement and those being engaged with.

? Can everyone and each community be included

Community representation of our residents and groups through our engagement work is critical. It plays a vital part in our democracy and is crucial to the efficiency of decisions. Effective **representation** ensures that **diverse** voices and perspectives are heard, leading to healthy, more **inclusive** and responsive governance.

Locally across the borough, demographics vary. However, we should always aim for local **communities to be reflected** in the make-up of those joining in with our engagement activities and opportunities.

What is needed, is awareness of the community and a variety of ways which they can get involved.

- Outline the local communities who need to be represented
- Undertake an equalities impact assessment (when appropriate)
- Secure the resources needed to ensure representation
- Apply the assessment findings to the activities proposed (when appropriate)

As of the 2021 UK Census, Royal Borough of Greenwich is made up of the following:

Population
289,000

Languages

Language	%
English	78.54%
Nepalese	2.03%
Romanian	1.6%
Spanish	1.03%
Portuguese	0.88%
Polish	0.78%
Italian	0.7%
Lithuanian	0.67%
French	0.65%
Russian	0.6%
Bulgarian	0.58%
Chinese	0.54%
Panjabi	0.51%
Turkish	0.5%
Tamil	0.45%
Somali	0.37%

NB: Using the 2021 Census data, shows there are just under 90 different languages spoken in the borough. This table is showing the languages where there are more than 1,000 residents who speak that language. (This information does not apply to 3.97% of the Greenwich population).

Sexual orientation

Straight or Heterosexual **87%**

LGBTQIA+ **4.5%** (8.5% unknown)

Ethnicities

Ethnicity	%
White	55.5%
Black	21%
Asian	13%
Mixed	6%
Other	4%
Arab	0.50%

Employment rate **60%**

No long term physical or mental health conditions **80%**

Disability, physical or mental health condition **20%**

Age

Under 19 years **25%**

20 to 34 years **24.5%**

35 to 49 years **23.5%**

50 to 64 years **16.5%**

over 65 years **10.5%**

? Removing barriers

Based on the **COM-B** model of behaviour change – this model helps to focus on the things that must be considered to ensure accessibility, inclusion and involvement.

Activities

Reach, support, include

C Capability

? Are physical barriers removed? (Anything from varied transport to accessible buildings.)

? Is information available in inclusive formats and shared so that its accessible to the community?

? Is the activity culturally welcoming? Is it co-ordinated to support a specific community?

O Opportunity

? Is the setting local, digital or accessible? Is it at the righ time of the year or day? Does it respect festivals, holidays?

? Has the community been involved in the activity design? Is it being promoted appropriately to the scheme or community?

M Motivation

? Does the community understand or value what's being looked at?

? Is the issue important to you or to the community - is it both?

B

Aim

Behaviour: Increasing number and diversity of residents participating

? What type of engagement

When outlining the opportunity to engage, what needs exploring and how residents can play a part in developments and decisions, there are variety of ways in which the community can get involved depending on the information needing to be explored and type of decision required.

In some instances, it would be right to aim for lots of resident participation and that might provide great general discussion and feedback on a subject. On other occasions there will be a need for deeper, longer conversations offering less general and more specific or in-depth responses.

- 'Engagement' has a very broad spectrum as it relates to the entire working relationship which the Council has with its residents and communities.

- 'Consultation' is one element of the engagement spectrum as shown in the Continuous Engagement Cycle (see page 13). It is a process of dialogue where the views of the community are required to be taken into account.

It is sometimes, but not always, a statutory requirement.

Decision makers must ensure they have taken into account all views and relevant information before reaching a decision.

Is the engagement:

- supporting general service feedback and possible improvements
- part of a legal, statutory process
- feeding into a Council decision
- collaborating with the community about a specific project
- covering more than one of the above possibilities?

It is worth recognising, that it's possible to hold a consultation on some elements of the work in advance of a Council decision, and to do a more in-depth collaboration at another time in the whole process of engagement and full project cycle, leading to the community always featuring as part of that longer journey. This might depend on who needs to be involved like partners, statutory consultees and communities. Take a look at the Continuous Cycle of Engagement on page 13 to see more on what influence community engagement has within the decisions the Council takes.

? What are you engaging on

- What knowledge do you want to gather from the engagement activity?
- What is being discussed, is it really influenceable by the community?
- What is not in scope for discussion or change, or what are the parameters of the work?

? Is a Council decision being made

- Will there be a decision taken at Council?
- Is there another type of decision which comes from the engagement which won't be part of the Council's governance process?
- Is it a statutory requirement of your project to engage with the community?
- Is the decision about a change to a policy, or service?
- Is there no decision to make, but engagement is needed for regular understanding of the community (for example, Council annual resident surveys)?

(See page 14 on Community engagement and Council decisions for more information.)

❓ Who are you engaging with

- Identify who you must work with (e.g. scheme partners, statutory organisations) and key stakeholders (e.g. industry associations, community sector organisations) as well as defined groups that are being targeted (e.g. parents of school-aged children, people with a specific experience)

- Who is affected by the scheme or decision - which individuals or groups are most likely to be impacted?

- Who may be interested?

- Can you adopt an engagement approach that has greater potential to reach traditionally "seldom heard" voices?

TIP An Equalities Impact Assessment should always be written for every proposed consultation or other engagement to help identify relevant groups that should be involved.

TIP Stakeholder mapping - should occur to identify the target audiences. Stakeholders refers to any person or group who have an interest in an issue or decision, or who can affect or be affected by an issue or decision (see page 15 on mapping for further support).
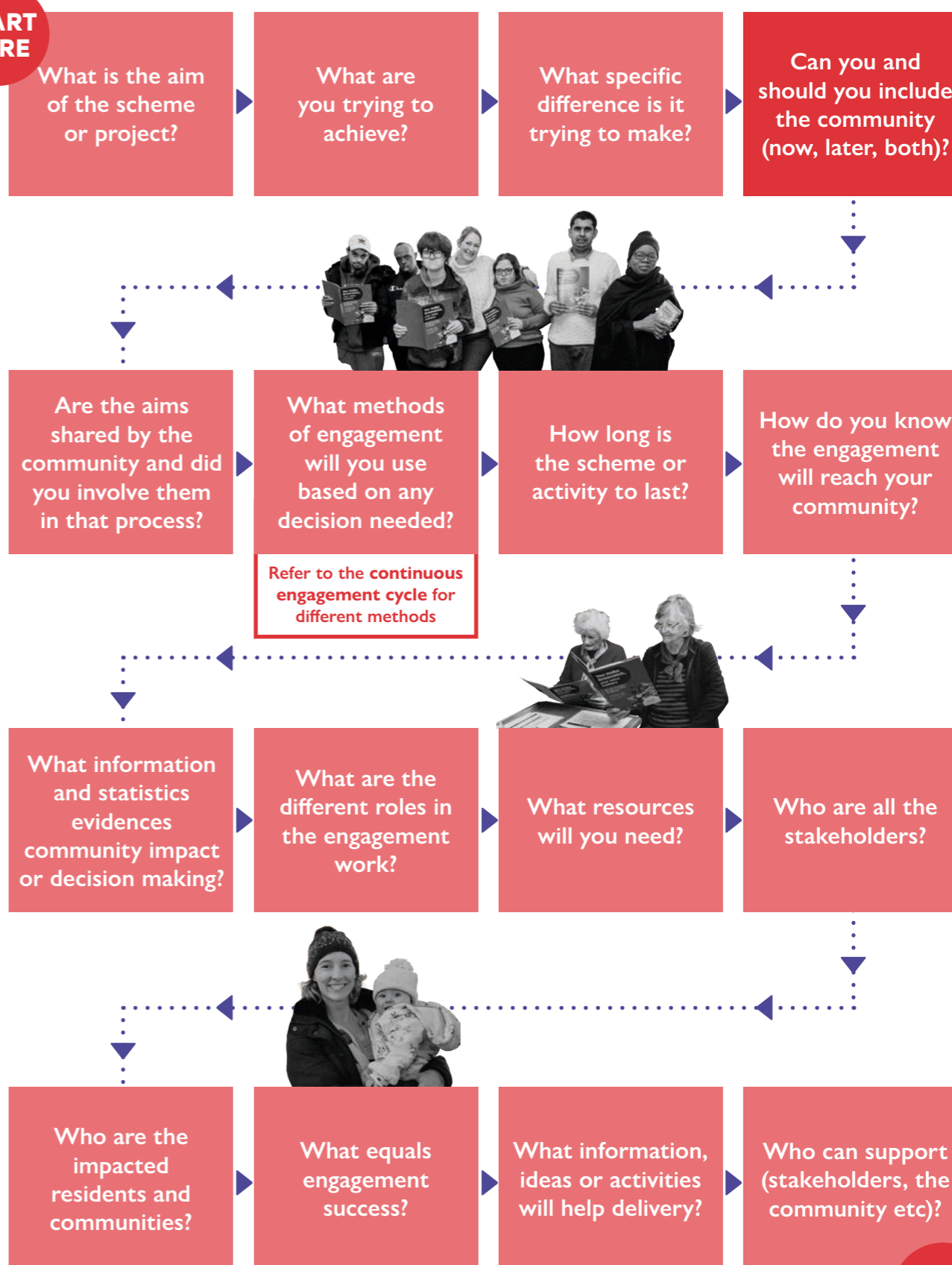
❓ What are the methods for effective engagement

- What is the level of impact, importance or priority of the activity being engaged on?

- What kind of influence will stakeholders and the community have?

- What are the roles, background, expertise and experience of the communities you should engage with?

- What are the barriers that your communities may have to participation and involvement?

- Can the community be asked for their advice on how the engagement activity should be managed and co-ordinated?

- Can you resource your engagement activity fully following the above questions being answered and information being offered?

TIP There may already be information useful to your community engagement. Have you spoken to the community engagement team? For example the Change and Improvement team conducts an annual resident survey and Our Greenwich survey.

