Engagement Toolkit

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Section 1

What is this document?

This document is a toolkit to help you engage with local communities, patients and the public about their experiences of local healthcare. It doesn't tell you all there is to know about public engagement, and won't replace training. It will:

• Describe the basic principles
• Outline best practice
• Examine the pitfalls you may face
• Define a range of methods and when to use them
• Discuss planning, implementation and evaluation

You do not need to read the whole document, though it would be useful to do so, you can dip in and out of relevant sections as you wish.

What is community engagement?

The government in both the 2006 and 2012 acts sets out a duty for health and social care commissioners to engage communities. The 2012Health and Social Care Act contains a duty for Clinical Commissioning Groups:

"*The clinical commissioning group must make arrangements to secure that individuals to whom the services are being or may be provided are involved (whether by being consulted or provided with information or in other ways)—*

> *(a) in the planning of the commissioning arrangements by the group,*

> *(b) in the development and consideration of proposals by the group for changes in the commissioning arrangements where the implementation of the proposals would have an impact on the manner in which the services are delivered to the individuals or the range of health services available to them, and*

> *(c) in decisions of the group affecting the operation of the commissioning arrangements where the implementation of the decisions would (if made) have such an impact.*

> *(3)The clinical commissioning group must include in its constitution—*

> *(a) a description of the arrangements made by it under subsection (2), and*

> *(b) a statement of the principles which it will follow in implementing those arrangements.*"

(Health and Social Care Act 2012 section 26)

The Concise Oxford Dictionary defines "engage" as "to take part". This definition contains an element of what we are trying to discuss. Engagement is certainly about being able to take part. But it is much more than this, it is about people being willing, and able to get involved, in some way, in issues and decisions that affect them.

It is about opportunities to take part but also having the skills, knowledge and confidence to take part.

Sherry Armstein in her "Ladder of Citizen Participation 1969" describes a process of citizen participation as:

Inform

To provide the public with balanced and objective information. To assist them in understanding the problem, alternatives, opportunities and/or solutions.

Promise to the Participants:
We will keep you informed.

Consult

To obtain public feedback on key issues, alternative options, service planning, decisions made.

Promise to the Participants:
We will keep you informed, listen to and acknowledge concerns and aspirations, and tell you how you influenced the decision

Involve

To work directly with the public throughout the process. To ensure that public concerns and aspirations are understood and considered.

Promise to the Public:
We will work with you and ensure that you help shape the alternatives developed. We will tell you how you influenced the decisions.

Collaborate

To partner the public in each aspect of the decision including the development of alternatives and the identification of the solution.

Promise to the Public:
We will ask you to look at the issues with us and help us come up with solutions. We will make decisions with you not for you.

Empower

To place decision-making in the hands of the public/patients.

Promise to the Public:
You will decide what to do.

These definitions describe the different elements of engagement; the key is to match each element with the right techniques/ methods so engagement is effective. This document will help you do this.

Much of our engagement is informing and consulting. Though these are sometimes considered lower levels of community engagement they are still vital in ensuring our public and patients know what is happening in healthcare in our local area and how decisions taken might affect them. We can also find out what our citizens need from us and ensure we give them effective, high quality services at the right time in the right place.

Section 2.
Why should we engage our public and patients?

Other than the duty set by Government there are compelling reasons for engaging our local communities:

- **Improved communication** – patients and the public have accurate information about what CCG is planning, and how it will affect them.

- **Equality of Opportunity for all**
  Engaging local communities helps them work with us to design and commission services. The CCG must commission targeted, responsive services that match what the community needs. To do this, we must assess that need. Part of the assessment is to directly ask communities what they feel are the key healthcare issues for their community. This can then be triangulated with other data to build a comprehensive needs assessment.

- **Better services**
  When we commission services based on accurate awareness of community need we can be more confident they will be used fully. This in turn can make them more effective and cost efficient.

- **Increased participation of young people**
  Young people often feel that "other people" make the decisions. Engaging young people in decision making will help our services fit around their specific needs. It also encourages future involvement in decision making and shaping services.

- **Greater community involvement and sustainability**
  Community engagement enables co-operation and active support from local people. Because local people play a key role, this enhances the likelihood of success and sustainability of any service commissioned.

- **Compliance with Central Government requirements and expectations**
  As stated above central Government has laid a duty on CCGs to consult public and patients.

Section 3
What makes a community?

A community is a group of people who share something in common. People who live and/or work in a geographical area are a community. The area can be a street, a neighbourhood, township or borough.

People who share an experience or interest are a community. Older people, disabled people, parents of young children or residents with an interest in a local issue are all types of community. People who suffer from similar health conditions such as Chronic Obstructive Pulmonary disease, Cardio Vascular conditions, Diabetes can come together to form a community.

People can belong to more than one community at the same time, for example older people from different areas may join together for a particular issue such as pension reform. They would be from both a community linked by age and one linked by a key interest.

Communities could therefore be based on the following:
- Geographical location
- A particular interest or issue
- Religious belief
- Gender
- Age
- Ethnic background
- Sexuality
- Employment
- Income level

Section 4
Planning to Engage

Is engagement really necessary?
Engaging communities takes time and can be resource intensive so think about why you need certain information, how you will use it and where you can source it.

Consider whether you need objective evidence based on fact, or the perceptions and experiences of the public and patients about services commissioned by the CCG. If you wish to gather facts, there may be research options open to you. Consider the Picker Institute, Department of Health, Care Quality Commission, or the Office of National Statistics.

If you need data based on peoples experience or perceptions then ask the people who have had the experience or have an opinion. Be aware that the "facts" you get will be influenced by the experience of the individual. The perceptions of an individual about a certain issue or service may not always match the hard reality. However those perceptions may affect the way an individual views reality and thus their day to day life. Perceptions therefore become reality for that individual. If an individual perceives public transport as a dangerous option after dark, they may not use public transport at those times; they may stay at home after dark, and so could become isolated.

There may be other sources for the information you require, e.g. someone may have engaged public and patients on the issue before. Are there national or local statistics that contain the data you need? If there is existing information, you need to consider if the information is still valid (how old is the data?) Does the method used and audience engaged meet your requirements?

Can the public and patients you engage influence the outcome from the issues raised? If yes then begin to consider how best to engage them. If no, then consider another way of gathering your data or examine if you really need the data. If you engage the public and patients about an issue they will expect their input to have a demonstrable influence. If this does not happen they may feel ignored and they may not participate again.

