

Our Greenwich

Community Engagement Pledge

Improving the quality of health and life of our residents



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During the research phase of the community engagement framework, Council officers wrote several acrostic poems highlighting why community engagement is important. You can see some of the poems throughout the document.

Every time is the **n**ew time, when **g**oing to people
Approaching **g**roups, **e**veryone **m**atters
Engaging **n**ow, totally in **t**he loop

Welcome

This plan is about improving the quality of life and health of our residents.

It follows the Council's corporate plan **Our Greenwich** and details our ambition to be collaborative, empowering and innovative in our approach to local government.

Within **Our Greenwich** we commit to the mission:

MISSION

15

Our Council is better at listening to communities, and communities feel they are heard

“

To build on the Council's current good work with communities and drive forward improvements we have created this community engagement framework, the **Our Greenwich: Community Engagement Pledge** to ensure we place you, our residents at the centre of our 'plans' and their delivery, with **communities** enabled to contribute to **decision making**, and see actions and outcomes from consultation and engagement.

This pledge holds us to account and presses us to be inclusive, ground-breaking and ambitious for current and future engagement delivery. It safeguards our best practice and high standards in how we work with our communities to shape services and pays attention to your thoughts and ideas.

To be able to arrive at this point, with the Council's first ever engagement framework, we have consulted with colleagues from across the Council, held and taken part in a number of workshops and events with organisations and hosted a nine-week long engagement programme for residents to guide this work. That rigorous process led to hundreds of comments and pieces of feedback which were closely analysed and have all been influential in creating this, our first Community Engagement Pledge.

(The engagement framework consultation report is available at royalgreenwich.gov.uk/community-engagement)

We want **Our Greenwich: Community Engagement Pledge** to be great for the borough!

Practical, providing structure and relevant to everyone in the borough, including elected members and partner organisations, this framework motivates and grounds our activities and practices. By refreshing the Council's approach, the framework's outcomes can influence changes to the services and improvement plans that affect you and your community.



**Councillor Anthony Okereke,
Leader of the Royal Borough of Greenwich**

”

Background



Empowering the community to have a choice

Negotiating change by having a voice

Go ahead and listen by using your ears

And working together year after year

Growing together and supporting each other

Encompassing your views

Making the changes

Everyone involved

No one left out

Togetherness

Why an engagement framework is needed

During the months of research and consultation to create the **Our Greenwich: Community Engagement Pledge** - a number of repeated messages and themes came from the conversations with residents, communities and partners.

They consistently highlighted that there could be a closer and improved relationship with the Council, that the community wants to be able to participate in supporting Council improvements and that the voices of the community needed to be seen in the decisions taken.

The framework outlines just how the Royal Borough of Greenwich can start to **engage more often** and more consistently with residents to **address these key messages** from communities and partners.

Build trust

- Build positive relationships with residents and communities
- Take local action and work with and in local communities
- Change the behaviour of the Council to one that can listen and respond to the community
- Be transparent and clear about decision making

Communicate

- Improve communication overall
- Have a better engagement and consultations feedback loop to let residents know what is happening
- Measure and evidence impact, report on outcomes of community engagement

Engage

- Be more inclusive and make engagement opportunities fully accessible
- Use diverse engagement methods so everyone can take part (e.g. not only online activities)
- Do more and varied community engagement activities



This pledge has been co-produced with the great support and contribution of residents, partners and Council officers. Thank you everyone involved!

This is some of what we've done to create the whole engagement framework:

-  received 439 online contributions from residents
-  welcomed 288 residents at face-to-face events and sessions
-  held 26 public engagement workshops
-  hosted 33 staff and member sessions with 237 Council colleagues involved
-  delivered 69 hours of public community engagement
-  undertook over 50 hours of Council research workshops engaging with staff
-  distributed paper surveys to 36 libraries, leisure and community centers across the borough
-  delivered 11 deeper community conversations
-  established six Council workstreams to deliver Council wide change and engagement improvements
-  involved over 20 different Council teams across all directorates - showing the breadth of Council contribution and commitment to change
-  involved 35 community organisations and partners in the process.

To ensure the Royal Borough of Greenwich can improve community engagement with residents and embody the principles of great consultation and involvement, the **Our Greenwich: Community Engagement Pledge** has been developed and designed to help the Council, colleagues and partners to deliver on the best practices, as outlined here.

The community engagement framework:

- provides appropriate guidance and ways of working for the Council to be consistent whilst delivering high quality engagement with residents
- celebrates and promotes good practice in consultation and engagement
- establishes a system to enable quality, confidence and standards on all aspects of community engagement
- outlines monitoring outcomes and performance
- gives residents, officers and members a clear understanding of the decision-making influence of communities.

Corporate plan alignment

This framework addresses the community engagement missions within the corporate plan and is aligned to achieving the vision for 2030.

MISSION

15

Our Council is better at listening to communities, and communities feel they are heard

MISSION

16

We develop networks with communities, key partners and businesses to meet need and address challenges together

MISSION

17

We design our services around the needs of our residents

Why community engagement is vital

As well as the delivery of the Our Greenwich corporate plan and its missions, there are some powerful business reasons why Royal Borough of Greenwich is aiming to increase the range, frequency, number and diversity of community engagement activities we co-ordinate and deliver.

Better decisions

- Community engagement helps inform and improve efficiency, legitimacy and transparency of the decisions we take.

Cost savings

- Community engagement leading to better, effective and more efficient services will save money for the Council.

Relevant services

- By encouraging and embracing community engagement, we'll understand what work needs to be done, services to invest in and policies to refine.

Council transformation

- Through community engagement, we can refine how communities play a role in what we do, and how we govern. The Council recognises that our democracy plays an important role in everyone's lives. Our relationship with recipients of our services needs transformation so that we can become an organisation able to reflect our society and communities.

Right first time and effective solutions

- With the Council and communities able to come together, there is a better understanding of community needs and interests and so recognising the Council's and the communities' perspectives will mean decisions are less likely to need to change, be impossible to implement or lead to objections.

Valuable relationships

- Building trust and partnerships will make more of the joint resources and actions we can take with the community and alongside other organisations and bodies.



Purpose of the community engagement framework

What is community engagement?

Community engagement is the term used for a variety of processes and activities which involve **residents and communities** in being an **influential part** of the projects, service improvements and decisions that affect your lives. It can happen in many different ways, from written surveys, to in person activities, workshops and forums.