❓ Where to begin and things to consider

START HERE

| What is the aim of the scheme or project? | What are you trying to achieve? | What specific difference is it trying to make? | Can you and should you include the community (now, later, both)? |

| Are the aims shared by the community and did you involve them in that process? | What methods of engagement will you use based on any decision needed? | How long is the scheme or activity to last? | How do you know the engagement will reach your community? |

Refer to the **continuous engagement cycle for** different methods

| What information and statistics evidences community impact or decision making? | What are the different roles in the engagement work? | What resources will you need? | Who are all the stakeholders? |

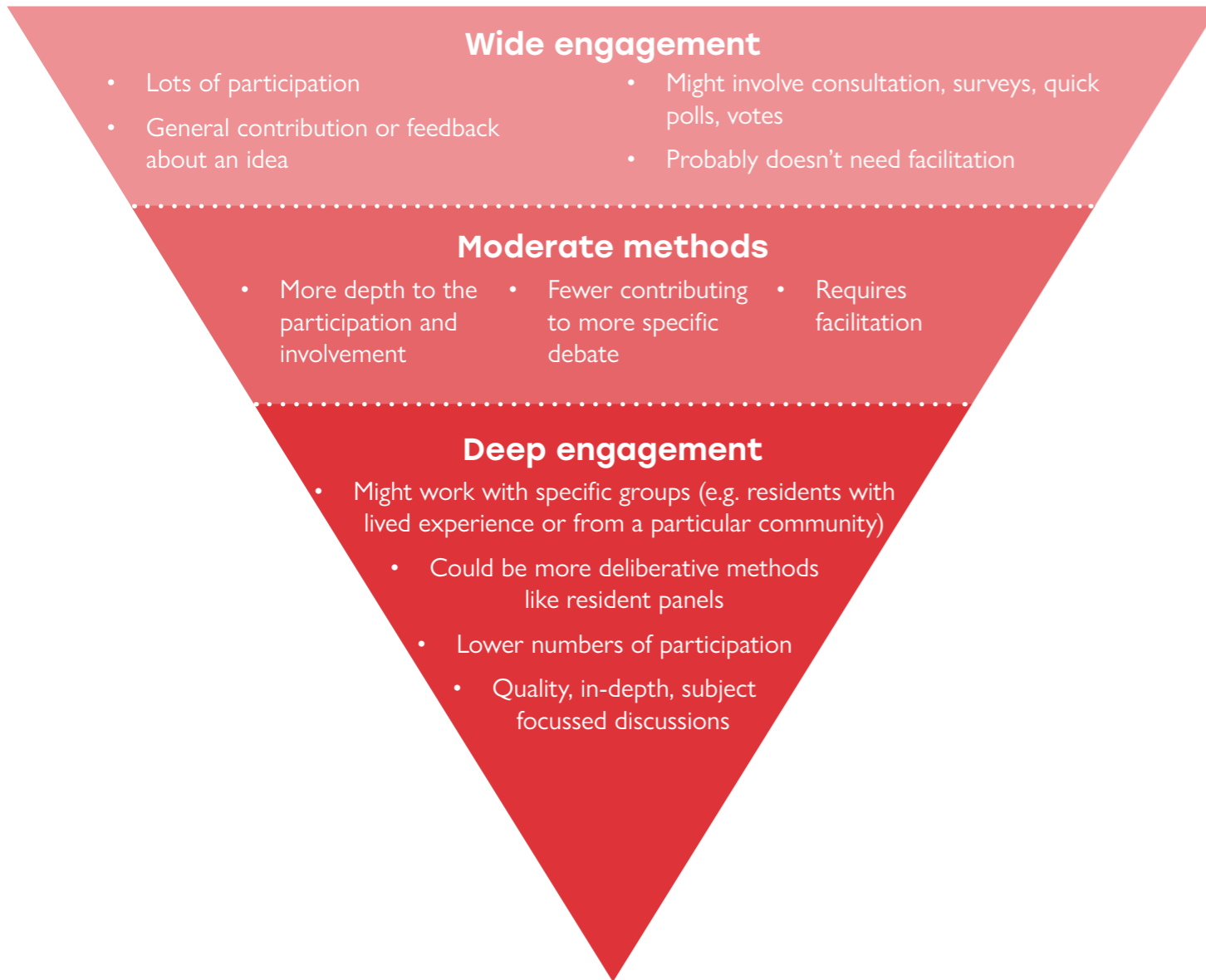| Who are the impacted residents and communities? | What equals engagement success? | What information, ideas or activities will help delivery? | Who can support (stakeholders, the community etc)? |

GET GOING

Wide participation or deep discussion

We have highlighted that we are aiming, with the support of the framework, to **do more** – more engagement **activities**, more **communities** participating and more **voices** of residents.

But the quality and depth of the conversation is also really, really important. A deep engagement process can be incredibly effective in working through an issue, can build trust and can offer greater knowledge and insight. Deep engagement activity can be a powerful agent in decision making and even more so when the group is representative of the borough, includes the decision and policy makers and those assigned to implement the outcomes from the engagement.

Wide engagement
- Lots of participation
- General contribution or feedback about an idea
- Might involve consultation, surveys, quick polls, votes
- Probably doesn't need facilitation

Moderate methods
- More depth to the participation and involvement
- Fewer contributing to more specific debate
- Requires facilitation

Deep engagement
- Might work with specific groups (e.g. residents with lived experience or from a particular community)
- Could be more deliberative methods like resident panels
- Lower numbers of participation
- Quality, in-depth, subject focussed discussions

TIP Don't forget you can use varied and multiple activities as part of an engagement plan to provide you with all the information needed leading to any decision.

Continuous Engagement Cycle

Based on well-established methods of visualising varied ways of participating, our continuous engagement cycle recognises our communities as vibrant, vital contributors to service improvements, policy changes and as critical decision making influencers (reference IAPT2 Spectrum of public participation **www.iap2.org/page/resources**).

The engagement cycle suggests the possible types of community activity we hope residents will be able to take part in.

It isn't a linear step by step process where engagement moves from activity to activity. However, the cycle aims to ensure that there is discussion about what type of engagement is best in the context of the decisions needing to be made and / or the relevant community around which the engagement should be designed.
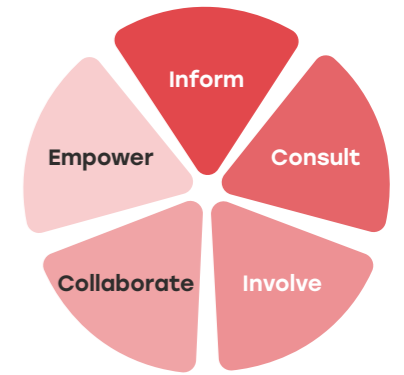
It could be, that a project or scheme moves through the cycle, jumps from one engagement type to another and may even consider each opportunity at some point for the project and the communities' benefit.

Inform
Providing communications and information to communities and residents about matters which affect them and which they need to be made aware of.

Consult
Delivering informal and formal, statutory and planning based consultation activity.

Involve
Supporting, facilitating and delivering activities which directly involve a group of residents or community in the process of influencing decisions, improving a service or understanding issues.

Collaborate
Together with the community, residents and service users, working with partners and agencies to develop, improve, design and deliver projects, programmes and services.

Empower
Communities and residents make the decisions about their services, recourses and policies with support from the Council and relevant sector organisation.

Community engagement

TIP It is worth recognising, that it's possible to do a consultation in advance of a Council decision and to do a more in-depth collaboration at another time in the process of engagement. This might depend on who needs to be involved like partners, local residents and communities.

TIP Consultation and especially statutory consultation on a particular proposal must be carried out and concluded at an early stage of the project and before a Council decision is made.

All consultation stages of a scheme need to be completed ahead of any Council decision.

Community engagement and Council decisions

We all can play a role in the **decisions affecting our borough**. There are different processes and engagement activities which feed into decisions with varying amounts of influence from the community.

Inform	Consult	Involve	Collaborate	Empower

Greater community influence
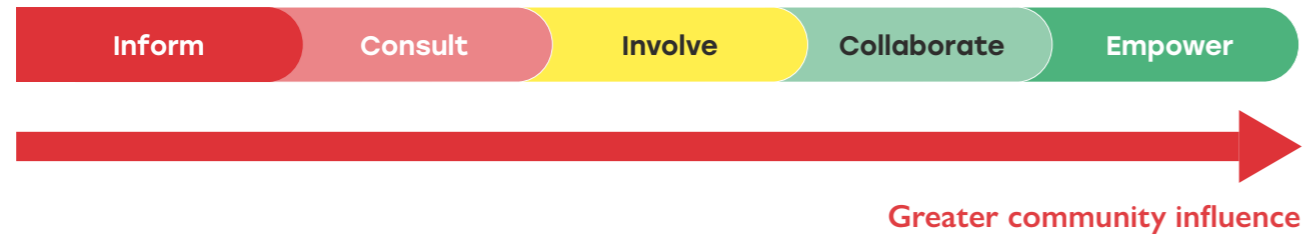
We recognise that listening to what our communities tell us is vital to making effective decisions on services and plans for the borough. Listening and acting upon what communities are telling us, is not straightforward and there are times when decisions that the Council takes, will not agree with the community consensus.

Nevertheless, we want to make it clearer as to when those difficult decisions need to be made and why they are made so we can help to create **a borough that works for everyone**.

Community engagement level of influence and decision making

Inform	Consult	Involve	Collaborate	Empower

NO DECISION	INSIGHT and UNDERSTANDING	INFLUENCE	PARTNER IN DECISIONS	COMMUNITY LEADERSHIP
The Council provides the community with transparent, relevant and up-to-date information	**The Council asks the community for non-binding feedback on specific projects. decisions and policies**	**The Council actively involves the community and takes residents' input into account, but maintains the final decision-making power**	**The Council and the community collaborate as equals to co-create, co-design and co-produce effective services and decisions**	**The Council empowers the community to make independent decisions**
There is no decision to be made	The community provides insight into issues	There is more influence over policy, delivery services and decisions taken through the Council governance system with elected members and senior Council executives	Services are designed with residents and service users to ensure they respond to the needs of the community	The Council accedes a management role to the community for identified and agreed projects, schemes and programmes which communities are thereby enabled to take the leading, spearhead role in delivering
The decision does not include residents or communities	Consultations, surveys and questionnaires give the community an opportunity to give feedback on a scheme or service and give their perspective	The community's voice plays a part of the decision	Decisions around services changes and improvements, resourcing and funding allocations have greater community influence since the work has been carried out in partnership with communities and service users throughout	
Infomation about a decision which has been made can be shared				
Information about forthcoming Council and committee meetings is shared so residents can attend				

Influence map

All parties involved, especially the community engagement activity leads - ought to be able to understand the level of which **communities can influence decisions**. The influence map below requires a mapping exercise for each project, scheme and decision type above. It will clarify to the organisers, the **type of engagement activity** to be delivered and the community stakeholders who should be involved in the scheme.

? Mapping

- Remember the aim of the scheme, decision and what is being engaged on
- Are you looking for feedback or is a more in-depth engagement needed?
- Who benefits and what is their interest in the work? Should they be involved in development and delivery?
- What activity from the cycle of engagement works best to reflect the above question answers and so choose the level of influence?
- Is the engagement part of a longer scheme where the phase of the work is important to recognise what is needed at that time?
- Do you need to map all project milestones and observe if the engagement activity needs to be varied depending on that milestone?

Example: (collaborate)
Co-design sessions about a service with service users

Example: (consult)
Door knocking survey with residents of a local area to gather feedback on a specific issue

Influence Colour Key
- Empower
- Collaborate
- Involve
- Consult
- Inform

Increasing stakeholder influence on decisions, plans and delivery

Increasing community influence upon a decision

**Level of stakeholder interest/impact/relevance**

Council decision making

The Council's Constitution, sets out that all decisions of the authority will be made in accordance with the following principles:

Principle 1	⋯	The action must be proportionate to the desired outcome;
Principle 2	⋯	Due to consultation and taking of professional advice from officers;
Principle 3	⋯	Respect for human rights and the promotion of equality;
Principle 4	⋯	A presumption in favour of openness; and
Principle 5	⋯	Clarity of aims and desired outcomes.

The Council is responsible for hundreds of services from housing to rubbish and recycling, registering births, deaths and marriages, to adult social care, children's services, planning applications and much more. There are many times when residents, tenants, partners and the wider community need to be engaged with to find out what is thought about significant changes or proposals. Sometimes this is because there is a legal duty to do so (e.g. statutory consultations), but also for other reasons, such as to improve policy and decision making, encourage greater participation, get new ideas, or to make our services better.