Who do we need to engage?
Consider which communities will be most likely to:
- Have experienced the issues you are interested in.
- Have an interest or opinion in your issues
- Provide the information you seek.
- Represent the whole spectrum of public / patients affected by the issue.

If your issue is specific to a small group of people you could engage them all. If a lot of people might be affected it is likely you will only engage a part of the total population, this is known as a sample.

Sample
Part of a population with the qualities of the whole, e.g. part of a population who can give insight into the views of the whole.

Random Sample
You don't target a specific group e.g. you sample the population by taking every tenth name from a telephone directory.

Stratified Sample
The sample is weighted to account for the make-up of the community. If 10% of the population is from a group with a particular health condition, or from a particular ethnic background, 10% of the sample should also be from the same ethnic minority community or health background.

Cluster sample
This is a refinement of a random sample. You may be interested in a particular community of interest or a health condition so you only use the cluster of the population in the area of interest, or with the health condition and randomly select from within that group.

Community groupings.

Targeting the right audience for engagement is a crucial part of the planning process. Consider the following:

People living or working in the borough -
People living in the borough of Rochdale, or registered with Heywood, Middleton and Rochdale (HMR) General Practitioners (GPs) access services commissioned by the CCG, directly or indirectly. Local people can benefit from health and social care services even if they don't use all of the services provided, e.g. carers may benefit from the services used by those they care for.

You can use the opinions of people who don't use services to find out why, and what improvements may change this, e.g. why do only a minority of young men access health services available to them.

People who work, but do not live in the area can also be affected by decisions made about healthcare service commissioning. These people bring a unique insight to the engagement process because they can compare the services in the HMR area with those in their own area.

Communities of interest
These people who come together to form a community around a particular issue such as a long term health condition can have a unique insight. They have to manage their condition on a day to day basis and are aware of the issues surrounding it and the problems it raises. Engaging with this type of community can provide expert testimony on which to base service design or change.

On a cautionary note some members of interest groups may view the issue as something of a crusade and therefore may have polarised opinions and could be resistant to differing views or proposals for change.

The Voluntary Sector
Voluntary and community groups have valuable contacts with seldom heard groups and the wider local community. They often support people with particular life problems such as, mental health issues, disability, and drug and alcohol issues. However members of community and voluntary groups do not always represent their local community but can be advisors and partners in engagement processes.

What data/information do we actually need?
Once you have decided who to engage, think about the issues / data you require. You may have a general idea, but it is essential to think what specific issues and data really matter. What decisions can your audience influence?

- What are your specific objectives for the engagement exercise? Ensure that the information/data you wish to collect links to your objectives.
- Break down your objectives into key issues
- Break these key issues down into specific points you wish to cover
- Decide on the questions need to ask to cover each specific point
- Only ask questions that are necessary particularly when asking for sensitive details from a respondent.

Questions
There are two basic types of question:
- **Open** - where the respondent can give their own answer, are not directed to a specific or choice of response and can add extra information to give more depth to the answer, e.g. how do you think the government can improve health and social care services? Open questions are often probing for further information, e.g. why are you unhappy about the change to services at your local hospital?
- **Closed** - where the respondent is left with a limited number of options to choose as an answer, generally yes/no or a scale of four or five options, e.g. how satisfied are you with the care you received? (Very satisfied, satisfied, neither, dissatisfied, very dissatisfied.)

Engagement will normally involve questions and/or a discussion with an audience. The issues discussed should be important to both yourself and your audience. In a discussion situation you should structure your questions to lead from the relatively mundane towards the principle subject. If you were running a focus group on cardiac health your sequence of questions may be:
- **Opening** - to help participants relax and get acquainted, e.g. please tell us your name and where you live? How did you get here today?   How are you feeling?
- **Introductory** - Begins the discussion of the topic, e.g. please describe what you consider to be a healthy person? What do you think is a healthy lifestyle?
- **Transition** - Begins to move towards the key issues, e.g. when you think of heart health, what comes to mind? Think back over the last few years, have you made any changes in your diet, exercise or personal habits? Please tell us about them
- **Key** - gains insight on the key issue, e.g. if you made changes to your lifestyle what prompted those changes? (Follow up prompts – friends, family, neighbours, medical advice, a desire to change) Which of those mentioned had the most effect for you?
- **Ending** - Determines where to place emphasis and brings discussion to a close, e.g. we are trying to help people make healthy changes what do you think we should be doing? How do you think we could help people to keep their heart healthy?

When to engage the community.
There is no single answer to when you should engage the community. The approach will depend on the following:
- Is the engagement limited by timescales for other processes such as critical reviews of services or commissioning deadlines?
- Is engagement required during planning to feed into service design?
- Is the engagement to be on going?
- Are there any major events or other issues such as holiday periods which may affect the effectiveness of the engagement? (E.g. Ramadan, Christmas)
- If you want to measure trends through the engagement then try to engage at the same time of year, with the same audience, using the same methods as the original engagement

If you have a choice about your timing, decide when it will be most appropriate. It may be:

- At the service design stage
- During service commissioning
- During service delivery
- When evaluating the effectiveness of something.
- Continuously
- Periodically
- On an ad hoc basis

Service design.

If you are designing a new service / policy or changing an existing one, engage those who may be affected. It is important to examine the impact service users and other stakeholders think your proposals may have for them.

Delivery.

It is important to ensure that a service the CCG has commissioned is delivering as expected and is meeting patient / public need. If not, why not? Is the cause a failure of service delivery, a failure to design to meet real need or inaccurate perceptions of service users? By finding out what public / patients and other stakeholders think you can change delivery to react to changing needs.

Evaluation.

When judging the value of a particular service / policy, why not ask users and other stakeholders about its effectiveness and about how it might be improved?

Continuously.

You may want to consult service users and other stakeholders on an ongoing basis to gauge the effectiveness of a service over a period of time.

Periodically.

You may need a periodic process of consultation on a number of issues at specified times, say once every three months. This is useful for building up an audience for engagement. They can become knowledgeable about a number of issues and provide well informed opinion.

On an ad hoc basis.

You may wish to carry out a one off exercise on a particular issue or support a service review which has prescriptive timescales and does not allow for a programmed scheme of engagement.