Our community is everyone who lives, works, visits, does business here and is educated in the borough.

Engagement activities with our communities may come from formal statutory processes for example planning consultations, informal (not statutory) engagement and the delivery of local projects, to work to improve overall health and wellbeing, education, housing, employment, and how we allocate our budget.

The purpose of the framework is to enable the whole Council to:

- provide more and broaden the range of activities including those enabling deeper engagement and stronger relationships
- encourage more voices to be heard
- see more residents and more diverse communities contributing to and participating in community engagement and taking an active role in decision making.

Community engagement is comprised of a spectrum of different methods and activities to work with communities. That spectrum includes "consultations" alongside other opportunities.

A consultation is a process of dialogue and feedback gathering which may lead to a decision where the views of a community are required. It is sometimes, but not always, a statutory requirement to consult with residents and communities and the decision makers must ensure they have taken into account all views and relevant information before reaching a decision.

What you said:

Engagement meetings should be online as much as possible to save going out in the dark and cold.

It would be great to see an ambition to move further up the 'ladder of engagement', from informing and consulting, codesign, coproduction and devolved power.

Engagement at community centres and children's centres is really good but you could have more engagement at schools.

Some residents have become distrustful of the Council... the trust needs to be earned back.

Do the simple things, be responsive and listen and act promptly.

You could have open, transparent meetings that members of the public can freely attend rather than consultation events with external consultants, who don't know the area.

I sometimes feel the Council doesn't listen to me.

Give people space to answer questions in an open-ended way, code the open answers so you can see the patterns in the responses and publish the results of your surveys.

Part 1:

Pledge values and principles of community engagement

Engagement is great

Normal to us

Gets everyone involved

And no one is lost

Gathering ideas

Enables cohesion

Makes a difference

Encouraging inclusion

No barriers in place

To deliver our vision

Community engagement framework

Statement of intent

It is recognised, that when communities are part of how local authorities deliver their services, outcomes improve, there is better and more democratic participation and service delivery is positive, effective and efficient. [newlocal.org.uk/publications/community-power-the-evidence](https://www.newlocal.org.uk/publications/community-power-the-evidence)

Part of everyone's role

At the Royal Borough of Greenwich, community engagement is part of everyone's role. We are all ambassadors for Our Greenwich: Community Engagement Pledge, whether Council officer, elected member or external partner.

No matter if talking to one resident, a group or community, liaising over a service or delivering a scheme – understanding our communities' perspectives, thoughts and concerns, asking for feedback and maintaining strong and constructive relationships will lead to and sustain great work for this borough.

This work is really important in making residents feel better connected with the Council and that they have a chance to give their input before decisions are made.

Veronica Johnson, Head of Corporate Governance and Democratic Services

Our Communities

Vision for 2030

Residents have a different relationship with the Council.

The Council is focused on building services that build resilience and independence. When an interaction is needed with the Council, people are able to get the right information or service in the most efficient and accessible way possible.

Our communities have a stronger voice and feel heard. This has been achieved through a change in the way that community engagement is carried out, with a focus on going to communities and really listening.

This regular engagement gives us a constant understanding of the challenges, hopes and fears of our communities to make sure we're addressing the right things. Our shared understanding of our challenges, missions and growth of community networks has led to greater levels of partnership to address challenges.



We will now have a bigger focus on community engagement to ensure residents have more involvement in decision making.

Tina McDonnell, from the Abbey Wood Women's Institute

Our values and behaviours shaping community engagement

Using the existing Royal Borough of Greenwich values, this framework shapes how they should be used when applied to community engagement. Each value has a set of behaviours to show how that value is demonstrated.

These behaviours define how we must go about community engagement and our wider approach to work we undertake with you and all our communities. Behaviours are about:

- how we do things
- how we treat residents, our external partners and the community
- how we expect to be treated whilst undertaking community engagement
- the way we communicate and how we say things.





IMPROVING RESIDENTS' LIVES AND OPPORTUNITIES

Value 1: Community engagement behaviours

1. We listen and learn from our residents and communities to provide services and engagement activities which improve lives.
2. We provide relevant, accessible and clear information about the engagement activities our communities, businesses and residents can take part in.
3. We signpost and support residents to access the service they need whenever possible.
4. All engagement materials are in plain English and don't use jargon or language only experts understand.
5. We put the residents first, thinking about their needs and working together for a community solution and approach.



DEMONSTRATING RESPECT AND FAIRNESS

Value 2: Community engagement behaviours

1. We treat everyone as equals, with respect, fairness and dignity at all times and when part of any community engagement activity.
2. We listen to the community.
3. We empathise with our communities to better understand their experiences and needs.
4. We ensure residents and communities feel safe and respected when engaging with the Council.
5. We foster the environments which build relationships where communities feel they can speak up about their issues.



TAKING OWNERSHIP

Value 3: Community engagement behaviours

1. We communicate with our communities about expectations and what is achievable as a result of the engagement.
2. We communicate the outcomes of any engagement activity, detailing why and how decisions have been made, including when not able to respond to community consensus.
3. We are clear about the engagement activity, including the level of influence the community and residents have in the work being engaged about.
4. We develop activities relative to the community and our residents and are creative with our engagement.



DOING THINGS BETTER

Value 4: Community engagement behaviours

1. We search for ways to do engagement better with and for the community.
2. We identify with the community what engagement and changes will make the most difference.
3. We collaborate with the community around engagement activity and are committed to learning from our experiences.
4. We harness and share knowledge, skills and expertise across the organisation to ensure consistent and high-quality community engagement.
5. We liaise with our community partners and keep learning from them and our practices in delivering community engagement.
6. We celebrate our communities' contribution and share success stories to highlight and evidence impact.



WORKING TOGETHER ACROSS THE COUNCIL

Value 5: Community engagement behaviours

1. We develop opportunities for collaboration across the Council so that community engagement thrives.
2. We work in cross team, multi-discipline community engagement so that the Our Greenwich corporate plan is successfully delivered.
3. We contribute to monitoring and outcomes measuring, so the Council can be effective and see the benefits of engagement through the organisation and the community.



Community engagement will support and drive social transformation. It ensures access and community empowerment.