Our constitution has been designed to ensure that the decisions made are efficient, transparent and accountable to residents. It sets out how we operate, how decisions are made and how procedures ensure decisions are efficient, transparent and accountable to local people. **royalgreenwich.gov.uk/our-constitution**
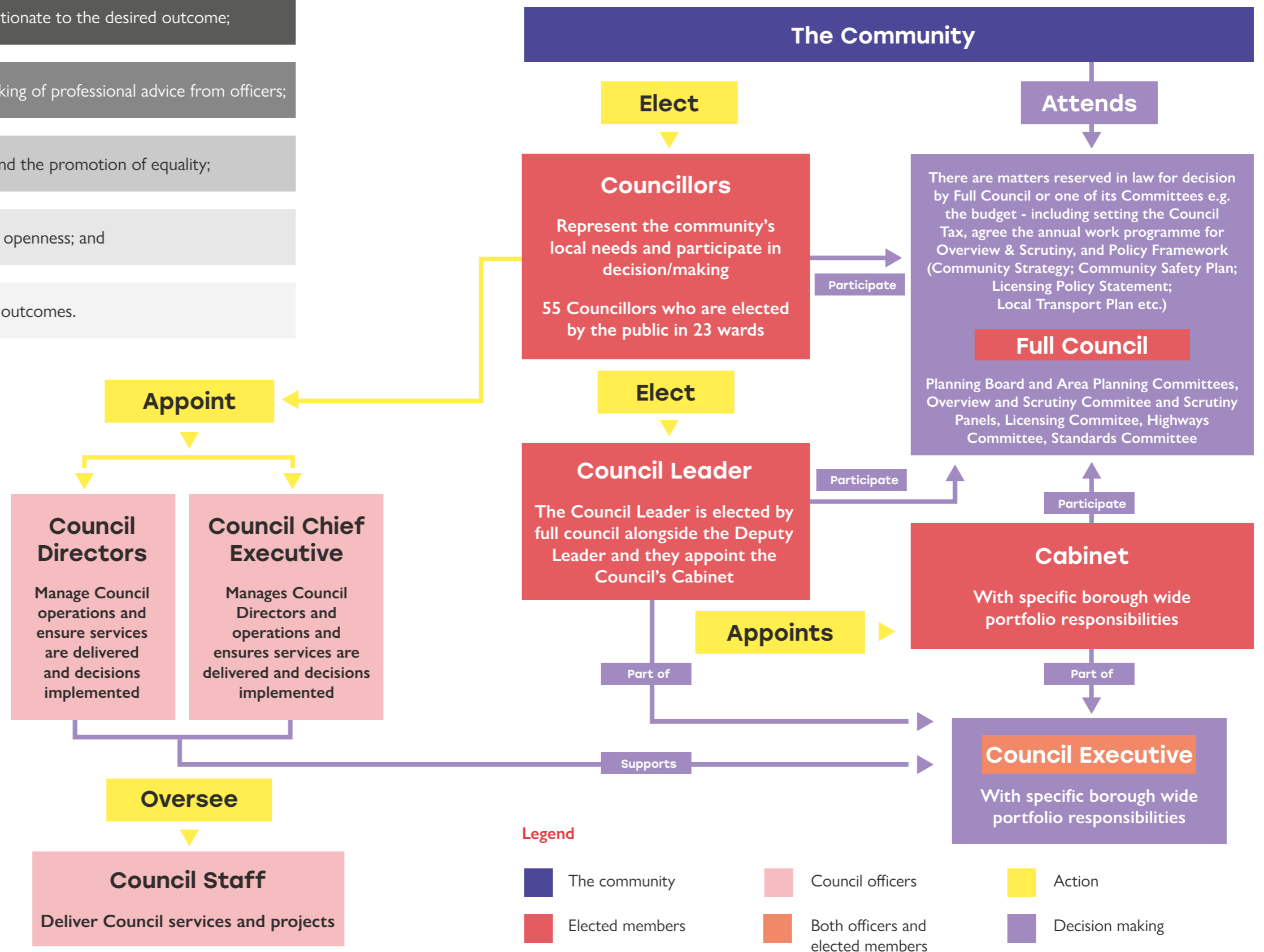
Residents can get involved in the Council decisions process

Residents can take part in the democratic process in a variety of ways from voting for their ward Councillors to asking questions at Full Council meetings, suggesting topics for scrutiny meetings, to taking part in engagement and consultation activities.

The Community

Elect

Councillors
Represent the community's local needs and participate in decision/making

55 Councillors who are elected by the public in 23 wards

Participate

Attends

There are matters reserved in law for decision by Full Council or one of its Committees e.g. the budget - including setting the Council Tax, agree the annual work programme for Overview & Scrutiny, and Policy Framework (Community Strategy; Community Safety Plan; Licensing Policy Statement; Local Transport Plan etc.)

Full Council

Planning Board and Area Planning Committees, Overview and Scrutiny Commitee and Scrutiny Panels, Licensing Commitee, Highways Committee, Standards Committee

Elect

Appoint

Council Directors
Manage Council operations and ensure services are delivered and decisions implemented

Council Chief Executive
Manages Council Directors and operations and ensures services are delivered and decisions implemented

Council Leader
The Council Leader is elected by full council alongside the Deputy Leader and they appoint the Council's Cabinet

Participate

Participate

Appoints

Cabinet
With specific borough wide portfolio responsibilities

Part of

Part of

Oversee

Supports

Council Executive
With specific borough wide portfolio responsibilities

Council Staff
Deliver Council services and projects

Legend

■ The community	■ Council officers	■ Action
■ Elected members	■ Both officers and elected members	■ Decision making

Council scrutiny process

Scrutiny ensures that decision-making processes are **clear and accessible to the public** and that the people taking decisions are held accountable for them.

Good scrutiny also ensures that there are opportunities for the public to influence and improve the services they receive.

The Royal Borough's Overview and Scrutiny Committee and its Scrutiny Panels examine the work of the Cabinet and hold it to account in order to help the Royal Borough of Greenwich to deliver its community vision. Its job is to support our departments in maintaining high service delivery standards, and to steer them towards improved efficiency and effectiveness.

In Greenwich, the Overview and Scrutiny Committee and its panels:

- monitor service delivery and performance
- review policies and practices
- make recommendations to Council on matters which affect the area or the public
- carry out pre and post scrutiny of executive decisions and post scrutiny of non-executive decisions
- hold executive (Cabinet) Members and Chief Officers to account
- scrutinise public services provided by external organisations.

How to get involved - scrutiny reviews

The Statutory Guidance for Overview and Scrutiny highlights the importance of communicating scrutiny's role to the public:

"Authorities should ensure scrutiny has a profile in the wider community. This will usually require engagement early on in the work programming process."

Input from local people and organisations is a crucial part of the scrutiny review process.

You can get involved in the work of the Overview and Scrutiny Committee and its panels in the following ways:

- suggest a topic for scrutiny to review
- give your views on specific issues being investigated
- request to attend scrutiny meetings.
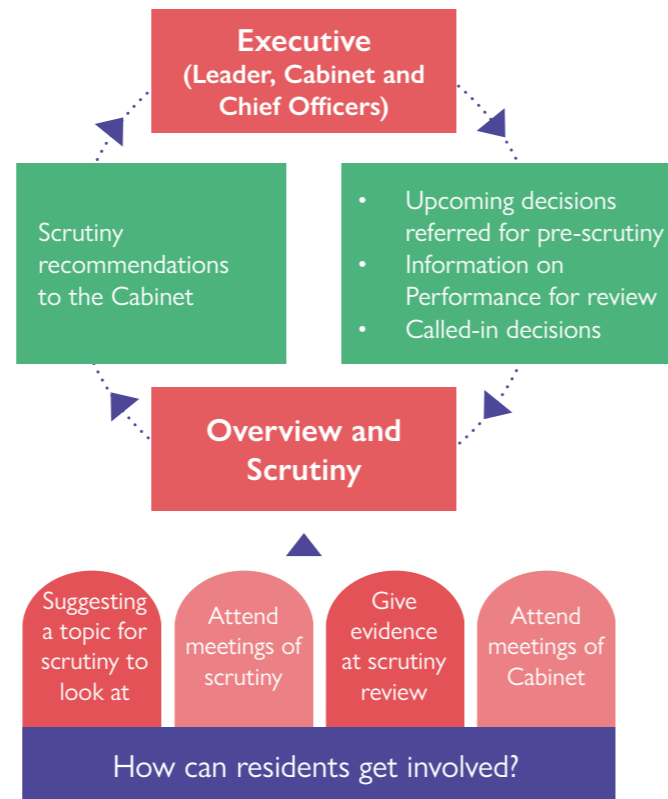
What happens after a scrutiny review

Once the written and oral information on the review topic has been gathered, the scrutiny body (e.g. one of the panels) brings all the findings together into a formal report with recommendations for improvement.

This report will be referred to the Overview and Scrutiny Committee. Once satisfied, the committee will send the report to the Royal Borough of Greenwich's Chief Executive, who will prepare a response to be considered by Cabinet.

The scrutiny body which carried out the review will monitor the implementation of the recommendations agreed by Cabinet and the outcomes achieved.

Council governance

- At Royal Greenwich, we operate under a leader and cabinet style of executive arrangement - one of the options permitted under the Local Government Act.
- Leader and Cabinet: A system where decisions are made by a leader and their cabinet.
- Committee System: Decision-making through committees.
- Executive Arrangements with a Directly Elected Mayor: In this model, an elected mayor plays a key role in decision-making.
- Arrangements Prescribed by the Secretary of State: Specific arrangements directed by the government.

All executive decisions taken by the Leader, Cabinet Member, Cabinet, or Chief Officer are governed by the Council's Constitution and follow the process shown below as managed by the Council's corporate governance and democratic services team.

However, engagement is not just for executive decisions. Feedback from residents is important at all levels of day-to-day service delivery and improvements which would not normally result in a formal governance process.

Executive Decisions Flow Chart
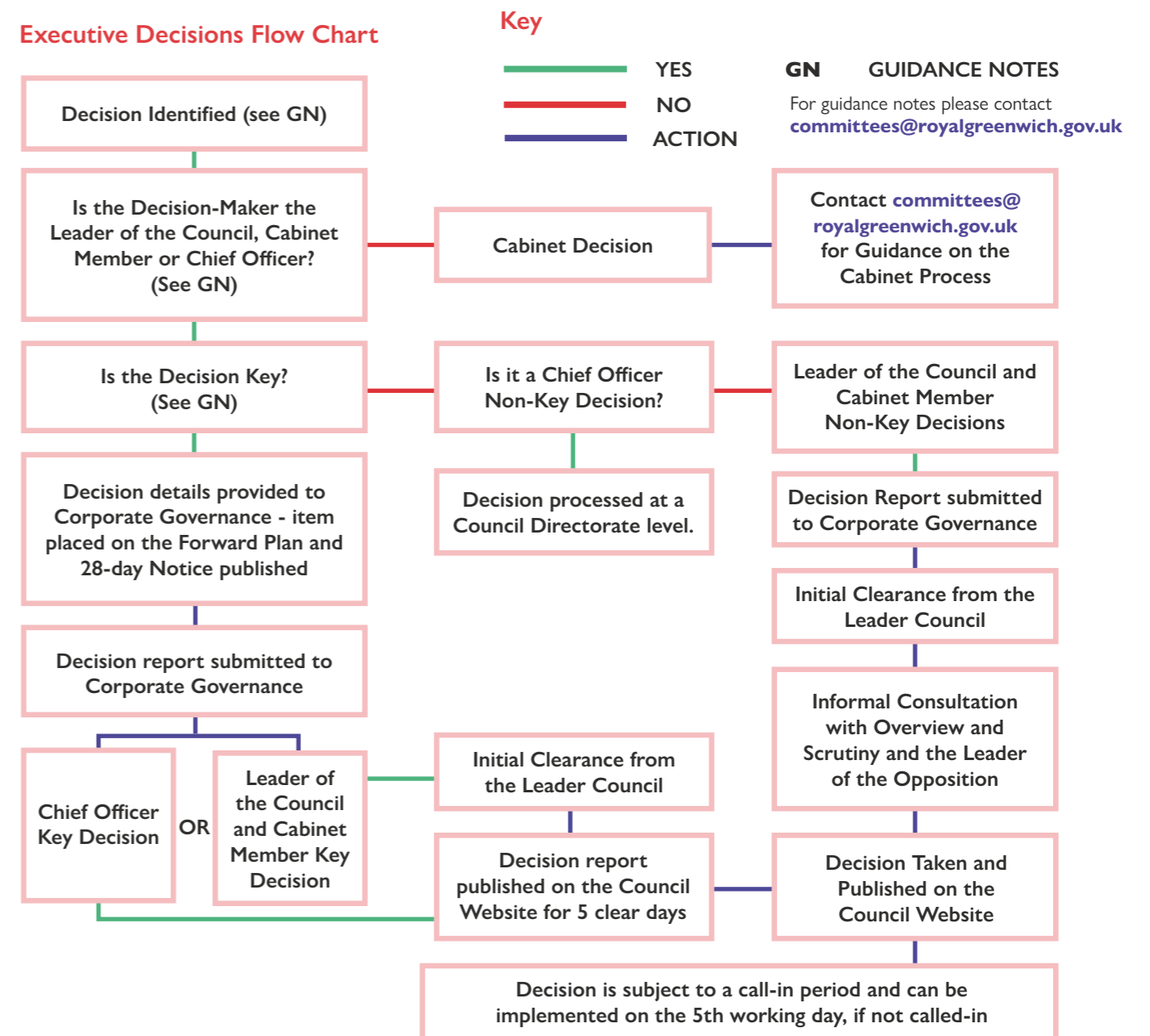
Engagement methods and definitions