Section 5
Barriers to Effective Engagement

Unclear Objectives / raising expectations

Whatever the method of consultation you use, be clear about your objectives. Engaging your audience you should:

- Be clear, honest and direct. You need your audience to understand what you are doing and any constraints there may be. Ensure the audience are aware of what they may influence.
- You must be careful not to raise false expectations. You should explain the limits of the exercise and ensure that the audience know that though a wide range of views may be taken, not everybody will get what they want. Your audience need to know that "having your say" is not the same as "having your way"
- Make sure participants know exactly how they can express their opinions and how those opinions will be used.
- Be clear what you need from the engagement, and what decisions or processes it may affect.

Equal Opportunities / accessibility.
Minority / seldom heard groups are a key part of the local community. Their involvement as patients, citizens, and employees is essential. Your approach will govern how well you engage such groups.

Review the demographic profile of your population to understand the nature of minority groups and their difficulties engaging with the CCG. These groups could be

- Young people
- Older people
- Single parents with young children
- Those with caring responsibilities
- Ethnic minority communities
- People in institutions
- Homeless people
- Patients with a chronic health conditions
- Drug users
- Disabled residents
- Travellers
- Faith groups
- Young, working men
- Those with learning difficulties
- Those with mental health issues

It is wrong to assume that if a group within a community do not respond to an engagement exercise they are not interested or concerned. Every effort needs to be made to overcome the barriers that make it difficult to involve some groups. Have you done all you can to ensure that non joiners or socially excluded are encouraged to take part?

Think about: travel expenses, carers' expenses, crèche facilities, translation facilities, time of day, location in the community, suitable food, locating a prayer room. Consider the need for disabled access and facilities, a hearing loop/ sign language, and producing materials in large print. Have you tried to find people to act on behalf

of those who can't take part? Consider the views of non users; identify why they are non users, identify unmet needs and unsolved problems. Complete an equality impact assessment

Make it easy for your audience to take part not yourself.
The most common methods used by statutory organisations to engage the public and patients are public meetings, written questionnaires and consultation documents. Each of these requires skills from the participant. They need self confidence, communication skills, language and literacy skills and in some cases familiarity with the topic in question. Choose the method to suit your audience not to make it easier for yourself. Consider different methods of engagement to gain the views of excluded groups. The section on methods gives examples of some you could use.

Information.
What you tell your audience must make sense. Think about the presentation of printed literature:
- Is the language clear and simple?
- Do you need to translate to a minority language?
- Is the information available in, large print, Braille format, or audio tape?
- Is there a contact number for anyone needing help with a document?
- Can the print be easily seen against the background for those with sight impairment?

Distribution
- By direct mail shot?
- Through the local press?
- Through networks such as, GP practices, clinics, customer service centres, libraries, community centres?
- Web site or other electronic means?

Confidentiality.
Some people may be suspicious about why you want certain information. Some groups we need to engage are vulnerable and they need to be safeguarded. You must be honest and open about what the information will be used for and who will have access to it. Consider how you will:
- Protect confidential information and protect vulnerable participants.
- Do you need agreement to use the information for anything other than the proposed engagement?
- What will happen to the information after the engagement? Will anonymity be guaranteed?
- Remember data protection and information governance protocols.

Timescales.
Allow sufficient time for everyone to take part, (time may be needed for translation, interpretation, digestion, response). Consider:
- How much time can be devoted to the exercise?
- How much time might the audience need to consider the issue?

- Is the timescale realistic?
- Does it allow for late response?
- Does it avoid major holidays, national events, etc?
- Is it governed by the statutory rule for NHS Consultation?

Overload

Community engagement is expanding very rapidly; it seems sometimes that surveys and other forms of engagement occur on an almost daily basis. This can lead to engagement overload. People begin to feel they complete an ever increasing number of surveys or attend more and more meetings. At some point they will say "enough" and stop participating. It is important to ensure that engagement really is needed and is designed to facilitate audience participation.

Section 6
Engaging your audience - The right Method

Consider the most fitting method of engagement for your audience and for your objectives. Most engagement will come in one of two forms or a combination of the two. These are quantitative and qualitative forms.

Quantitative - should be used when the issue of interest can be researched in a numerical manner (when it can be quantified). You could be asking how many people support a proposed hospital car parking charge in their area. This question can be measured through a simple yes/no answer. It will show how many answered in a particular way, and can therefore be done through Quantitative research. Quantitative research produces numbers of responses. It does not give any background into why a person answered a certain way. It does not tell us what they would change. Quantitative research is used when you need statistically valid data to measure a trend, gauge satisfaction, measure performance etc.

Qualitative - Use this if you want to delve deeper and explain the reasons behind responses. If you want to know whether patients and public are against hospital car park charges and why and whether they have alternative ideas, use qualitative methods.
Qualitative methods tend not to give statistically valid data. They get behind responses rather than just counting them.

The following pages describe different methods. It is not an exhaustive list but gives an indication of the range and types of method available.

Section 7
Reporting your findings

Once you have engaged with local public, patients or other stakeholders and analysed the results you must report the results to participants and decision makers.

You need to be able to demonstrate to participants what has , or will, happen because of their input. Consider the following:

- **The Audience** – Your audience need to understand your report so design it for them. There may be more than one audience and each could require a different type of report. An audience of peer professionals will understand technical jargon and complex tables, but young people would be totally put off by this.
- **Tables / charts –** Tables and charts are a good way of showing data in your report. However, ensure they are clear and show what you intend. Remember that they may not be printed in colour for your audience so should be clear in black and white as well as colour. Most of a report is likely to be narrative, ensure you say what you mean and mean what you say, so that your audience are also clear about the meaning of the narrative. Avoid using complex tables such as cross tabulations as these can be misread.
- **Timing –** It is important to report back as soon as possible so that people don't think they have been ignored. This may mean you can report results but not the decisions arising from them. In this case inform participants why you cannot report back fully and tell them when the decisions should be available.
- **Language –** Some of your audience may not speak English as their first language, so you should prepare your report for translation if needed. There are now probably more than 35 languages spoken in the HMR area and so it would not be practical to translate the report in advance. Some of the languages are spoken but not written. Be prepared to translate into minority languages if asked.
- **Format –** Be ready to produce your report in different formats. Consider:
  - Large print versions for those with sight problems
  - Electronic format so the font size can be increased if required
  - Spoken word versions
  - Remember certain colours and backgrounds are easier to read than others. Black type on cream background is the easiest to read
  - Electronic / cd versions for those who don't want hard copies

Section 8
Evaluating success.