Charlene Noel, Interim Head of Safer Spaces and Integrated Enforcement

Our ethics in engaging the community

Whatever the community engagement activity is for and about, the community has a stake in the **knowledge or data** that is produced. These engagement ethics should be upheld especially when in respect to community co-production activity, research and community collaborations.

- In engagement activity, analysis of the work and findings, reporting and sharing, we must acknowledge the community, their contributions and the sources.
- Without any breach of security or confidence, we must share the information generated by the engagement activity with the community involved in its design and delivery.
- When possible, and enriching to the work, provide the community with an opportunity to review the data and participate in the analysis.
- We must be clear about where and how the engagement findings, knowledge and data will be used.
- If agreed by each party, involve the community in the distribution of findings from engagement activity.
- We must work with the community as a partner in the engagement, working together to inform the activity being developed and delivered.
- Both the engagement activity and outcomes derived, must be delivered with honesty, authenticity and transparency.

“

We are very excited about the outcomes that this may bring to all in the communities we are involved with in the borough.

”

Lucy Callaghan, Business Relations Manager at Woolwich Service Users Project



Community engagement principles

This framework is supporting the Council’s delivery of these new community engagement principles. The principles will be upheld through our everyday practices, in performance of our duties and delivery of our work. Although we have consistently liaised with our communities, the framework brings delivery, practice and implementation together for greater impact for the community.

Our **four** community engagement principles:

1 Create open dialogues and share engaging communications

- Ask the community firstly for thoughts and feedback
- Share clear information
- Ensure communications are available in accessible and inclusive formats
- Create jargon and acronym free materials
- Request feedback from the community during any engagement activity

2 Encourage thriving relationships

- Build trust with partners and residents
- Harness community knowledge, insight and expertise
- Be open, respectful and responsive

3 Foster honesty around influence and impact

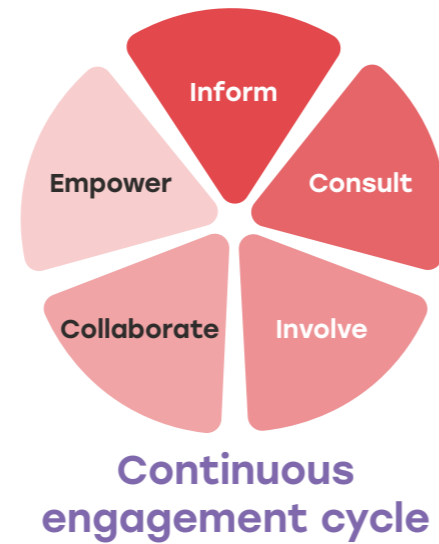
- Highlight what can be achieved
- Provide the necessary time for engagement and build community capacity
- Make sure activity is needed and evidence driven
- Ensure updates include how contributions have influenced any decision
- Share outcomes and impact

4 Collaborate together with communities

- Work locally with stakeholders
- Liaise on the ground with communities
- Develop engagement activities together

Consultation practice

Consultations are an important part of our **continuous engagement cycle** (see Community Engagement Pledge Part 3: Handbook, for full details) and a significant method used by the Council to gather feedback and understand resident and **community thoughts**. There is a statutory duty to consult on certain subjects, which is why the practice points below are additional to the community engagement principles highlighted already.



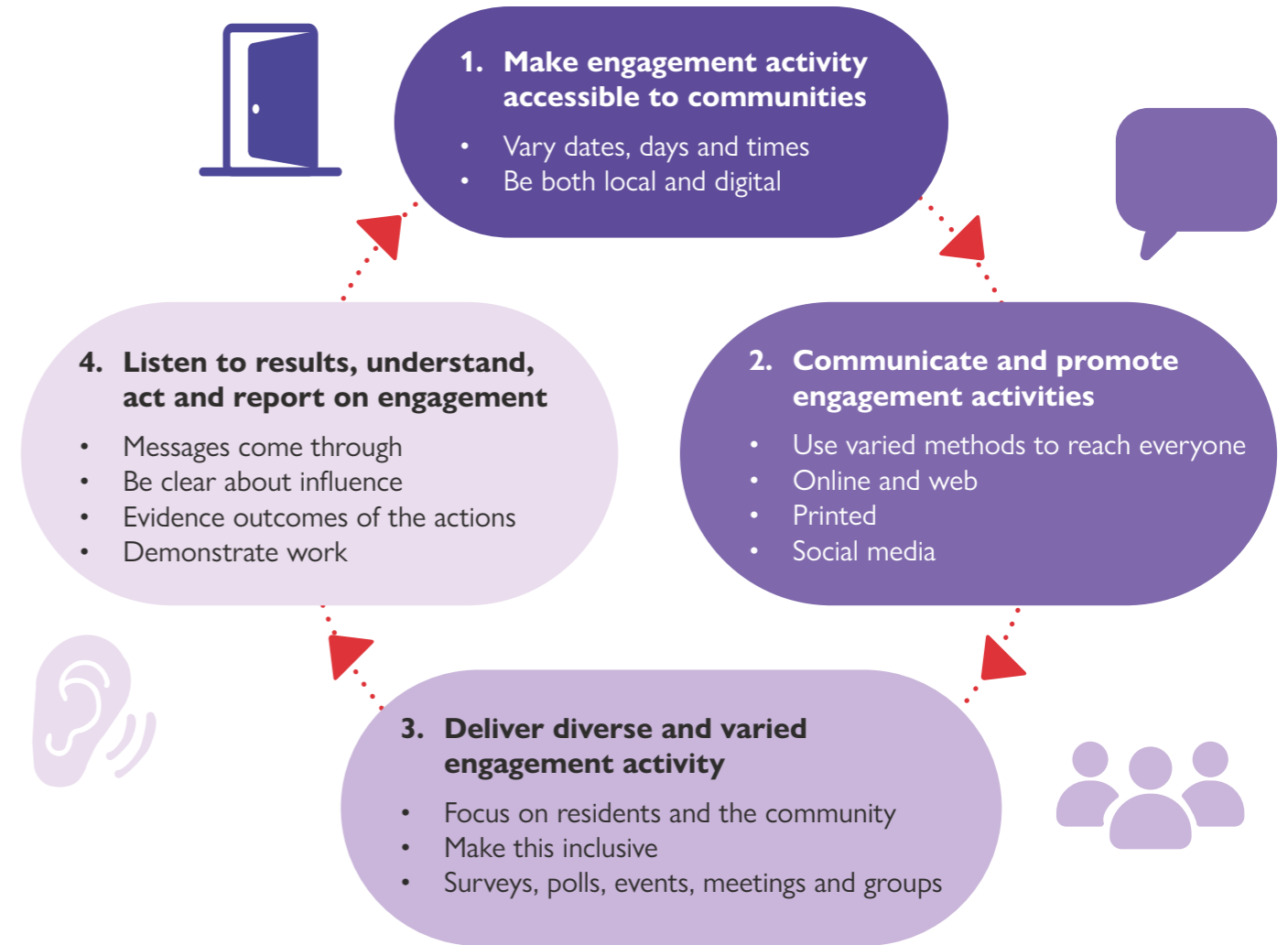
<p>Practice 1</p> <p>Consultations have a clear purpose</p>	<ul style="list-style-type: none"> • Are defined and necessary • Highlight the type of consultation (statutory, legal, informal etc) • Clarify the level of influence upon the subject (advice, insight, feedback, policy, decision making)
<p>Practice 2</p> <p>Consultations are designed with residents</p>	<ul style="list-style-type: none"> • Use the community when developing consultations at a formative stage • Give relevant information, options and survey questions • Are clear and understandable for informed responses
<p>Practice 3</p> <p>Consultations respond to each community</p>	<ul style="list-style-type: none"> • Are tailored to needs and preferences of a community • Suited to a sector or residents, and are accessible (e.g. when consultation takes place) • Last for the right and helpful amount of time
<p>Practice 4</p> <p>Consultations give tangible outcomes</p>	<ul style="list-style-type: none"> • Report on consultation evaluation • Use consultation responses to inform the decisions made • Share consultation impact and use