At the Royal Borough of Greenwich, we acknowledge and appreciate every time a resident or community is involved in activities that help shape decisions or the work to deliver services. We aspire to provide opportunities which suit residents at every level of commitment and contribution – from a brief conversation and trial activity, through to volunteering regularly and being part of a specific panel or user group forum.

Continuous Engagement Cycle detailed outlines and definitions

Here are some ideas and activity methods mapped against the **continuous cycle of engagement** which may be options. It is always best to begin to explore opportunities relative to the community, their involvement in collaborating, designing and participating in any engagement and what needs exploring.

Continuous Engagement Cycle - Inform

This is about providing residents with communications, information, details, and knowledge to assist them in understanding a problem, alternatives, options, opportunities and/or solutions. It also includes sharing details about the activity or programme of activities around which the engagement is being organised.

Engagement Method	Why do this	What to consider
Emails, text messaging, WhatsApp and MMS	• Straightforward, effective way of reaching a particular group of people • Can be designed and directed at specific communities • Designed to use visual and text content • Useful when an accessible reply or response task is highlighted	• Language can easily be misunderstood • Excludes those people who are not online - not everyone owns a computer or a mobile phone • May not work well with some communities (e.g. possibly older members of the community or those with additional support needs) • Might not work for speakers of other languages besides English
Exhibitions (for events, open days and roadshows)	• May attract a broad range of people • Effective in publicising services/organisations • Offers flexibility in dates/days/times • Allows contact with public • Allows contact with non-service users • Opportunity for face-to-face activity • Immediate responses to queries and feedback	• Groups reached dependent on location/timing of road show, exhibition, etc • Likely to obtain views of those who can attend and not broader representation • Limited scope of feedback • Ease of which attendees can talk, feel able to respond, are confident on the subject • Could be mis-read as 'telling' residents rather than 'engaging with' residents

Letters, leaflets, posters and newsletters	• Easy way to highlight and promote engagement activity • Readers can take in information at their own speed • Helps with straight forward messages • Can reach large numbers of residents • Able to be designed for and distributed to specific communities • Is deliverable and distributable direct to residents' homes and community spaces • Can form part of a wider engagement plan be used to • Can be updated regularly • Potential for regular updates • Can target residents in specific geographic area, or where only the feedback of residents on particular roads/streets is being sort • Targeting people that meet a certain criteria (e.g. parents of primary school age children)	• Information limited by the method, space and point of distribution • Single direction for information to be given out and nothing received back • Based on the ability to read the information provided • Could be mis-read as junk once delivered • Depends on budget and time availability • Might be seen as sales or propaganda
Local media press releases	• Useful way to publicise a local project or programme • Good way to reach a large number of residents • Local radio can be a great way to communicate with resident groups • Targeted communications can encourage certain communities to get involved using local and community news channels	• Local residents may not listen to or watch the channels being used • Specialist equipment and skills required • Cultural reasons may mean this isn't effective if not in diverse languages for example
Social media (Instagram, TikTok etc)	• Can target specific demographics (age group, gender, post code etc) • Some channels can highly engage (TikTok is especially useful for engaging 18 to 24 year olds) • Can use visual, text and sound content, including subtitles for accessibility • Can use local influencers • Residents/communities can reshare messaging themselves across their own channels • Community groups often have their own social media groups, accounts and can reshare and engage with your content • Greenwich accounts managed by the comms team are some of most followed of any London borough	• Not possible to engage with those without smart devices or who aren't online • Need to ensure additional time for translation and cultural requirements • Cost attached to certain types of campaign • Need to create good quality photography and other comms assets • May want to buy paid social media advertising

Continuous Engagement Cycle - Consult

This is about obtaining resident feedback on analysis, alternatives, plans and/or decisions. This method is about actively and meaningfully engaging with stakeholders, the community and residents either formally or informally, in order to discuss and receive feedback on a proposed concept.
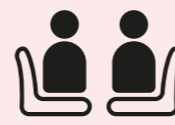
Greenwich Transport Strategy

This significant borough wide consultation activity received over 6,400 comments and helped greatly to shape the final strategy.
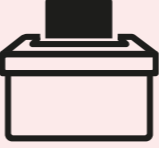
Our Greenwich

A month-long engagement both online and in-person to involve residents in shaping the new Corporate Plan for the Council.

Engagement Method	Why do this	What to consider
Exhibition stands (used at open days and roadshows)	• Brings the consultation to where residents might already • Works well for broad not specific community reach depending on the event • Benefits from the publicity of the wider event • Can be high profile • Opportunity for face-to-face activity with public • Immediate responses to queries and feedback	• Likely to obtain views of a small number of residents of an area as not may not be representative • Groups reached dependent on location/timing of road show, the event theme itself etc • Feedback may be limited to residents confident to come over to the stand • Residents may feel like they are being sold something • Need to be publicised to allow appropriate amount of notice
Face to face interviews	• High response rate • Useful for obtaining information on views, attitudes and behaviours • Good for exploring sensitive issues	• Need to manage health and safety interviewers and participants of the activity • Post interview analysis can be seen as time consuming • Training may be required for the interviewer / facilitator using a structured questionnaire
Online consultations	• Able to reach large numbers of residents • Consultations listed at **royalgreenwich.gov.uk/haveyoursay** are promoted through the Council comms team onto social media and email bulletin • Accessible and mobile friendly - making it quick and easy for residents to feedback in their own time	• Questions need to be well written for residents them understand the issues • Questions must not lead the conversations • Appropriate timing and length is needed to allow people to respond • May exclude some groups, for example the digitally challenged and therefore can be unrepresentative

	Benefits	Limitations
	• Can be useful around confidential or sensitive matters • Can be tailored to meet the needs specific subjects and communities • Using the Council platform will mean reaching existing subscribers and would be quality assured • Information on the Council's corporate website and digital consultation portals can be read aloud by screen readers and are also mobile-friendly • Information on the Council's website and consultation portal can be translated by the user's preferred translation apps	• If not conducted on the Council's approved consultations platform, GDPR will need to be looked at • Some PDFs, and images with embedded text cannot be read by screen readers and accessible alternatives will have to be undertaken
Public consultations	• Can use a variety of methods to engage residents • Good for sharing specific information on a scheme or project • A part of the process which is built around decision making • Is a way of gathering local insight and feedback on a matter • Can gather thoughts form a community and from range of resident perspectives	• May not appeal to everyone • Residents may not feel confident to contribute • Not explicit how consultations influence the decisions
Public meetings	• Opportunity to share large amounts of information • Encourages participants to network and share experiences • Specific, with a clearly defined subject matter	• Requires a great deal of resource and organisation • Requires skilled facilitators • Aren't always representative of our diverse communities
Questionnaires and surveys	• Useful in both online and offline consultation so questions are the same • Effective way of simply gathering feedback from residents and communities • Analysis relatively straightforward • Can be useful around confidential or sensitive matters • Can be tailored met the needs specific subjects and communities • Information post survey can be shared and data highlighting next steps	• Questions need to be well written, not leading the respondents or promoting 'desired' feedback • Appropriate time needed for the community to respond

	Benefits	Limitations
Referenda (Polls and ballots)	• Issue should stand on its own (not overly complex) • Results usually binding	• Should only be used for issues that require little or no explanation • Can only give a yes/no response or a choice between limited options • Turnout can be low
Social media (Facebook, WhatsApp, Tik-Tok etc)	• Can be used from various devices, allowing a more diverse and broader audience to participate in consultations • Convenient for the residents to take part • The consultation is right there in the residents' hands and so very accessible • Depending on the consultation medium being used – data and results and be updated ongoing and shared quickly • Cost-effective with the resident audience • Is able to complete the consultation loop and share the results of the consultation.	• Similar to web based content, this method will not reach everyone • May exclude some groups, for example the digitally challenged, elderly, low income • Results can be unrepresentative
Telephone consultation	• Can ensure a good response rate • Will support those who have difficulties reaching outside / outdoor venues • Can be used to specifically engagement a certain community or communities • Allows issues to be explored in-depth • Allows flexible structure of interview taking its own way and time to complete • May be used to explore sensitive issues	• Interviewer cannot respond to queries or any questions • Not necessarily representative • Specific skills or training by be required • Can be difficult to analyse open conversational questions
Website and engagement portal	• Straightforward space for one consultation with all the materials available • Easy to show reporting about ongoing responses • Can highlight other consultations • Can be quite cost effective • Allows for rapid updating and quick responses • Potentially wide-reaching	• Will not reach everyone • May exclude some groups, for example the digitally challenged, elderly, low income • Results can be unrepresentative

There will be occasions when because of the **statutory requirement to consult**, that consultation is the option for engagement activity which the Council has to take. There are however other occasions when a consultation cannot take place.

Consultation exceptions

Royal Borough of Greenwich wishes to engage and consult with the community on all kinds of issues and matters. Since many Council decisions could require consultation, sufficient project time should always be allocated to accommodate a **meaningful consultation process** as part of formulating the proposal and before a Council decision is ready to be made.

However, there may be times when as officers, you may feel this isn't possible. If this occurs, it is important to remember that such exceptional circumstances are so rare, that advice from Legal Services is sought to ensure that the Council decision in question, would not be at risk of challenge, due to an absence of effective consultation.

Contact the team
legal-reports@royalgreenwich.gov.uk

Remember:

• It should always be clear why the council is not consulting or the circumstances where it isn't appropriate to consult widely on decisions with a significant impact on residents.

• If a final decision has already been made following consultation, then any further 'consultation' 'involvement' and 'empowerment' may not be appropriate and providing information may be more appropriate as an alternative.

• It is important that you make clear to the stakeholders you are consulting and engaging with how their views will impact on any decisions at the beginning of the engagement process.

Gunning principles

When delivering consultation activity – the following must also be adhered to and followed for you to be able to decide how you go about your engagement process, which resources and methods.