When you have finished your reports, take some time to assess success. Consider the following:

- **Objectives** – did you meet your objectives? Did you achieve the outcome expected? If not, what could you have done differently?
- **Data** – did you collect all the data you required? Were there any problems with data collection? Were you able to input data at the required rate? Did the analysis of the data work as you expected? Did you have any problems with data input or analysis?
- **Method** – Was the method you chose the right one for all those wishing to participate? Were there any problem groups? Did the method work as you expected it to? Were there any problems?

- **Reporting** – Did you report back when expected? Was your report complete? Was it accessible to your whole audience?

METHODS

Title	21st Century Town Meeting
Description	These events involve a large number of citizens (between 500 and

5,000) in deliberating on local, regional or national issues and make use of modern technology, including wireless voting pads and networked laptops. They combine the benefits of small scale face-to-face discussions with those of large group decision making.

21st Century Meetings are forums that combine the intimacy of small-scale face-to-face deliberations with the impact and power of large-scale interactions and collective decision-making. This methodology has managed to overcome the common trade off between the quality of discussion and size of group involved through innovative use of technology.

During the event participants engage in small group discussions at tables of 10-12, working with an independent facilitator who uses a networked computer to instantly collate ideas and votes from the table. This information is sent via a wireless network to a central point where a theme team distils comments from all tables into themes that can be presented back to the room for comment or votes. Each participant has an electronic keypad which allows them to vote individually on themes or questions. The results of these votes (often involving thousands of people) are presented in real time on large video screens for instant feedback for participants. This "back and forth" between the small- and large-scale dialogues is powerful as it allows participants to discuss the issues in a small manageable setting whilst maintaining the link to a larger group. The immediacy of the vote creates transparency during the meeting.

The computers and voting pads generate volumes of useful demographically-sortable data. This information is often quickly edited into a report which is printed and given to participants, decision-makers, and journalists at the end of the event.

Used for	21st Century Town Meetings have been used to create recommendations around a number of different issues, including what to do with the site of the destroyed Twin Towers in New York, how to rebuild New Orleans following hurricane Catrina and finding solutions for healthcare in California.
	These meetings are especially useful for engaging citizens in planning, resource allocation, and policy formulation. 21st Century Town Meetings are a big commitment and are therefore only really suitable where real change can happen as a result of the process.
Suitable participants	Most events are open to all citizens, although it is often necessary to target hard-to-reach sectors of the population especially to ensure a balanced and representative group of participants.
	One of the key distinguishing features of 21st Century Town Meetings is the high number of participants involved, whilst maintaining a deep and meaningful dissuasion and an overview of what the participants as a whole think.
	The scale of the meetings means that they often generate substantial interest from the media and public authorities.
Cost	A 21st Century Town Meeting is a very intensive process. The

	individual tables need to be run by skilled facilitators. The voting pads, laptops and other technology required increases the cost as well. Designing, planning and co-coordinating an event involving hundreds or even thousands people requires a substantial budget of tens of thousands of pounds.
Time	High The scale of the events and the amount of information generated which needs to be themed, distilled into key themes and presented back to the room requires a lot of staff time and planning. The high profile of most 21st Century Town Meeting means that there are additional task around liaising with the media and decision makers.
When to use / what it can deliver	You should use a 21st Century Town Meeting when: - The process can make an impact on the issue on discussion - When you have the budget and capacity to deliver such a large- scale event - When you want to engage a large number of participants without compromising the quality of the deliberation 21st Century Town Meetings can deliver clear recommendations and decisions, clear data on what different groups think about an issue before and after deliberation, a deep and constructive discussion despite large groups involved and a compelling event which can capture the imagination of the media and the public more widely.
When not to use / what it cannot deliver	You should not use a 21st Century Town Meeting: - Unless the issue selected is sufficiently "ripe" to allow the process to have an impact on real and current policy and/or resource decisions - If you do not have credibility with citizens and decision-makers - Unless you can get a diverse group of participants to attend, including commonly marginalised groups
Strengths	- Combines large number of participants with considered dialogue - Gathers clear and instant information on what participants think about an issue, including demographic data on what different groups feel - The immediacy and scale of the event can energise the participants
Weaknesses	- High cost - Can raise expectations to unrealistic levels if not managed well - Reliant on technology

Title	Action Planning
Description	Action planning is a strategic method to help focus and decide what steps to take to achieve certain goals. Action planning is a process which helps focus ideas and decide

	what steps you need to take to achieve particular goals. It is a statement of what you want to achieve over a given period of time. Preparing an action plan is a good way to help you reach your objectives. An effective action plan should give a definite timetable and set of clearly defined steps to help you to reach your objective. For each objective there should be a separate action plan.
Used for	• Stating what goals need to be achieved. • Assessing possible weaknesses or threats in achieving goals.
Suitable participants	Although Action Planning is typically used within organisations, it can still be used by individuals wanting to achieve life goals as well.
Cost	Low Action Planning in itself is cheap; costs depend on the discretion of organisers. If held within an organisation costs will be low, if an organisation decides to hold a day in a separate venue then costs would increase.
Time	This depends on the number of objectives you have. A typical Action Planning session can take a few hours to half a day.
When to use / what it can deliver	• To assess/clarify an organisations future. • To create clear guidelines and a timetable to achieve goals
When not to use / what it cannot deliver	• To effectively resolve issues. • For direct public engagement
Strengths	• Sets clear guidelines. • Creates specific, measurable results.
Weaknesses	• May seem detailed and tedious compared to other methods.