When a consultation's "requirements are prescribed by statute" we will follow those requirements and adhere to our **consultation practices** to ensure the best possible consultation exercise.

Equality, diversity and inclusion for widening participation

Ensuring we can all contribute

Through the development of this framework – **four key messages** came through from **residents and communities** through the consultation and engagement research in early 2024.



Equality, diversity and inclusion promises

At the Royal Borough of Greenwich we realise that our communities make Royal Greenwich great. As part of our engagement, actions and behaviours, we must treat everyone with respect and fairness and go beyond our legal requirements. We have to promote equality, diversity and inclusion (EDI) in the way we act and deliver our engagement activities.

We will place equality, diversity and inclusion at the centre of community engagement which means we will:

strive to have local communities represented and enabled to take part in our engagement activities

map and report against the borough's demographic records and protected characteristics

ensure we use applicable and inclusive language in our communications including translations when necessary and the use of plain English

liaise with communities and work to remove barriers to participation in Council community engagement activity

highlight EDI actions to be taken in community activities across the entire Council and support colleagues in enabling greater EDI

review EDI community engagement practices and procedures whenever necessary.

- E**mpathy – towards all situations
- N**egotiable – difference of all opinions
- G**ather information
- A**cknowledge the success
- G**o extra mile for all customers
- E**valuate the response
- M**onitoring success and feedback
- E**nabling the required measure to
- N**avigate the plan
- T**rust the process in Greenwich

Equity

Equity 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 the Royal Borough of Greenwich, treating everyone the same (equality) is not enough – we must strive to remove barriers.