These principles for public consultations were laid down in 1985 by Stephen Sedley QC. They were then accepted by the Judge in the Gunning v LB of Brent case. Sedley defined a consultation is only legitimate when these principles are met:

Principle 1	Consultation must be at a time when proposals are still at a formative stage
Principle 2	Sufficient reasons must be put forward for any proposal to permit "intelligent consideration" and response
Principle 3	Adequate time is given for consideration and response
Principle 4	The product of the consultation is conscientiously taken into account by the decision maker(s)

Continuous Engagement Cycle - Involve

This involves residents and communities to a greater extent than consultation. It provides opportunities for people to express their views at different stages of a scheme and play a more involved role in engagement activity.
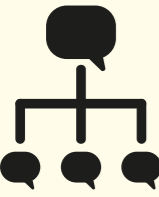
Engagement Method	Why do this	What to consider
Advisory committee (can be used in 'Consult' and 'Collaborate')	• Can be task and finish led, set up using a new or existing groups/ members • If able to be managed over time, the members become immersed in a subject or issue • Can offer an expert opinion and great influence on a topic or engagement activity	• Not likely to engage large numbers of residents • Possibility on not reaching any agreements on subjects • Time commitment of all involved
Citizens' panels (can be aligned to 'Consult', 'Collaborate', 'Empower')	• Created so they represent the community demographically • Can be targeted around a specific theme or issue or used when needed • Can be set up with other organisation partners	• Not right for very complex issues • Can be time consuming initially to set up and establish • Risk of over-consulting with the same members • Panel may evolve into a single perspective or agenda • Panel membership needs to be refreshed regularly
Community conversations	• Great for sharing large amounts of information • Opportunity to engage in multi-disciplinary discussions • Participants can talk and ask questions and explore issues in detail • Gives an opportunity for residents to network and share experiences	• Requires moderation • Can be dominated by the most vocal resident voice not always representing other views • Some groups may feel uncomfortable talking in public

Distributed dialogue	• Ability to engage a large number of stakeholders and lay people • Can be a cost effective way of enabling large numbers to participate as costs and tasks are shared and decentralised from the local authority • Opportunities for continuous engagement integrated into the decision-making process • Gives a high degree of autonomy and control to residents of the borough	• Can take a long time to organise • Not suitable in situations where fast action is needed • Encouraging others to run workshop can be time consuming and resource intensive • The commissioning body retains little control of how discussions are framed or facilitated in practice • Data collected can be inconsistent • Difficult to ensure inclusiveness and transparency of local / stakeholder led dialogues • The process may produce contradictory or inconsistent data
Elected member surgeries	• Residents able to highlight specific personal concerns • Enhances the representative role of local Councillors • Can be co-ordinated at times/ locations to suit constituents • Supports the process of listening to residents	• Could highlight some communities not being able to participate and so a limited and unrepresentative perspective
Focus groups (can be aligned to 'Consult')	• Allows brainstorming and discussion on a specific concern • Can explore complex issues • Provides in-depth information • Allows for discussion across different groups and communities	• Requires a knowledgeable facilitator for the discussion subject • Lack of confidentiality which may put some residents off participating • Discussions can be difficult to note, transcribe and analyse • Not always easy getting members of the community to sign up for them • Can get hung up on negatives and needs now
Forums (can be aligned to 'Consult')	• Useful link between partner agencies and local people • Can be used to see if the community will remain involved over a period of time • Can be held at times/locations to suit target communities	• Staffing and facilitation could be considerable • Will not reach everyone since some groups may feel uncomfortable talking in public

Neighbourhood planning forums	• All ward members involved • Scheduled and publicised regular meetings • Influencing local decision making • Allows community access to members and officers	• Can be overly influenced by dominant residents or a specific group agenda • Not always representative • May not reach an agreement or consensus
Public meetings	• Opportunity to engage in multi-disciplinary discussions • Participants can ask questions and explore issues in detail • Encourages participants to network and share experiences	• Requires skilled facilitators

Embrace your environment

Neighbours living and working together with

Green and open spaces

Accessible to all

Growth for all residents

Enhancing daily life

Mentoring opportunities to all who seek them

Equality

Nurturing

Time to move forward

Continuous Engagement Cycle - Collaborate (including co-creation, co-design and co-production)

This closely involves residents who use Royal Borough of Greenwich services in improving those services from the perspective of the service user or comes from a community lived experience position for example. It means designing services or projects based on residents' experiences and ideas. Everyone has an equal role to play as part of the process outlined, but not for the whole project necessarily.

TIP It is worth recognising, that co-production can also use any other the other engagement methods detailed here whilst leading to the outcome of improved service developments.

Engagement Method	Why do this	What to consider
Co-design in planning and development	• Involves multiple stakeholders offering insight and knowledge • Creates designs which with are more relevant to the community need • Can create a more efficient programme of work including the point at which plans are consulted on • Allows communities to create a vision for their neighbourhood	• It can be time-consuming and resource-intensive to implement the right solution • Conflicting opinions may make choices and decisions about the design more complex • Some design solutions may not always be feasible or practical • Can be challenging to ensure representation of every stakeholder • May need thought about how to report in impact and success
Community Review Panels (can be aligned to 'Involve')	• Creates opportunities for local residents and communities to look at planning proposals • Is a useful method of engaging whilst proposals are at a formative stage • Includes elected members participation	• Need to be well defined and scoped so that the discussions are focussed • Can require added attention of inclusions so local voices are representative • Should identify the influence of the panel on the plans discussed
Co-production in service delivery	• Effective services, benefiting from a fuller understanding of service user needs • Design of service improvements is user centred • Buy-in from users to the services they receive • Collaboration and stakeholder alignment • More innovative and creative solutions, delighting the end user	• It can be difficult to sustain the process with residents and their commitment to the engagement • Co-ordination of the engagement with practical timeframes could be difficult for the parties involved • Gaining agreement and consensus on designs can be complicated
Co-production in health and adult services	• Encourages residents, services providers and the Council to work as equal partners learning from each other • Enables an ongoing collaboration and continuous improvement throughout development and delivery • Creates effective and efficient services which with the community can easily access and benefit from	• May seem exclusive if not transparent around who can get involved • Can appear unrepresentative to service users not invited to take part • Requires a commitment by all parties, professionals and participants
Citizens' juries (can be aligned to 'Empower')	• Can be used to address very complex and controversial issues • Residents can identify with representatives who would come from their communities • Participants can develop a great level of understanding about an issue	• Resource intense and costly to co-ordinate • May not be representative of the community • Not suitable for all issues • Extensive preparatory work • Requires skilled moderator consensus not required

Continuous Engagement Cycle - Empower

This places the final decision making in the hands of residents and communities and with the Council support what is decided. This means working to remove the multiple barriers to systematic empowerment, which can include organisational culture, held positional power, local and national policy conflicts and relinquishing power. It means a change of language as well where how communities are described has been seen as stigmatising and disempowering and may not reflect how a community sees itself.

TIP Just like for 'Collaborate', the 'Empower' strands of engagement can also use any other engagement methods detailed here whilst leading to the outcome of communities making decisions and taking action.

Community Innovation Grants

The programme provides grants directly to community organisations to support projects which can help to improve unfair differences in health services and positively impact the mental health and wellbeing of our residents.

Community Land Trust Community

Land Trusts are non-profit organisations that develop and maintain affordable homes, putting control of those assets into the hands of local people. The Council has two Community Land Trust sites for which design proposals are now being developed prior to submission for planning.

Engagement Method	Why do this	What to consider
Empowerment through Council services	• Strengthen local communities voice and leadership • Improves decision making processes • Increases opportunities for social cohesion • Encourages community resilience • Improves shared local knowledge and development plans	• May overlook some communities • Can be difficult to resource community plans • Requires a high level of community commitment • Risk there is not sufficient oversight and management
Community funding	• Allows the community to deliver local schemes which the Council may not otherwise be able to do • Gives the community independence to deliver engagement and activities which matter to them • Is an opportunity to develop community skills and expertise	• There needs to be a system in place for the community to manage the resulting decisions and projects • The funding will need to have robust reporting

The Our Greenwich: Community Engagement Pledge was researched and created following months of engagement activity with residents, voluntary and community groups, partners, Council staff and elected members and used the methods of Consult, Involve and Collaborate.

The full report on how this framework was drafted is available to download from **royalgreenwich.gov.uk/community-engagement**

Face-to-face versus online engagement

In response to the questions – "can we do it online?" or "does activity need to be in the community?", the answer is we should do what our residents and communities require! Very often this will mean a blended approach, using both in-person activity with digital, online engagement activities. This is inclusive and will give residents the opportunity and flexibility to participate.

Face-to-face engagement can include;

- one-to-one discussions and meetings
- phone call conversations
- door-knocking and door-step interactions
- group sessions and meetings
- drop-ins and surgeries about a project
- attendance at Council or community spaces.

Whether face-to-face or online engagement, we need to consider the community, the purpose, audience, and desired outcomes when choosing the most effective method for connecting with our residents, colleagues and collaborators. Whatever options are used, we should always ensure the engagement is meaningful.

Why to do this

Face-to-face engagement
• Quality: Face-to-face engagement can foster higher quality interactions than online communication. Relationships can be built with greater understanding of the individuals involved.
• Personal connection: Meeting in person allows for genuine connections, building trust, and establishing rapport.
• Shared experiences: Workshops, conferences, meetings etc all provide opportunities for sharing experiences, building understanding and networking.
• Immediate feedback: On the spot feedback and spontaneous discussions are possible.

Online engagement
• Flexibility: Online platforms allow participants to engage at their own pace, in their own environment and a time that's accessible.
• Recorded content: Virtual events can be recorded and distributed, accommodating those unable to attend live.
• Reach: Online activities can overcome some accessiblity barriers and connect with some residents who find online engagement better for them.
• Cost-effective: Virtual meetings require less practical organisation, set up and costs.

Why not to do this

Face-to-face engagement
• Logistics and costs: Organising face-to-face events requires time and resourcing.
• Time constraints: Engagement is limited to the duration of the event.
• Geographical constraints: Participants must be physically present, which may not always be feasible.

Online engagement
• Lack of personal touch: Online interactions lack the warmth and immediacy of face-to-face encounters.
• Technical challenges: Connectivity issues, distractions, and technology glitches can hinder engagement.
• Lacks flexibility: Online interactions need co-ordination and so may lack the ability to respond to changes in discussion or subject.
• Isolation: Prolonged virtual engagement can lead to feelings of isolation.

Face-to-face engagement - reporting and note taking

Recording and/or note taking are vital in community engagement activities. No-one would want to be mis- represented or misunderstood. There should be an agreed process on how the information shared and offered during a meeting or engagement activity is agreed on and distributed and made public.

? What is needed for the communities' voices to be represented and recorded

- Would the activity benefit from note taking from an independent party (neither Council or community based)?
- Does someone need support or training in note taking (Council colleague or community member)?
- What methods and resources will be used to ensure accurate notes are recorded?
- Will a computer or hand written notes be taken?
- Can actions and decision be recorded against named persons?
- How will the information be saved and shared?
- Are all parties happy for data to be recorded and shared?
- Avoid abbreviations, jargon and phrases in the notes.
- Is there a means to transparently update and amend notes for being incorrect, incomplete or with errors?
- Is there any confidentiality to be considered?

Printed documents

Sometimes our residents will not be able to engage online or join us for an in-person event. Printed versions of engagement materials will usually be needed.

We will need to plan our projects and their co-ordination to include printed information, surveys, feedback and responses, plus everything around distribution, collection, use and management of the documents and information being shared. The engagement team at the Council can support in identifying community spaces where information can potentially be shared or partner groups who might support co-ordination.