Title	**Appreciative Enquiry**
Description	Appreciative Inquiry builds a vision for the future using questions to focus people's attention on past and future success. These questions are then taken to the wider community. Issues addressed often revolve around what people enjoy about an area, their hopes

	for the future, and their feelings about their communities. The questions are designed to encourage people to tell stories from their own experience of what works. By discussing what has worked in the past and the reasons why, the participants can go on to imagine and create a vision of what would make a successful future that has a firm grounding in the reality of past successes. Questions often revolve around what people enjoy about an area, their aspirations for the future, and their feelings about their communities.
Used for	Promoting positive thinking by identifying and building on what works and involving lots of people through outreach by the core group who create the questions in the first place.
Suitable participants	The process begins with a core group setting the focus of the Inquiry, and developing and testing the appreciative questions. These are used by many people in the community to gather information through stories as well as set out their hopes and wishes for the future.
Cost	Cost usually between £1,000 and £15,000 depending on size of organization and ability to pay.
Time	The interview questions can be developed, tested and analysed in a few hours or in a workshop. Data from the interviews can be looked at and turned into information by a few people or, preferably, by the whole community. Everyone can then decide collectively how to best go forward. AI works best when there is something that needs to be worked on in the whole community and where there is a long-term commitment to change.
When to use / what it can deliver	• When there is a complex situation which needs some collective will to address. • When you want to bring people together to work on something of mutual interest. • When you want to build a vision of the future as well as work with others to make things happen in the short-term. • It can help to deliver a shared vision and improved relationships and working together.
When not to use / What it cannot deliver	• When one person is clear about a desired outcome. • When there is no interest in involving others in a creative way or when their opinions are not valued. • When there is no interest in sharing responsibility or decision-making. • When it is important to involve all key stakeholders and you cannot recruit a good core group. • It cannot deliver a pre-formed solution. Each community develops its own response to its own situation. •
Strengths	• It is story-based. People speak from their own experience • Community involvement • Easy to include the people who normally don't take part; • It builds on what has worked in the past • Creates a strong vision

	• Partnership working. AI helps to develop partnerships by helping people to identify the values and behaviour they want the partnership to have in the future. • Uses a set of principles to apply to other decision-making methods
Weaknesses	• Appreciative Inquiry is a philosophy first and a method second, so it is fairly loose. • Some people view the lack of direct attention to problems as a weakness. • Appreciative Inquiry pays little attention to who should be involved.

Title	Area Forums
Description	Area forums are meetings held in a locality, often held by the local council. Often the meetings are attended by local councilors, together with 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. The Area Forum workshops are normally run in the evenings. The session is chaired by a local Councilor. A Chief Officer also attends each meeting and ensures that the recommendations made are properly fed back into the Council's decision-making processes. Area Forums concentrate their conversations on the topics of particular concern to local communities in the area. The outcomes are reported to Area Forum members either on an individual basis or via an Area Forum newsletter, which is sent out to members after each meeting. The Minutes from each meeting are normally available online. Normally you do not have to be a member of an Area Forum to attend but you are encouraged to join so that you can be keep updated about meetings and what happens as a direct result of your input.
Used for	Area Forums provide their members with: • Information on Council services and Council policies affecting the local area. • The opportunity to give your input on issues that affect your neighbourhood. • A mechanism to have your say on any issue related to Council business. • Actions raised and monitored from feedback.
Suitable participants	Area Forums are made up of a cross-section of the local community, normally divided by ward including: • Local residents • Local businesses • Local amenity society and residents' association representatives • Members of other local groups, including tenant management organisations, special interest groups, voluntary organisations • Local representatives of the police and health authorities are also invited to attend.
Cost	Low-Medium Council buildings or community centres are the normal venue. Costs are incurred in staff time for planning and attending the meetings as well as responding and feeding back to participants.
Time	Area Forums are an ongoing process of engagement with the local community. Each Forum meets somewhere between every two months or every quarter.
When to use / what it can deliver	You should use Area Forums when: • you want to give local people information about new policies and legislation that will affect the local area. • you want to find out what local people think about a new development in the area.

	• you want to find out what issues are most important to local people.
When not to use / What it cannot deliver	You should not use Area Forums when: • you want to make a decision on the local area. • you want a representative sample of the local population. • you want to engage 'hard to reach' groups.
Strengths	• the forums encourage openness and transparency around council decisions. • discussions can be tailored to the concerns of local residents. • area forums provide a direct interface between elected representatives and the communities they represent
Weaknesses	• Area Forums tend to be attended by the 'usual suspects' although many try hard to attract particularly young people and residents from black and minority ethnic communities. • individual workshops may be dominated by one person or particular viewpoint

Title	Citizens Panel
Description	A Citizens' Panel is a large, demographically representative group of citizens regularly used to assess public preferences and opinions. A citizens' panel aims to be a representative consultative body of

local residents and is typically used by statutory agencies, particularly local authorities and their partners, to identify local priorities and to consult service users and non-users on specific issues. In reality, panels are rarely demographically representative of the public and very few ensure that members represent a cross-section of political or social attitudes. Potential participants are generally recruited through random sampling of the electoral roll or postcode address file (PAF).

Postal recruitment tends to be a popular recruitment approach given its wide reach and relatively low cost. However, a number are recruited by other means to ensure recruitment of socially excluded and hard to reach groups.

Once citizens agree to participate in a panel, they will be invited to, participate in a rolling programme of research and consultation. This typically involves regular surveys and, where appropriate, further in-depth research such as focus groups and workshops. Not all members will be invited to take part in all panel activities. This is why it is important to be clear at the recruitment stage about what is expected of each panel member, and what their membership is likely to entail in terms of type of contact and frequency.

Used for	Panels are largely used as a sounding board to identify local priorities, assess service needs and determine the appropriateness of service developments and policy changes. As panel members generally stay on a panel for 2-3 years, Citizens' Panels allow the tracking of opinion over time. Large panels can also be used to target specific groups (e.g. certain service users of people in a specific geographical area) for their views on issues.
Suitable participants	Citizens' Panels can range in size from a few hundred to several thousand people. With more than 1,000 participants it is often possible to identify sub groups of panel members who can be surveyed or consulted about issues specific to their needs or interests. The Panel needs to be systematically renewed to ensure it is still representative of the population throughout its lifespan.
Cost	Running a Panel can cost anything from £5,000 a year to well over £30,000. Costs vary depending on the size of the Panel, the methods in which the members are consulted, the frequency of consultation and how often membership is renewed. If the Panel is shared with other partner organisations the costs can be reduced, however, when sharing the Panel with other organisations, agreement on the rolling programme of research must be achieved to avoid respondent fatigue.