Part 2: Pledge delivery and implementation

Even if you're not tech savvy

No worries, just remember

Go to your local library

And speak to a team member

Grab a leaflet with your book

Everywhere you look

Meet with other people

Emails, telephone – if you don't fancy a walk

No barriers to engage

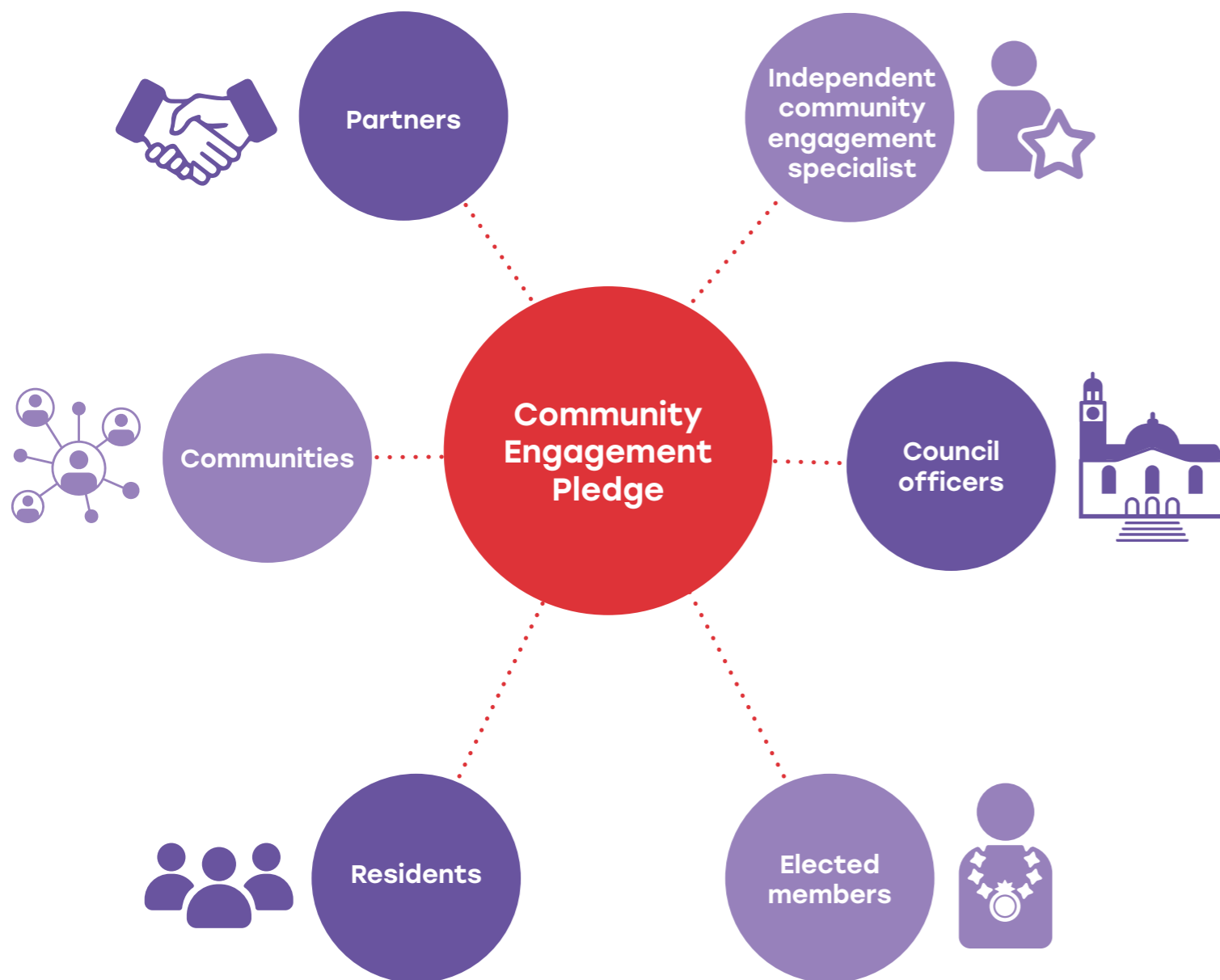
There is always time to talk

Focus on delivery

As community engagement at the Royal Borough of Greenwich develops further and with some innovative approaches being used already, the Our Greenwich: Community Engagement Pledge helps us to do more for and together with our communities. This commitment to implementation, ensures momentum is kept so that residents' voices are heard and listened to.

The focus here is on working holistically with the community, residents, partners and Council officers as a collective, leading to lasting sustained community actions and engagement activities with residents at the centre of what happens.

This plan has been built around the messages and feedback received from September 2023 to January 2024 with the key parties involved.



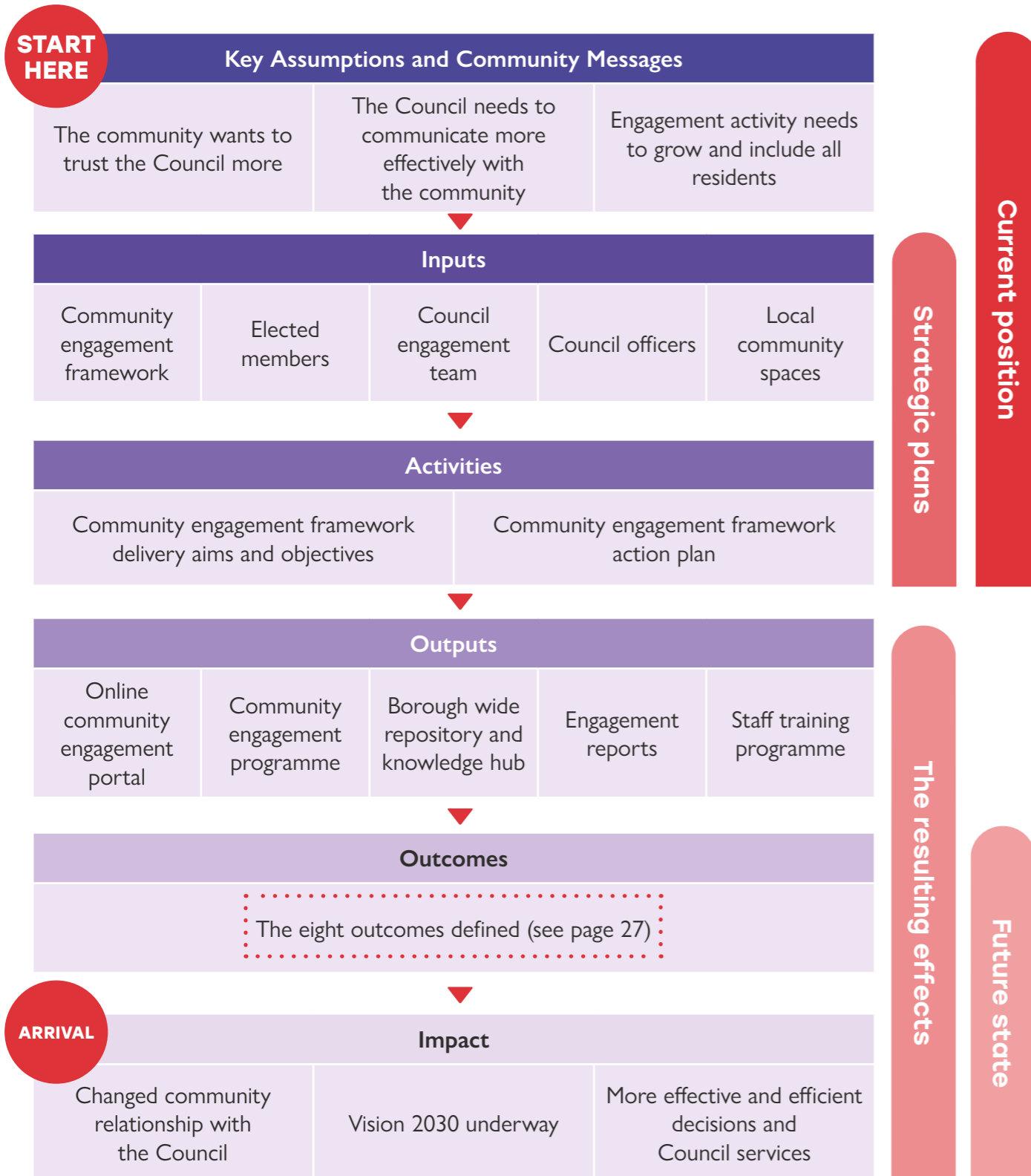
Eight outcomes

The Council is serious about engaging the community, and a new team of officers is focused on supporting the implementation of the Our Greenwich: Community Engagement Pledge. These eight outcomes will be monitored to ensure the scope of the work remains on track.

- 1 Communities have greater **trust** in the Council, have a **stronger voice** and know their voice has been heard through feedback.
- 2 Communities are given access to a range of and **more opportunities** including to **co-design** the **services** they receive.
- 3 Community engagement is a more visible (and used) part of our **decision-making** process, with our governance arrangements enabling **meaningful** and appropriate community **engagement and influence**.
- 4 Our staff exhibit **respect and compassion** when working with communities and feel motivated and empowered to proactively engage with them.
- 5 We have a better understanding of our **community networks and assets**, and we use these to go to our communities instead of asking them to come to us.
- 6 We efficiently and effectively share community engagement **data and information** across the Council, and with partners, to **inform action**.
- 7 We have improved the **quality, diversity and accessibility** of community engagement through upskilling staff and partners, and the use of new **tools and standards**.
- 8 Our engagement activity is **more joined up** and we are taking the most **insight** we can out of every interaction.