Other considerations will be around translation, accessibility and environmental impact.

Translations

Translations of printed materials in relevant other languages that are spoken in the communities being engaged with must be considered. Alternatively, include a message in the languages spoken so residents can make contact with you for help (a translations panel is available in the borough's top four spoken languages).

Contact the team
interpreting@royalgreenwich.gov.uk

The team can also video call deaf residents with BSL interpreters to combat isolation and facilitate any messages to other professionals.

Accessibility

This begins by ensuring all materials are in plain English, use short sentences and written in an active style! Technical information must be written so any resident or lay-person can still understand. You might also want to consider an **easy read version** for people with learning disabilities and residents with other conditions affecting how they process information.

TIP Don't forget to contact our digital accessibility team who can help ensure online and digital materials are compliant with accessibility regulations.

Contact the team
digital-accessibility
@royalgreenwich.gov.uk

Considering the environment

We must consider the environment before we print materials or order merchandise. Print quantities should be based on the minimum number of copies required. The Council has an internal waste and recycling policy which makes it the responsibility of all staff to recycle properly and minimise the amount of waste they produce.

Contact the team
creative@royalgreenwich.gov.uk

Inclusive language

Everyone at the Council needs to think about the language used to make sure our residents and communities feel included, recognised and respected. Making use of the Royal Borough of Greenwich inclusive language guide will ensure the right language, words and phrases are chosen within any engagement material including those for our communities, residents, partners and Council colleagues.

Contact the team
equality-diversity-inclusion
@royalgreenwich.gov.uk

In-person events

The Council's events team manage a range of events, attracting thousands of residents to them. Examples are Holiday Fun Fridays in General Gordon Square, the Together festivals and Sparkle in the Park. These can be great opportunities for engagement. If you would like to know what Council events are coming up, get in touch with the team.

If joining a Council event isn't right for your engagement, you can co-ordinate your own community activity.

? Is an event the best engagement activity option for your plans

- Who is your target audience?
- Is an event right for the depth or breadth of the engagement needed?
- Where are your target residents and communities found - at different times of the day or offering opportunities around the borough?
- Where will you meet residents (shopping and town centres, markets, community centres, libraries and leisure centres)?
- What publicity will you need and when is it needed to give lots of time for residents to attend?

Contact the team
events@royalgreenwich.gov.uk

Media consent

It's often worthwhile whilst monitoring and reporting on an engagement activity, to keep a visual account of what's happened. This may mean taking photos of activities for which photographic consent will be needed from the subject/s in the image. In the case of children under 16, a parent or carer will need to sign the photo consent form.

Gaining consent from the resident to take and use photographs will also help ensure we comply with any data protection requirements.

Good photos of engagement will help record the impact of the work and the ways in which any report is used and distributed for example.

All photos should be deleted after a maximum of two years, unless written permission for further use is given by the people who feature in them.

Contact the team
media.desk@royalgreenwich.gov.uk

Consultations

Consultations are a regularly used engagement method employedat or by the Council. In 2023, 49 consultations where undertaken, in 2022 there were 57 and in 2021, 49 consultations took place.

As new members of the Consultation Institute, the Council will adhere to the Consultations Charter (**consultationinstitute.org/consultation-charter-7-best-practice-principles**) as well as considering the Gunning Principles (see reference materials).

Contact the team
Community.engagement@royalgreenwich.gov.uk

Use of consultants in delivering consultations

The use of external consultancies to support the delivery of a consultation is possible. Nevertheless, the consultants must still adhere to the advice, guidance and directions outlined by this Community Engagement Pledge.

? **Is working with consultants the best engagement plan for your project/scheme and for residents**

- Will the consultant be able to create the relationships with the community needed for the depth of the processes being delivered?
- Is this the best use of the funds and resources available?
- Are Council colleagues able to support?
- Can the community be part of the creation of the engagement activities?

Pre-election periods

These are periods of **time in the lead up to elections** or referendums. Previously known as 'purdah', during these periods, there are some restrictions in place round what could be seen as politically sensitive activities. It may be that an engagement activity (including consultations for example, or information and communications campaigns) will be affected by the pre-elections period, but if not sensitive and considered part of business as usual – it may be that engagement with the community can continue.

What you're allowed to do	What you should not do
• Continue to discharge normal Council business - including determining planning applications, even if they are controversial	• Produce materials on matters which are politically sensitive
• Publish factual information to counteract misleading, controversial or extreme, for example, racist/sexist information	• Make references to individual politicians or groups in press releases
• Use relevant lead officers rather than elected members for reactive media releases	• Arrange events involving those with political affiliations connected to the elections
• Use a politician who is involved in an election when the Council is required to respond in particular circumstances, such as in an emergency situation or where there is a genuine need for a member-level response to an important event beyond the Council's control	• Issue photographs which include candidates
	• Supply Council photographs or other materials to Councillors or political group staff unless you have verified that they will not be used for campaigning purposes

You should think carefully before you...

- Launch any new consultations unless it is a statutory duty
- Continue to run campaign material to support your own local campaigns. If the campaign is already running and is non- controversial - for example, on issues like recycling or foster care - and would be a waste of public money to cancel or postpone them.
- Launch or continue with engagement or a campaign if it could be deemed likely to influence the outcome of the election

- Help with political visits, as this would involve using public money to support a particular candidate or party
- Start any new consultations or publish report findings from consultation exercises, which could be politically sensitive
- You should not use Councillors in press releases and events in pre-election periods. In such cases you should stop or defer them. An example might be a campaign on an issue which has been subject of local political debate and/or disagreement.

Contact the team
legal-reports@royalgreenwich.gov.uk
community.engagement@royalgreenwich.gov.uk
media.desk@royalgreenwich.gov.uk

Right first time and legal responsibilities

We have a **legal responsibility to engage** with our communities and there are a number of different pieces of legislation which make this so. Excerpts from the relevant acts are in the reference materials section under Statutory Obligations.

The consequences of not engaging in a genuine way with residents and communities could be a costly one where any problems and errors in the processes used may lead to time consuming public requests for information about the work undertaken or defending the process at a Judicial Review.

Statutory requirements may be applicable to your engagement activity where we are formally required to consult. There may also be a common law duty of fairness, and a legitimate expectation based on custom and practice or a promise of consultation.

When a consultation must take place

- When it is required by law

- Regarding a policy or service change which affects residents who rely on that service

- When a commitment, assurance or promise has been made

- When there is existing precedent, and/or a reasonable, legitimate expectation, that consultation will be undertaken

- To understand the equality impact of what is being consulted on relative to the Public Sector Equality Duty

- When there is legitimate expectation based on custom and practice

- When there is an agreed political reason to do so

For residents to know more about how to get involved, participate and take part in community engagement activities including consultations, please signpost to **royalgreenwich.gov.uk/community-engagement**

Embrace your 'environment'

Neighbours

Growth

Achievements

Green

Excellence

Mentoring

Expanding

Nurturing

Traffic

Resident participation and involvement

After cross-directorate discussions and following the sector's best practice, a central **resident participation and involvement** approach is being managed through the community engagement team. This is to ensure high standards of delivery opportunities across the organisation leading to a better resident offer and recognition for their contributions.

Single entry point for resident participation and involvement

- Single point of access and co-ordination where residents can easily get involved in non-paid / not employed resident engagement opportunities
- Better 'engagement journey' management and oversight
- Sharing all and/or residents' preferred theme opportunities; and Royal Borough of Greenwich able to offer residents a passport like programme with lots of opportunities from all directorates, allowing residents to become more and more involved in engagement activities
- Consistent minimum offer around resident support and management
- Better oversight on who is participating, and their needs around retention
- Consistent monitoring and reporting

Strength and visibility

- Promotion and exposure – more Council areas able to collaborate, more publicity opportunities
- Website space and communication opportunities
- More inclusive and accessible opportunities (with broader range of benefits to the resident)
- Bringing the whole organisation together around Council support programmes available and existing offers to residents

Participation and involvement programme

- RBG champions 'brand' further developed, more and diverse opportunities
- More inclusive with broader communications
- More accessible due to the offer back to residents being expanded so easier to take part, including those who are faced with cost-of-living crisis problems
- Key messages development, reasons to get involved, clearer call to action and appeal to resident motivations

One Council - guidance

- Alignment to other frameworks
- Clarity to all staff
- Sustainable legacy coming from the framework
- Resident opportunities and role development templates and better understanding for borough residents

Promotion, recruitment and retention

- Larger possible recruitment campaigns and promotion
- Support, standards and retention through consistent (not team, directorate or role specific) management
- Opportunities, support
- Retention as able to move between opportunities

Incentives, rewards and recognition

- Improved, visible and broader incentives
- Menu of rewards from across the whole organisation and the inclusion of existing support and programmes – more potential for Royal Borough of Greenwich giving back to the resident
- Opportunities for career and CV development, certificates
- Far more high-profile recognition and thanks, opportunities
- Reducing and ending the 'need' for non sustainable rewards as not necessarily proven to be increasing the number of residents getting involved

Voluntary sector alignment

Through this work, the Royal Borough of Greenwich will be aligned to the Royal Borough of Greenwich Voice and Influence Charter (**https://shorturl.at/jsN08**). The charter was co-developed with the Statutory and Voluntary Sectors through G-HIVE, which is delivered by METRO GAVS.

Support

This section provides the overview of the **planning tools and standards** for community engagement across the organisation that ensures the Council can reach our communities with engagement opportunities and a greater number of residents joining in.

Community engagement planning templates

Royal Borough of Greenwich teams and colleagues will have access to a number of template documents which when being completed, support the planning and detailing of their engagement activity.

Each template provides the outline of how to go about community work using the advice, guidance and standards within this framework, highlighting best practice and also what is expected when developing and delivering community engagement.

Council colleagues and partners can contact the community engagement team for the suite of templates and for development, delivery and reporting support.

The engagement activity being co-ordinated will also be linked to the engagement forward plan where it will be possible to see what else is happening across the borough and where any collaborations might work. The engagement team is there to support and help within the different Council areas, whilst the local team still leads on the work being undertaken.

1. Community engagement plan (includes the influence map) template
2. Consultation plan and standards (length of time, resources, type of engagement, online plans, reporting, questions/questionnaire and surveys creation) template
3. Resident engagement, participation and involvement (roles, descriptions reward and recognition and management) guidance and templates
4. Activity monitoring, evaluation, findings and impact (metrics, annual plan and Our Greenwich plan)
5. Equalities impact assessment document
6. Outcomes reporting template and "You Said" "We Did" template
7. Flow chart indicating time requirements for each step on the planning and delivery of engagement
8. Costs and budgeting template (includes indicative translation and interpretation, comms and locations costings)
9. Community engagement forward planner
10. Decision report writing template

Contact the team
community.engagement@royalgreenwich.gov.uk

NB: Contact the Communications Team for communications support for your engagement activities. Please give as much notice as possible.

Contact the team
media.desk@royalgreenwich.gov.uk
020 8921 6262

Colleague development and training

To support implementation of the engagement framework and keep **investing in Council staff and teams**, a range of in person training activities and online training recordings will be available.