	There are considerable costs and work involved in running and maintaining a panel, requiring significant resources in terms of staff time, skills and money. In some cases incentives are given to encourage participation in a Panel; for example a prize draw. It is not always the case that panels work out to be cheaper than regular one-off surveys. However, panels can help public services establish a dialogue with a group of residents and can allow quick access to a group of residents willing to give their time and views.
Time	Staff time will be needed to keep the panel database up to date, recruit new participants, run and analyse the consultations. Feedback on the outcome of consultation needs to be produced and disseminated among the participants (often through a newsletter) and among the wider public (often through online communications). It is best practice to keep contact with panel members regularly but to vary the approach so that participants have a choice in how they can get involved. A regular survey is acceptable, as long as there are other opportunities for members to express their views such as through focus groups. Planning a sensible programme of research and consultation is important to ensure that a variety of topics and research methods are employed and that activities are spaced out throughout the year.
When to use / what it can deliver	When to use: • To gauge and track opinion on local issues and priorities; • As a quick and easily accessible resource for more in-depth research such as focus groups; • As a test bed public for new policy areas and service changes. • To develop a picture of public opinion over time. •
When not to use / What it cannot deliver	Citizens' Panels are rarely representative and should not be used as the only form of consultation and research, particularly when it comes to measuring performance indicators. No one panel design can be both cheap, highly accurate, and truly build a sense of engagement. Regardless of how a panel is recruited, a key issue for all panels is the choice between involving and informing panel members and the risk of "conditioning" them, so that they become so atypical that one cannot extrapolate from them safely. But if one does not motivate and involve panel members, one risks suffering from much greater attrition over time, so that response rates fall.
Strengths	Allows you to develop a dialogue with members over time; • Can be sponsored and used by a partnership of local agencies; • Allows you to target specific groups if large enough; • Allows surveys or other research to be done at short notice

	(once the panel is established); • Can track changes in views over time; • The cost of a panel, once established and used several times, can be less than commissioning ad hoc research.
Weaknesses	• Needs considerable staff support to establish and maintain; • Socially excluded groups including residents with English as a second language tend to be excluded; • Reflects the sponsors agenda rather than the community's; • The database of names and addresses requires constant updating; • Panel attrition, particularly among young people.

Title	**Citizens Jury**
Description	Citizens' juries consist of a small panel of non-specialists, modelled on the structure of a criminal jury. The group set out to examine an issue of public significance in detail and deliver a "verdict".

| | A Citizens' Jury provides an independent setting for members of the public to examine and discuss an important issue of public policy and to deliver a 'verdict' on the issue.

It is deliberative in that the Jury gets information about the issues it is set to discuss. This information includes a variety of opinions on what could be done about the issue and is presented by 'witnesses' and is followed by question and answer sessions.

Juries do not necessarily have to work towards agreement, but there is usually a movement towards some sort of shared opinion. In a four-day process, day one is spent bringing jurors up to speed on the issue; days two and three concentrate on witness presentations on the different ways of dealing with the issue; and most of the fourth day is spent by the Jury developing its recommendations. |
|---|---|
| **Used for** | Citizens Juries are often used around current, often controversial, public policy issues where opinion is sharply divided and policy makers cannot decide what to do.

The jury creates an informed public opinion about what they feel policy makers should do. Although originally designed for local communities to tackle issues of local concern, Juries are now starting to be used to look at national issues.

Juries are decision-advising rather than decision-making tools. |
| **Suitable participants** | Most Juries include a 'best fit' (demographic) sample of 12 to 16 members of the public.

They are brought together to examine both written and verbal evidence about different perspectives on the issue they are deliberating on. |
| **Cost** | A Citizens Jury usually costs between £20,000 and £40,000. The difference in the costing usually relates to how long the process is designed to last and the exact nature of the methodology. The original type of Jury introduced into the UK by IPPR and the Kings Fund tends to last for four days and involves much preparation time. This version would be at the higher end of the costing. |
| **Time** | The set up time for a jury can be anywhere from two to four months. |
| **When to use / what it can deliver** | You should use a citizens' jury when you have a 'live' contentious issue where the way forward has not been decided or where workable policy options have been developed by policy makers about how to respond to the issue in question

Citizens' Juries can deliver decision-making that better reflects the |

	public's views and a high profile example of public engagement.
When not to use / What it cannot deliver	You should not use a citizens' jury when: • you have already decided how to proceed on an issue; • when the issue is not of significant interest to the public; • when you seek public agreement •
Strengths	• Gives an informed public opinion about how a difficult issue should be tackled. • Enables decision-makers to understand what informed members of the public might think of as realistic solutions. • The results can also be used to generate wider public debate about the issues.
Weaknesses	• Only involves a very small number of people, which means that the wider public may still hold a less informed view. • A challenge for policy makers is how to reconcile these two different public voices to create wider public ownership of the jurors' recommendations. • It can also be difficult for policy makers to decide how to proceed if they reject the Jury's recommendations

Title	**Community Development**
Description	Community development is a long term approach of building active and sustainable communities based on social justice and mutual respect. Moreover, it is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives and enabling the community itself to develop

solutions to the problems that are set internally.

Community Development is not a typical participation method as it is based on long term work in communities rather than one off of short term interventions. Other methods of participation often form part of a wider Community Development approach.

Community development workers work alongside individuals, groups and organisations principally within communities that are marginalised and excluded due either to their geographic location or as a community of interest (e.g. Young people. Migrant communities, Black and Minority Ethnic communities) It challenges the notion that solutions to local problems are found outside communities themselves and it seeks to identify and develop the skills and confidence of local people to address issues they define.

Community Development involves starting with the issues which people in communities identify as being important to them, rather than starting with the issues that an outside agency wants to tackle.

It is essentially concerned with helping people to understand why the issues they want to tackle have come about, and why some groups have more power or resources than others.