Theory of change

This **community engagement theory of change** is the visual summary of the plan's journey to go from the current position with the key community messages to the changed state with a clear impact from the delivery of this engagement framework's plans. It illustrates how and why the changes identified are expected to happen, leading to the positive impacts of the Council's relationship improvements and community influence on decision making.

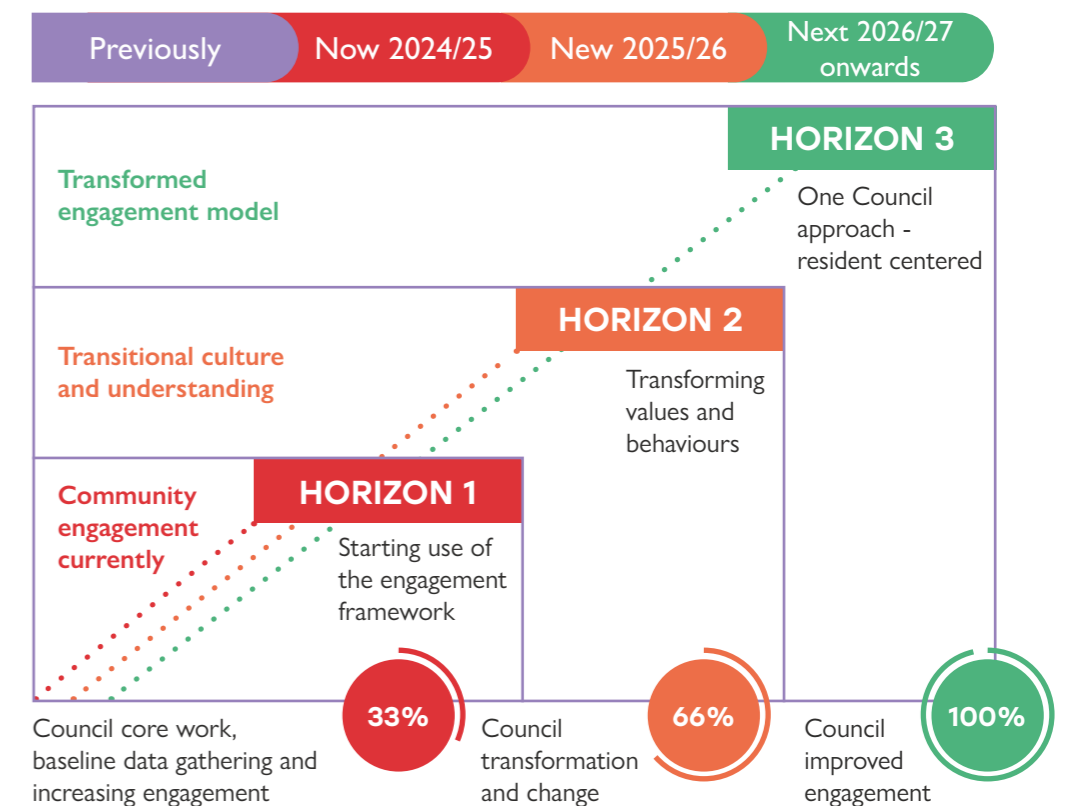


Embedding this framework within the Council



Change process over three years

To see the fullest effects of this work seen through the whole Council, there is a reporting and impact measurement model for tracking implementation of the framework, using the three stages of change model.



Delivery aims and objectives

Aim 1: Build trust with residents and the community to enable community engagement and involvement in processes of decision making

Objective 1: Review and improve online and offline engagement resources and approaches for better engagement

Objective 2: Share reports, knowledge and insight from engaging with the community (both internally and with the sector)

Objective 3: Develop a range of communications methods that enable more residents to participate in engagement activity

Aim 2: Promote, highlight and amplify the voice of residents in decision making

Objective 1: Promote the role of scrutiny and other Council governance processes for residents to get involved in

Objective 2: Create engagement resources and opportunities using thought through plans which influence decisions using the Continuous Engagement Cycle

Objective 3: Outline, detail and utilise the scope of decision-making processes including where and when the resident voice and influence is called upon

Aim 3: Extend the range of engagement opportunities for residents to meaningfully shape services and improve local outcomes

Objective 1: Deliver an increasing number of opportunities for communities to participate in deeper and broader engagement activities across all services in the Council

Objective 2: Enable engagement activity that supports local and borough wide representation from Royal Greenwich communities

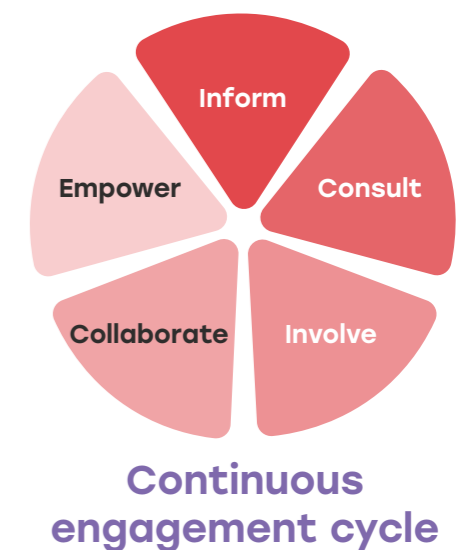
Objective 3: Highlight the voice of lesser heard groups and bring more diverse communities into the discussions and plans for the borough

Aim 4: Build an engagement-ready culture within the Council to strengthen the work with residents

Objective 1: Plan and deliver training and development for staff to carry out community engagement as a natural aspect of business as usual

Objective 2: Maintain and manage a programme of engagement activity which highlights opportunities for collaboration and coordination with Council teams and partners so that relationships and engagement are managed in a joined-up way with findings shared for maximum impact

Objective 3: Deliver an increasing number of local engagement activities which invest in community partnerships, using community assets and networks



NB: These aims are based on the feedback received from residents and Council officers during the 2023/24 consultation and engagement period.