1. Why engage the community and what are the benefits
2. Values, behaviours, ethics in community engagement
3. Consultation practice and the Consultations Institute Charter
4. Cycle of community engagement
5. Advice for co-ordination and management of volunteers, champions and advocates
6. Resilience training, difficult conversations, conflict management and building relationships
7. Monitoring, evaluation and impact measuring within community engagement
8. Demographic insights into the understanding the community
9. Equality, diversity and inclusion in community engagement

Safe working and assessing risks

A set of **risk management tools** will be available to manage the possible risks encountered when delivering community engagement. These are likely to include:

- A risk assessment template covering face to face engagement activities, door knocking and lone working
- A risk assessment tool for public spaces and events
- An out of office and unsocial hours management protocol
- Zero tolerance to abusive language and behaviour policy

Standards and compliance

This framework is ensuring the quality and the range of engagement activity across the whole Council with the aim for more residents taking part and influencing decisions. A number of clarifications are below to assure residents, that the Council is clear on certain tasks with community engagement and know what is needed when engaging the community.

Resident and community engagement		
What/who	**Standard/compliance**	**Equality, diversity and inclusion**
Communications	• Communications team • Inclusive language guide	• Translations statement in written documents and content
Community engagement	• Community engagement plan (using the framework and toolkit)	• Aim for increased proportionate representation of community demographics to the scheme locally or borough wide as necessary
Consultations	• The Consultations Institute Charter Statutory consultation minimum requirements • Gunning principles (see page 26)	• Focus on increasing participation and representation from residents 35 years and younger, global ethnic majority communities
GDPR	• UK GDPR and Data Protection Act 2018 • Royal Greenwich data protection principles	
Statutory consultations	• The Consultations Institute Charter • Royal Borough of Greenwich, planning - statement of community involvement • Statutory consultation length minimum 28 days (to not include national holidays or holiday periods)	• Focus on increasing participation and representation from residents 35 years and younger, global ethnic majority communities,
Voluntary and community sector groups	• Greenwich Voice and Influence Charter with VCSOs and Metro Charity • Metro Charity policy on enablement	

Community engagement jargon buster

What do we mean? Here are some of the terms used often around community engagement activities with definitions

A	
Active citizenship	This is when people get involved in a community by actively taking responsibility and initiative in areas of concern to that community.
Advisory committee	This is a group to advise partner agencies on policy decisions and services. Group may consist of professionals and/or key stakeholders.
Advocate	A role which helps you express your needs and wishes and weigh up and take decisions about the options available to you. They can help you find services, make sure correct procedures are followed and challenge decisions made by the Council or other organisations. The advocate is there to represent your interests. They do not speak for the Council or any other organisation.
Area forums	These are meetings held locally, often hosted by the local Council. Forums are typically composed of local residents, Councillors, senior representatives from the local authorities, the Police, Primary Care Trusts and other key local organisations, to debate key topics and answer residents' questions face-to-face.
Asset-based community development	An approach to community development that is underpinned by the premise that communities can drive the development process from within by identifying and mobilising their existing but often unrecognised strengths or 'assets'. It contrasts with approaches that are focused on what a community needs or lacks.

B	
Barriers	Taking various forms, barriers to engagement might hinder effective communication and interaction with communities. They may be language and cultural barriers, physical or technological barriers.
Baseline	Information about the situation that an organisation is trying to change, showing what it is like before it intervenes.
Benchmark	A standard of achievement that an organisation has already achieved, which it can compare current achievement to or use to set a target.

C

Capacity building	Enabling individuals, groups and communities to develop the confidence, understanding and skills required to influence decision making and service delivery. This could include enabling communities to provide and manage services to meet community needs.
Citizen advisory groups	These are groups involving members of the public who sit as a committee to inform and advise decision making over an extended period of time. Advisory groups can create effective and on-going dialogue that allow issues and concerns to be explored in depth, and ideally addressed, while the participants are still involved.
Citizens' assemblies	This is a group of people who are brought together to learn about and discuss an issue or issues, and reach conclusions about what they think should happen.
Citizens' jury	A method of engagement which uses a small representative cross-section of the community (who are sometimes paid) to look in depth at an issue, come to a conclusion and make recommendations for change.
Citizens panels	This is usually a large, demographically representative group of citizens regularly used to assess public preferences and opinions.
Citizens' summit	A term for large-scale deliberative public meetings that use communications technology to facilitate discussions. These summits are deliberative meetings involving large numbers of people (typically between 500-5000) and using communication technology to facilitate discussions.
Co-creation	This is when both co-design and co-production works together in a scheme or activity.
Co-design	When you residents are involved in designing something like an architectural plan or developing a policy. Based resident and service user experiences and knowledge working alongside professionals.
Collaboration	A process by which groups come together, establishing a formal commitment to work together to achieve common goals and objectives through joint ownership of the work, risks, results, and rewards.
Committee	These provide oversight and investigate the Council's work and organisations who work with the Council to deliver services.
Committee meetings	Royal Borough of Greenwich operates several committees. These meet on various occasions throughout the year. Information on these committees can be found at **committees.royalgreenwich.gov.uk/Committees**

Community	A group of people living in the same place or having a particular characteristic or interest in common. Community may also refer to significant group affiliations such as national communities, international communities, and virtual communities. For Royal Borough of Greenwich our community is defined as everyone who lives, works, visits, does business here and is educated in the borough.
Community action	This refers to forms of collective mobilisation where individuals or groups come together to identify their own needs and determine actions to meet those needs. Community action includes a broad range of activities and is sometimes called 'social action'.
Community champion	A role refers for someone who participates in formal leadership programs inside a community. Often these programs are called "Advocacy Programs". Champions are responsible for providing value to their networks in the form of thought leadership, program facilitation, and/or content. Champions often focus on a specific topic, industry, or member region.
Community development	This is a broad term given to the practices of active citizens and professionals to build stronger and more resilient local communities. It is rooted in principles of empowerment, inclusion, self-determination, collective action and social justice. Community development enables people in communities to take collective action, allowing them to change things that are important to them. It is a continuous process led by community members aiming to improve the quality of life, as determined by them, of their community.
Community engagement	A process of developing partnerships, collaborations and relationships to mobilise and influence positive change and gathering those in the community to get involved in the decisions that affect them. It is a way of working together with and through different groups of people associated with geography, characteristics, a particular interest, or similar situations to achieve a shared understanding of community needs and experiences.
Community engagement framework	A Community Engagement Framework gives structure to the processes and activities of working within and together for communities whilst reporting metrics on success.
Community Review Panels	These ensure the largest developments are scrutinised by residents and members of the community so these views can be shared with developers and decision-makers while proposals are being drawn up.
Compact	A partnership agreement between public agencies and third sector to work together to improve the quality of life for people and communities.

Consultation	A level of community engagement where residents are asked to express their views and opinions about a particular service or proposed change, before any final decisions are taken. This can be done in a variety of ways, for example in writing or in discussion at a meeting.
Consultation platform/ portal	This is a platform or website that facilitates communication and engagement between organisations like the Councils and the public. It serves as a central hub for various types of consultations, allowing individuals to participate, provide feedback, and express their opinions on specific topics or initiatives.
Consultee	A person or an organisation who is consulted about something to understand their options and gather feedback.
Co-production	This is the engagement action of making something happen (as distinct from the design of something). A level of community engagement that involves people in the planning and delivering of services alongside professionals.

D

Deliberative poll	This poll takes a representative sample of the population, provides them with information about an issue and time to deliberate about it before coming up with a considered opinion. These results are then used as a guide to what the whole population would think if they had a similar chance to deliberate.
Demographics	This is the study of the number and characteristics of people who live in a particular area or form a particular group.
Diversity	This means people's different experiences, identities and points of view. Our focus is the diverse characteristics and backgrounds of our area's population. That includes legally protected characteristics and other things which can affect people's life chances, like appearance, gender identity, caring responsibilities, being from a working-class background, or being a migrant, refugee or asylum seeker.

E

Empowerment	A process by which people equip themselves with the knowledge, skills and resources they need to take control over decisions and resources.
Engagement	A process of interactions between organisations and the community. Behaviours of engagement can be by asking/answering questions, interacting and discussing issues, sharing resources, attending events and participatory sessions, involving communities is services and decisions.
Equality	This means fairness and ensures that individuals or groups are not treated less favourably because of their "protected characteristics" (see below). Equality also encompasses equality of opportunity where we must ensure that those who may be disadvantaged have access to the same fair opportunities as everyone else.
Equalities impact assessment (EIA)	An assessment process that Public Sector organisations must follow to make sure that any documents it produces which are available to the public do not discriminate against any group in the community.
Equity	This is about fairness and justice. It means recognising that we do not all start from the same place and that we need to understand what an individual or group needs, so that we use resources to meet those needs and ensure everyone can be included. It requires understanding a community and strategically matching work to their needs. It means everyone, no matter their background or characteristics, getting fair treatment and access to opportunities and recognising that some people do experience inequality and injustice. At Royal Borough of Greenwich, treating everyone the same ('equality') is not enough – we must strive to remove barriers.

F

Focus group	A group of deliberately selected people, assembled to discuss an issue, brought together to talk, usually about a particular item, concept or concern aims to find out what they think, feel, believe and their reasons for doing so, but not to reach any agreement.
Forum	Forums are more structured interactive events attended by local community stakeholders, to which Ward Councillors may also be invited. Forums can be organised by a developer's professional team, or on their behalf by a professional facilitator, and held at an appropriate venue, close to a project's site.

G

Green paper	Consultation paper issued by the government prior to making something law.
Global (ethnic) majority	Global ethnic majority (GEM) is the term used to refer to all ethnic groups except white British and other white groups, including white minorities. It includes people from black, Asian, mixed and other backgrounds who represent 44% of the population of Greenwich.

I

Inclusion	Means everyone feeling they belong, being safe and respected, able take part and realise their potential. For us, this involves striving to reach, listen to and involve people in our work who tend to be under-represented or whose voices tend not to be heard.
Involvement	This means the meaningful, consistent participation in activities that support and improve upon social wellbeing. Involvement examples include volunteering for local neighbourhood associations, local charities or voluntary organisations and being part of an co-ordinating forums and focus groups.

J

Judicial review	A type of court case in which a judge looks at whether a decision made by a public body such as a local Council has been made in the right way, and whether they had the right to make it. It does not rule on whether the right decision has been made, but whether the right process has been followed. You can talk to a solicitor about applying for judicial review if you believe that an organisation has not followed the law in making a decision about something that affects you.

L

Lived experience	The knowledge and understanding you gain when you have lived through something or experienced it for yourself.
Local issues forum	The goal of a local issues forum is to give everyone a greater voice in local decisions and encourage more citizen participation in local public policy making.
Local plan	The Council's main planning document, which is used to manage development such as new homes and business space for people to work and shop. The Local Plan contains all the Council's planning policies which specify the types of development that may or may not be permitted in different areas.

M

Mediation	A way of solving disputes between two parties that involves a neutral third party (mediator) who listens to both sides and tries to find a solution that satisfy everyone.
Monitoring	Collecting and recording information in a routine and systematic way to check progress against plans and enable evaluation.

N

Neighbourhood planning forum	Provides communities with the opportunity to shape their local area through, neighbourhood plans, neighbourhood development orders and community right to build orders.
Neighbourhood plan	A document written by a local community that sets out planning policies for the neighbourhood area – planning policies are used to decide whether to approve planning applications. Visit **neighbourhoodplanning.org**

O

Opinion polls	A form of quantitative survey that measures the opinion of a sample of people. They are carried out to gauge and compare people's views, experiences and behaviour.
Outcomes	These are the changes, benefits, learning or other effects that result from what the project or organisation makes, offers or provides.
Outputs	Are the services, items or facilities that result from an organisations' or project's activities.