Used for	Community Development is used particularly in disadvantaged areas or with sections of the population who are at risk of exclusion, facing difficult conditions or who need to overcome oppression and inequality. Relationships of groups to other community members, other local groups or organisations in the locality, and to public authorities and private sector organizations are key to Community Development in practice.
Suitable participants	Community Development can work across all communities but it is focused more on communities experiencing poverty, disadvantage and / or discrimination.
Cost	As with any community based intervention, costing a community development project will vary depending on a number of factors including but not limited to; the concerns and issues to be tackled; the level (e.g. For one group, the immediate neighbourhood, the entire strategic area etc) at which activities are focussed as well as the type of activities that need to be undertaken; the desired number of participants and the intended outputs / outcomes desired. Additionally to develop effective community action requires support from skilled practitioners who have access to support and other resources.
Time	Community development is a long term process and it has to be recognised that working with communities involves building trust,

	raising self-esteem and confidence as well as overcoming barriers to participation and conflict.
When to use / what it can deliver	It is an essential component of community engagement and community empowerment. It has been argued that without community development other forms of community action are unlikely to be sustainable. By creating confident communities it helps to develop active citizens who are involved in the democratic process. It offers support to communities as they develop their own solutions to local problems.
When not to use / What it cannot deliver	Community development is a long term process particularly because of its focus on people and aims to create long term change. It is not about recruiting volunteers or volunteering per se as those who participate in CD work are often those who have no surplus of resources or time and are forced into taking action because they have no choice. It isn't the answer to everything but it can be used effectively to meet targets on regeneration, health inequalities, engaging children and young people, etc
Strengths	• More inclusive than many other approaches and it is concerned with issues identified by the communities themselves rather than those perceived by external agencies • Has the potential to create more active citizens through informal learning and awareness raising. • Can ensure more effective partnership working and recognition for non professional expertise in decision making • Can help overcome conflicts within and between communities leading to greater cohesion
Weaknesses	• It is often used as a short term solution for policy / strategic problems which curtail its effectiveness and true value. • Retains a negative image and is perceived as a threat to institutional stability • It does not have an extensive or well recognised evidence base

Title	Deliberative Workshops
Description	Deliberative workshops are a generic name for small-scale dialogue events where the focus is on deliberation. Deliberative workshops are a form of facilitated group discussion that provide participants with the opportunity to consider an issue in depth, challenge each others opinions and develop their

	views/arguments to reach an informed end position. Deliberative workshops are similar to focus group although there tends to be more focus on deliberation. They can take anything from a few hours to several days to conduct.
Used for	Deliberative workshops allow for an in depth discussion on a specific topic with a few people over a couple of hours. It allows the organisation conducting the event to have a greater understanding of what may lie behind an opinion or how people's views change as they are given new information or deliberate on an issue.
Suitable participants	Deliberative workshops typically involve between 8 to 16 participants. Who is involved will depend on the issue at stake; participants could be selected on the basis of demographics, interest group, or random selection.
Cost	Medium-Low • The cost of deliberative workshops is generally not high, unless you need to recruit participants through truly random selection, which can be costly. • An incentive may have to be offered to citizens in order to get them to participate in the workshop. Additional costs include venue hire (choose an informal setting where possible), catering and supporting arrangements, such as childcare. Sometimes a deliberative workshop reconvenes on several occasions; which will add to the cost and time requirement.
Time	Low, unless the workshop takes place on several occasions
When to use / what it can deliver	• To gauge the informed opinion of a small group of people • To observe and track how people's views and perspectives change through deliberation or as they receive information •
When not to use / What it cannot deliver	• Deliberative workshops only involve small numbers of people and can therefore not be used to gather statistically significant data to accurately measure public opinion. • The fact that participants' views are developed through deliberation may also mean that they are not representative of the views of the wider public.
Strengths	• Allows participants the time and resources to consider an issue in depth, including costs, benefits and long-term consequences. • Discussing with others give participants an insight into other perspectives, allowing their own views to be developed and challenged.

	• Can build and improve relationships between participants. • Can give participants new knowledge and skills.
Weaknesses	Like all forms of qualitative research, deliberative workshops are open to manipulation: how the discussions/activities are framed, how the participants are introduced to the topic, and what questions are asked will all influence the results.

Title	**Digital Interactive TV**
Description	Digital Interactive Television (DiTV) is a system through which moving images and sound are broadcast and received, allowing interaction via the "red button" on the TV remote control.

	In contrast to traditional TV the information is compressed into computerised binary information which takes up far less bandwidth allowing more channels to be broadcast, and allowing interaction with viewers via the "red button" system.
Used for	Digital TV is a useful method for ensuring that homes without internet access are able to interact with public information (e.g. health information) from their own living rooms. It is used by local authorities and hospitals to send and receive information from residents and patients: • Using the Sky version you can search for local services by entering your postcode using your remote control and you are presented with local service information. • Pilots of booking GP services through the television are currently underway.
Suitable participants	People without internet access / people who are not able to attend public engagement events in person.
Cost	High, unless the system is already set up and in use by the relevant body.
Time	High, unless the system is already set up and in use by the relevant body.
When to use / what it can deliver	• Digital TV is considered important as a way of reaching into homes without internet access. • The ability to create niche channels allows a more tailored and segmented approach to mass information provision. • People can select the information most relevant to them by choosing from a menu of options using the remote control.
When not to use / What it cannot deliver	Digital TV is best used as a complement to other virtual public engagement activities.
Strengths	Digital TV can reach people who do not have access to the internet or who are not computer literate. It is simple to use; users are guided through a number of different decision pathways using a familiar tool: the remote control.
Weaknesses	• Digital TV is slow compared to the Internet which may put people off accessing information through this method rather than via a website. • Actual participation in interactive services is currently fairly low, although more popular amongst younger age groups although we may see future increase in popularity. • People currently use their TV primarily for entertainment and not to seek information or interaction

Title	Dynamic Facilitation
Description	Dynamic Facilitation structures the flow of a meeting so each comment becomes an asset to the group, building shifts and breakthroughs. Dynamic Facilitation is a way of helping a small group address its

	most pressing, seemingly impossible issues in the spirit of choice-creating. Rather than relying on agendas, guidelines, step-by-step thinking, or prepared questions, the dynamic facilitator uses four charts: Data, Solutions, Concerns and Problem-Statements. People just talk, but the dynamic facilitator structures the conversation so that all comments have a place and are valuable. No one feels judged and all feel included. He or she helps the group follow their energy in a way that a new, shared perspective emerges.
Used for	To help solve problems and create new ideas, but also as a means of ensuring a more productive working environment.
Suitable participants	Dynamic Facilitation is scalable. It can be used in ordinary meetings in an organization but also it can work for a town, a city, a state, or even a nation.
Cost	Low People do not have to be trained before hand (although there are seminars in DF) and so it only requires organising a meeting.
Time	This depends on the meeting or issue that is using DF. Sometimes a series of meetings may be required but for normal meetings the requirements are low.
When to use / what it can deliver	• Resolve Issues? dealing with difficulties, crises or strategic planning. • Community Building? to generate a sense of respect, resolve conflict and build trust. • Professional Development - For coaching, managing, training, and professional development experiences.
When not to use / What it cannot deliver	If you cannot confirm a suitable number of participants.
Strengths	Meetings arrive at better solutions to problems with more consensus. The process builds trust, respect, and better community spirit.
Weaknesses	• Requires a competent facilitator • Only works best on small groups

Title	E Panel
Description	ePanels are a way for councils or other organisations to carry out regular online consultations with a known group of citizens. The most well established ePanel is YouGov, established by a

| | market research company in 2000 to provide research for public policy, market research and stakeholder consultation.