Action plan and outcomes matrix

Aim	Objective	Actions		Actions delivery teams	Eight Engagement Outcomes
AIM 1: Build trust with residents and the community (Mission 15)	a. Objective 1: Review and improve online and offline engagement resources and approaches for better engagement	1. Explore and update current online engagement platforms as required, benefitting all engagement activity, and both statutory and non-statutory consultations		Led by Engagement, supported by Communications and Digital teams	Communities have greater trust in the Council, have a stronger voice and know their voice has been heard through feedback
		2. Scope and detail offline and face to face engagement sites, spaces and opportunities for the Council to link into		Engagement	We have a better understanding of our community networks and assets, and we use these to go to our communities instead of asking them to come to us
		3. Programme opportunities through local centres and libraries for digital inclusion around engagement		Engagement / Digital Customer Services	We have a better understanding of our community networks and assets, and we use these to go to our communities instead of asking them to come to us
	b. Objective 2: Share reports, knowledge and insight from engaging with the community (both internally and with the sector)	4. Scope, deliver, manage and promote use of a public, borough wide repository for community engagement activity and consultations		Engagement	We efficiently and effectively share community engagement data and information across the Council, and with partners, to inform action
		5. Co-ordinate a programme of annual community engagement reports shared with the community, partners and colleagues		Engagement	We efficiently and effectively share community engagement data and information across the Council, and with partners, to inform action
	c. Objective 3: Develop a range of communications methods that enable more residents to participate in engagement activity	6. Integrate engagement news into existing corporate communications channels such as the Greenwich Info e- newsletter (for example new engagement opportunities and reporting back on outcomes e.g. You Said We Did)		Communications	Community engagement is a more visible (and used) part of our decision-making process, with our governance arrangements enabling meaningful and appropriate community engagement and influence
		7. Create and manage community engagement database of all stakeholders for accessible and targeted engagement information sharing		Led by Engagement, supported by Communications	We efficiently and effectively share community engagement data and information across the Council, and with partners, to inform action Our engagement activity is more joined up and we are taking the most insight we can out of every interaction
		8. Create, deliver and co-ordinate a system and standards for accessible and inclusive engagement activity (online and offline)		Engagement	We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards



Aim	Objective	Actions		Actions delivery teams	Eight Engagement Outcomes
AIM 2: Promote, highlight and amplify the voice of residents in decision making (Mission 17)	a. Objective 1: Promote the role of scrutiny and other Council governance processes for residents to get involved in	9. Create and co-ordinate a campaign for scrutiny meetings and public involvement		Corporate Governance and Democratic Service / Engagement / Communications	Communities have greater trust in the Council, have a stronger voice and know their voice has been heard through feedback Community engagement is a more visible (and used) part of our decision-making process, with our governance arrangements enabling meaningful and appropriate community engagement and influence
		10. Develop accessible web information and create easy download digital content for local printing of the scrutiny process		Corporate Governance and Democratic Service / Engagement / Communications	Community engagement is a more visible (and used) part of our decision-making process, with our governance arrangements enabling meaningful and appropriate community engagement and influence
	b. Objective 2: Create engagement resources and opportunities using thought through plans leading to influence upon decisions using the Continuous Engagement Cycle (see handbook)	11. Roll out use of the engagement Our Greenwich: Community Engagement Pledge handbook with templates for staff to use to increase resident contribution to and influence on decisions		Engagement	Our staff exhibit respect and compassion when working with communities and feel motivated and empowered to proactively engage with them We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards
		12. Monitor engagement activity uptake by residents and communities and their participation in the increased range of engagement activity		Engagement	Communities are given access to a range of and more opportunities including to co-design the services they receive
		13. Research and explore opportunities to revise the decision making template to include an aspect on community engagement as well as consultations, linked to legal and constitutional change		Corporate Governance and Democratic Service / Engagement	Community engagement is a more visible (and used) part of our decision-making process, with our governance arrangements enabling meaningful and appropriate community engagement and influence
		14. Develop and co-ordinate a new residents and sector community engagement panel that meets to ensure delivery of this community engagement pledge, standards of delivery and inclusion and that the voices of residents are central to decision making		Engagement	Community engagement is a more visible (and used) part of our decision-making process, with our governance arrangements enabling meaningful and appropriate community engagement and influence
	c. Objective 3: Outline, detail and utilise the scope of decision-making processes including where and when the resident voice and influence is called upon	15. Create and publish Our Greenwich / Our Communities web information detailing decision making models		Engagement / Digital Content	Communities have greater trust in the Council, have a stronger voice and know their voice has been heard through feedback Community engagement is a more visible (and used) part of our decision-making process, with our governance arrangements enabling meaningful and appropriate community engagement and influence
		16. Liaise with and share information about decision making with staff and stakeholders within any engagement activity using the templates available through the Our Greenwich: Community Engagement Pledge handbook		Engagement / All Council teams undertaking community engagement / community partners	Our staff exhibit respect and compassion when working with communities and feel motivated and empowered to proactively engage with them We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards



Aim	Objective	Actions		Actions delivery teams	Eight Engagement Outcomes
AIM 3: Extend the range of engagement opportunities for residents to feed into service delivery to meaningfully shaping services and improving local outcomes (Mission 17)	a. Objective 1: Deliver an increasing number of opportunities for communities to participate in deeper and broader engagement activities across more services in the Council	17. Train and support staff to be able to undertake engagement activity more regularly with an upskilling programme		Engagement / HR	We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards
		18. Create and implement a system of quality monitoring of engagement activity, working with the community engagement team		Engagement / All Council teams undertaking community engagement	Our engagement activity is more joined up and we are taking the most insight we can out of every interaction
	b. Objective 2: Curate engagement activity to support local and borough wide representation from Royal Greenwich communities	19. Ensure demographic data is collected through engagement activities		Engagement / All Council teams undertaking community engagement	We efficiently and effectively share community engagement data and information across the Council, and with partners, to inform action We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards
		20. Maintain records on demographic and protected characteristic information of communities and residents participating in engagement activity		Engagement	We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards
		21. Advise and support Council teams to undertake an equalities impact assessment and to use proportionate engagement activity around diversity and inclusion		Engagement	We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards
		c. Objective 3: Highlight the voice of lesser heard groups and bring more diverse communities into the discussions and plans for the borough		22. Support colleagues to ensure lesser heard groups are included in engagement plans by sharing local demographic information and engagement data and by supporting the engagement plans' delivery	Engagement
	23. Share information with communities on how they can get involved and the results of their engagement through update news on engagement and with local community organisations			Engagement	Communities are given access to a range of and more opportunities including to co-design the services they receive Community engagement is a more visible (and used) part of our decision-making process, with our governance arrangements enabling meaningful and appropriate community engagement and influence
	24. When right for the activity and community, deliver a range of accessible options to enable participation (including things like accessible, spaces, varied times and translation options)			Engagement / All Council teams undertaking community engagement	Communities have greater trust in the Council, have a stronger voice and know their voice has been heard through feedback