P

Panel	A group of people with different backgrounds and areas of expertise who jointly make decisions - or agree decisions made by others - about services and funding.
Participatory Appraisal	A group of approaches and methods which enable local people to conduct, prepare and analyse their own surveys and research.
Participatory budgeting	This is an umbrella term which covers a variety of mechanisms that delegate power or influence over local budgets, investment priorities and economic spending to citizens. It involves citizens directly in making decisions about budget issues. This can take place on a small scale at the service or neighbourhood level, or it can be done at the city or state level.
Participatory planning	The community invited to make decisions on priorities, services and budgets in the local area.
Plain English	An independent group fighting for plain English in public communications.
Planning forum	A forum in where planners, stakeholders, local people and residents can discuss and comment on planning projects.

Pop-up event or installation	A temporary installation that can be used to show people plans or give people a taster of a project.
Protected characteristics	Defined under The Equality Act 2010, these are the things we must not discriminate against, or exclude residents from being able to get involved because of them. They are: • Age • Disability • Gender reassignment • Marriage and civil partnership • Pregnancy and maternity • Race • Religion or belief • Sex • Sexual orientation
Public meeting	A meeting held in public spaces that are usually open to anyone within your community.

Q

Quango	A semi-public administrative body outside the civil service but receiving financial support from the government, which makes senior appointments to it.
Questionnaire	In community engagement, a questionnaire is a set of questions with a choice of answers, devised for the purposes of understanding more about issues, concerns and community sentiment whilst gathering feedback on a project, scheme or service.
Quorum	The minimum number of members an organisation needs at any meeting to make any decision, as laid down in its constitution.

R

Referendum	A vote on a single issue. Each referendum has different rules on who can vote in it.
Regeneration	The process by which an area is renewed through a change in housing and amenities. Sometimes older estates can be demolished and replaced entirely, sometimes homes and estates can be modernised or refurbished. Resident involvement and co-production is seen as key to successful regeneration.
Resources	Everything an organisation draws on to carry out its activities. These will include the people, equipment, money and services it needs. They may also be intangible, such as time, morale and knowledge.

S

Scrutiny meeting	The part of your local Council that looks at decisions - including decisions affecting people with care and support needs - made by the Council's elected decision-makers. In many Councils, the main decisions are made by Councillors in the Cabinet. The Overview and Scrutiny Committee, which is made up of Councillors who are not in the Cabinet, reviews these decisions, asks questions, investigates issues affecting the local area, and makes recommendations. If you are unhappy about your Council's policy on some aspect of the care and support you need, you could contact your local Councillor or the chair of the Overview and Scrutiny Committee.
Social action	This is people coming together to tackle an issue, support other people, or improve their community. It involves people giving their time, skills and other resources for the common good.
Social value	When activities are considered holistically considering their broader economic, social, and environmental effects, positive effects contribute to the long-term wellbeing and resilience of individuals, communities and society in general.
Stakeholders	People or groups who have an interest in what an organisation does, and who are affected by its decisions and actions. When an organisation such as your local Council or NHS trust is planning to make changes to the way it works or the services it offers, it may hold a consultation with stakeholders, to find out what you think and what your experiences are.

Statutory body	In the UK, this is a government-appointed body set up to give advice and be consulted for comment upon development plans and planning applications that affect the public.
Statutory organisation	An organisation that is required by law to provide public services (i.e. statutory services) and receives central or local government funding.
Survey	A survey is a method of gathering information and feedback using questions.

U

User panel	These are regular meetings of service users about the quality of a service or other related topics. They help to identify the concerns and priorities of service users and can lead to the early identification of problems or ideas for improvements.

V

Voluntary organisations	These are organisations involved in activities like housing, community care and training whose management committee members are volunteers, i.e. unpaid. May employ paid staff.
Voluntary sector	A not-for-profit organisation. Organisations that are independent of the Government and local Councils. Their job is to benefit the people they serve, not to make a profit. The people who work for voluntary organisations are not necessarily volunteers - many will be paid for the work they do. Social care services are often provided by local voluntary organisations, by arrangement with the Council or with you as an individual. Some are user-led organisations, which means they are run by and for the people the organisation is designed to benefit - e.g. disabled people.
Volunteer	Someone who willingly gives their time for community and local good. They will not be paid like in an employed role, but usually will be reimbursed certain expenses and loss of income in certain scenarios, so that volunteering does not leave them out of pocket.

W

Walkabout	A guided walk through an area that is facing issues, development or transformation. Participants often draw a map with their observations, risks and potential solutions.
White paper	This follows a Green Paper where the government has consulted on a range of plans. The White Paper sets out government's intentions, and although it can be discussed it is not a formal consultation document.
Working group	A group set up to complete a particular task, after which it will be disbanded.
Workshop	A discussion group usually working through a number of tasks to gather and exchange information.

Reference materials

Reference 1 - Memberships and Accreditation

The Consultation Institute

Royal Borough of Greenwich is a member of the Consultations institute and as such upholds the consultations standards of the Consultation Charter 2017 (The-Consultation-Charter-2017-edition.pdf (**consultationinstitute.org**)).

Setting standards since 2003 the Consultation Institute (tCI) is a not-for-profit membership body, and global leader in consultation best practice and training. tCI has been dedicated to raising the standard of consultation and engagement practice to be meaningful for all involved.

Reference 2 - EDI legal responsibilities

The Royal Borough is required by the general public sector duty of the Equality Act 2010 to "have due regard to the need to":

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the equality act 2010

- advance equality of opportunity between people who share a protected characteristic and those who do not

- foster good relations between people who share a protected characteristic and those who do not.

References 3 - engagement planning templates

The following community engagement planning templates are available from the team. Contact **community.engagement@royalgreenwich.gov.uk** for copies.

- Community engagement plan (includes the influence map) template

- Consultation plan and standards (length of time, resources, type of engagement, online plans, reporting) template

- Resident volunteering and involvement (roles, descriptions reward and recognition and management) guidance

- Activity monitoring, evaluation, findings and impact (metrics, annual plan and Our Greenwich plan)

- Equalities impact assessment document

- Outcomes reporting

- Flow chart – dates, time requirements

- Costs and budgeting template (includes translation and interpretation)

- Forward planner

- Decision report writing template

Reference 4 - statutory obligations

As for other public bodies and local authorities, Royal Borough of Greenwich has a statutory obligation to undertake community engagement.

There are number of acts of government which cover the duty to consult and why:

1. Statutory duty

2. Secondly a common law duty of fairness

3. Legitimate expectation based on custom and practice or promise of consultation

Examples

Local Government Act 1999 - excerpt

Part I - Best Value Duties

3. The general duty

2) For the purpose of deciding how to fulfil the duty arising under subsection (1) an authority must consult—

(a) representatives of persons liable to pay any tax, precept or levy to or in respect of the authority,

(b) representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions,

(c) representatives of persons who use or are likely to use services provided by the authority, and

(d) representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.

3) For the purposes of subsection (2) "representatives" in relation to a group of persons means persons who appear to the authority to be representative of that group.

4) In deciding on—

(a) the persons to be consulted, and

(b) the form, content and timing of consultations, an authority must have regard to any guidance issued by the Secretary of State.

Local Government Public Involvement in Health Act 2007 - excerpt

The Act introduced a requirement for local authorities and primary care trusts (PCTs) to prepare a joint strategic needs assessment (JSNA), covering the health and social care needs of the population.

The Act enabled the creation of local involvement networks (LINks), which replaced patients' forums and the Commission for Patient and Public Involvement in 2008. The intention was to help strengthen the voice of local people who had opinions and concerns relating to their health and social services.

LINks' functions included seeking people's views on services, investigating specific areas and issues and conducting spot-checks. LINks ceased to operate and their functions were taken over (and expanded) by local Healthwatch organisations from 2013.

Localism Act 2011 - excerpt

CHAPTER 4

Consultation

"Consultation before applying for planning permission

61W - Requirement to carry out pre-application consultation

(1) Where—

(a) a person proposes to make an application for planning permission for the development of any land in England, and

(b) the proposed development is of a description specified in a development order, the person must carry out consultation on the proposed application in accordance with subsections (2) and (3).

(2) The person must publicise the proposed application in such manner as the person reasonably considers is likely to bring the proposed application to the attention of a majority of the persons who live at, or otherwise occupy, premises in the vicinity of the land.

(3) The person must consult each specified person about the proposed application.

(4) Publicity under subsection (2) must—

(a) set out how the person ("P") may be contacted by persons wishing to comment on, or collaborate with P on the design of, the proposed development, and

(b) give such information about the proposed timetable for the consultation as is sufficient to ensure that persons wishing to comment on the proposed development may do so in good time.

(5) In subsection (3) "specified person" means a person specified in, or of a description specified in, a development order.

(6) Subsection (1) does not apply—

(a) if the proposed application is an application under section 293A, or

(b) in cases specified in a development order.

(7) A person subject to the duty imposed by subsection (1) must, in complying with that subsection, have regard to the advice (if any) given by the local planning authority about local good practice.

61X - Duty to take account of responses to consultation

(1) Subsection (2) applies where a person—

(a) has been required by section 61W(1) to carry out consultation on a proposed application for planning permission, and

(b) proposes to go ahead with making an application for planning permission (whether or not in the same terms as the proposed application).

(2) The person must, when deciding whether the application that the person is actually to make should be in the same terms as the proposed application, have regard to any responses to the consultation that the person has received.

Best Value Statutory Guidance 2011 - excerpt

3. To achieve the right balance – and before deciding how to fulfil their Best Value Duty – authorities are under a

Duty to Consult representatives of a wide range of local persons; this is not optional.

Authorities must consult representatives of Council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in any area within which the authority carries out functions. Authorities should include local voluntary and community organisations and small businesses in such consultation. This should apply at all stages of the commissioning cycle, including when considering the decommissioning of services.

Health and Social Care Act 2012 - excerpt

Greater voice for patients

"If the fundamental purpose of the Government's proposed changes to the NHS – putting the patient first – is to be made a reality, the system that emerges must be grounded in systematic patient involvement to the extent that shared decision making is the norm."

NHS Future Forum Patient Involvement and Public Accountability Report (June 2011)

National Planning Policy Framework 2012 - excerpt

4. Decision-making

Paragraphs 38 to 59

38. Local planning authorities should approach decisions on proposed development in a positive and creative way. They should use the full range of planning tools available, including brownfield registers and permission in principle, and work proactively with applicants to secure developments that will improve the economic, social and environmental conditions of the area. Decision-makers at every level should seek to approve applications for sustainable development where possible.

Public Services (Social Value Act) 2012 - excerpt

1. Legislation

The Public Services (Social Value) Act came into force on 31 January 2013. It requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

Before they start the procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

The Act is a tool to help commissioners get more value for money out of procurement. It also encourages commissioners to talk to their local provider market or community to design better services, often finding new and innovative solutions to difficult problems.

Reference 5 - International Spectrum of public participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

IAP2 Spectrum of Public Participation

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INCREASING IMPACT ON THE DECISION

	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 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 public 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.

Translation

Please contact Royal Greenwich Interpreting Service if you need this booklet translated for you.

Telephone: **020 8921 3928**

Email:
interpreting@royalgreenwich.gov.uk

अनुवाद

यदि तिपाई लाई यो पुस्तिका अनुबाधति भएको चाहएिमा कृपया रोयल ग्रीनवचि इन्टरप्रेतडिङ सर्भसिमा सम्पर्क गर्नुहोस्;

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Traducere

Vă rugăm să contactați Serviciul de Interpretare al Consiliului Local Greenwich dacă aveți nevoie de traducerea acestei broșuri;

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ROYAL *borough of*
GREENWICH