Aim	Objective	Actions		Actions delivery teams	Eight Engagement Outcomes
AIM 4: Build an engagement-ready culture within the Council to strengthen the work with residents (Mission 16)	a. Objective 1: Plan and deliver training and development for staff to carry out community engagement as a natural aspect of business as usual	25. Manage and deliver a whole Council, multi-directorate, community engagement activity forum for Council staff to share key insights, resident issues and feedback, best practice and case studies		Engagement / All Council teams undertaking community engagement	Our engagement activity is more joined up and we are taking the most insight we can out of every interaction
		26. Use a staff training programme to highlight standards and compliances to foster confidence in community engagement delivery		Engagement / HR	We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards
		27. Provide regular channels for staff to update on their engagement reports and monitoring and evaluation process		Engagement	We efficiently and effectively share community engagement data and information across the Council, and with partners, to inform action Our engagement activity is more joined up and we are taking the most insight we can out of every interaction
	b. Objective 2: Maintain and manage a programme of engagement activity which highlights opportunities for collaboration and coordination with Council teams and partners so that relationships and engagement are managed in a joined-up way with findings shared for maximum impact	28. Meet regularly with Council teams, partners, stakeholders and elected members to manage an engagement forward plan independent of and linked to decisions		Engagement	Community engagement is a more visible (and used) part of our decision-making process, with our governance arrangements enabling meaningful and appropriate community engagement and influence Our engagement activity is more joined up and we are taking the most insight we can out of every interaction
		29. Share the forward plan and map activity so that learning and collaboration is highlighted, communities are not fatigued or that activity is unnecessarily duplicated		Engagement	Our engagement activity is more joined up and we are taking the most insight we can out of every interaction
	c. Objective 3: Deliver an increasing number of local engagement activities which utilise and strengthen community partnerships, using community assets and networks	30. Deliver community engagement work locally, attending community spaces, sessions and advice hubs etc		Engagement / All Council teams undertaking community engagement	We have a better understanding of our community networks and assets, and we use these to go to our communities instead of asking them to come to us
		31. Liaise with and develop strong partnerships with sector and community organisations in the borough to encourage greater community participation and involvement		Engagement	We efficiently and effectively share community engagement data and information across the Council, and with partners, to inform action We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards



Outcomes and success measures

	Communities have greater trust in the Council, have a stronger voice and know their voice has been heard through feedback.	Communities are given access to a range of and more opportunities including to co-design the services they receive.	Community engagement is a more visible (and used) part of our decision-making process, with our governance arrangements enabling meaningful and appropriate community engagement and influence.		Our staff exhibit respect and compassion when working with communities and feel motivated and empowered to proactively engage with them.	We have a better understanding of our community networks and assets, and we use these to go to our communities instead of asking them to come to us.	We efficiently and effectively share community engagement data and information across the Council, and with partners, to inform action.	We have improved the quality, diversity and accessibility of community engagement through upskilling staff and partners, and the use of new tools and standards.	Our engagement activity is more joined up and we are taking the most insight we can out of every interaction.
Inclusive engagement activity, information and communications is used		✓						✓	
Impact measures, evidence and reports on outcomes is shared	✓	✓					✓		✓
Diverse engagement methods utilised		✓				✓		✓	
Council trust amongst residents and stakeholders increases	✓	✓			✓				
The Council is acting locally	✓				✓	✓		✓	✓
Processes include an engagement and consultations feedback loop	✓		✓				✓	✓	
More and varied community engagement activities delivered		✓							✓
Engagement activity is clear about decision making	✓	✓	✓					✓	✓
Evidence of listening to the community in decision making is shared	✓	✓	✓				✓		✓

NB: These **success indicators** are based on the feedback received from **residents and Council staff** during the 2023/24 consultation and engagement period.

Reference materials:

Royal Borough of Greenwich values

royalgreenwich.gov.uk/staff-values

Equality and equity charter

royalgreenwich.gov.uk/equality-equity-charter

UK Government's consultations guidance 2018

gov.uk/government/publications/consultation-principles-guidance

Royal Borough of Greenwich social media

 facebook.com/royalgreenwich

 twitter.com/royal_greenwich

 instagram.com/royal_greenwich

 [@greenwichCouncil](https://tiktok.com/@greenwichCouncil)



Translation

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

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अनुवाद

यदि तपाईं लाई यो पुस्तिका अनुबाधति भएको चाहिँमा कृपया रोयल ग्रीनविचि इन्टरप्रेटिङ सर्भिसिमा सम्पर्क गर्नुहोस;

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“We are very grateful to all the residents, groups and partners who took part in the engagement activities that supported the development of the Community Engagement Pledge.

If we met you at an event, you completed the online consultation or took part in a workshop, we’d like to say an enormous thank you.”

Sarah McClinton, Deputy Chief Executive, Royal Borough of Greenwich

Some of the organisations and groups we’d like to thank include:

Abbey Wood Library Knit ‘n’ Natter group | Abbey Wood Women’s Institute | Arc and You | BME Volunteers CIC | Black Female Entrepreneurs Greenwich | Clockhouse Community Centre | Dugon Music | First Step Trust | FloBac | Forward UK | Fusion Music and Arts | Greenwich Carers | Greenwich Leisure Ltd |

Greenwich Nepalese Gurhkha Community | Greenwich Co-Operative Development Agency | Lakeview Court Care Home | McMillan Student Village | Metro GAD | Metro GAVS | More2Nurseries | Nigerian Community | Peabody | Reconnection | Samuel Montagu Youth Centre | SE London ICB Artist |

Shrewsbury House Community Centre | Sikh Gurdwara Sahib | Slade Library Knit ‘n’ Natter group | Soul Purpose 360 Community Food Hub | Somali Teaching Group | Thameside Studios | Trinity Laban Conservatoire of Music and Dance | Woolwich Community Project | Woolwich Service Users Project | World of Hope

Community engagement team

community.engagement@royalgreenwich.gov.uk