Market research companies tend to focus their e-panel activities on online surveys but other interactive technologies such as discussion forums or VIP messaging help to create a sense of online community and enable ePanel members to participate in the consultation process, suggesting topics for discussion that the council might not have considered. |
|---|---|
| **Used for** | Councils have adapted this idea to have a way of consulting a group of people on a regular basis using a range of technology.

It provides a quick and potentially cheap way of staying in touch with a group of citizens and of hearing their views. |
| **Suitable participants** | E Panels can be tailored to distinct audiences, depending upon the purpose of the consultation. Therefore anyone with access to the internet is a potential participant. |
| **Cost** | Varies
If there is the technology and web space already in place, then cost can be very small in some cases the only cost incurred would be for the time It takes to set the questions and analyse the results of the e Panel consultation.

At the other end of the spectrum, if it was decided that a dedicated website needed to be built (which is not a necessity), then the costs could greatly increase. |
| **Time** | After the initial setup, there can be an ongoing commitment for successful e Panels.

Despite this, ePanels can also be run as one-off or infrequent events as well.

The main time requirements involve the setting of the questions, sending them out and seeking responses, as well as the analysis of the responses. |
| **When to use / what it can deliver** | • when gathering participants together physically may be impractical or too expensive
• increased discussion and debate on issues.
• increased awareness of issues |
| **When not to use / What it cannot deliver** | • when issues being discussed are of a particularly sensitive nature, or the topics require
• the participants to gain specialist information
• decision-making
• empowered participants |

Strengths	• can be run alongside traditional offline activities and their strength is seen to be as a way • of increasing participation in local democracy, particularly amongst young people or those • who are time poor. • enables local authorities to reduce their administrative costs - no paper questionnaires or • postage is required, there are limited additional costs to run a focus group or live chat (just • the cost of online facilitators), data input is not necessary and analysis is generally quicker and can be immediate depending on the type of e-consultation being used. • open and transparent, although often anonymous. • allows anyone to contribute and in their own time. • allows different views to be aired and discussed. • engages people that may not normally be involved in face-to-face consultations.
Weaknesses	• As with all online methods, there is the potential that ePanels don't • encourage the participation of those people without ready access to the • internet. • If too much is asked of participants such as too many follow-up • emails from ePanels then this can lead to alienation from the • process, and calls for responses may be ignored.

Title	Focus Groups
Description	Focus groups are guided discussions of a small group of citizens. They are normally one-off sessions although several may be run simultaneously in different locations.

| | A facilitator leads a guided discussion of 6-12 people on a specific topic. A typical focus group normally lasts one or two hours and is normally recorded and a report is produced of the process and results. This is then distributed to all the participants. The focus group may be watched by the client or other interested parties.

Focus groups provide useful information on how people respond to particular questions or issues, but the short amount of time limits the depth of discussion that can be had. |
|---|---|
| **Used for** | Focus groups allow for an in depth discussion on a specific topic with a few people over a couple of hours.

It allows the client to have a greater understanding of what may lie behind an opinion or how people approach an issue. |
| **Suitable participants** | Members of the focus group can be selected to be representative of the population at large or of a specific group of the population. It can be a good way of engaging marginalised groups.

The group needs to be small (6-12) for participants to feel comfortable in voicing their views. |
| **Cost** | Medium-Low
The cost of focus groups is generally not very high, unless you need To recruit participants through truly random selection, which can be costly.

An incentive may have to be offered to citizens in order to get them to participate in the focus group. Additional costs include venue hire (choose an informal setting where possible), catering and supporting arrangements, such as childcare. |
| **Time** | Low
The focus group event itself is relatively short but do not overlook the time required to plan the event, recruit the participants and write up and respond to the results of the focus group.

If the topic for discussion is complex or largely unknown to the participants you may need to provide reading in advance. |
| **When to use / what it can deliver** | Use focus groups when:
- you want participants to interact in a small group,
- you are looking to explore the views of the wider population or specific groups,
- you need to understand the views of groups that would not normally respond to written questionnaires or consultations,
- you want to get the views of people who are not native |

	English speakers (through the use of translators)
When not to use / What it cannot deliver	Do not use focus groups if: • you are looking for a detailed exploration of an issue, as some people feel that focus group discussions do not allow enough time to discuss things in depth • you are looking for quantitative or fully representative results, • you want to make a decision through participation.
Strengths	• High level of participant interaction due to the small size of the group. • Can lead to a greater understanding of how people think about issues. • Members can be specially recruited to fit (demographic) profiles. • Good for getting opinions from people who would not be prepared to give written answers. Focus groups can be useful for getting opinions from non-native speakers, using translators • Provides understanding of how people think about issues.
Weaknesses	• The group may be dominated by one or two strong opinions and who may imbalance the discussion. Some participants may feel inhibited to speak. • Responses are not quantitative and so cannot be used to gauge wider opinion. • It may be difficult to find a suitable facilitator. • The term 'focus group' has been used widely and may describe any small meeting of people.

Title	Forum Theatre
Description	Forum Theatre is an interactive form of theatre that encourages audience interaction and explores different options for dealing with a problem or issue. Forum Theatre is often used by socially excluded

and disempowered groups.

Forum Theatre (also known as Boal's Theatre, 'Theatre of the Oppressed', 'Theatre for Development') is an interactive theatre form invented (or discovered) in the early 1970s by Augusto Boal who wanted to empower the audience of his plays.

An audience is shown a short-ish play in which a central character (protagonist) encounters an oppression or obstacle which s/he is unable to overcome; the subject-matter will usually be something of immediate importance to the audience, often based on a shared life experience.

When the play has been performed members of the audience can take to the stage and suggest alternative options for how the protagonist could have acted. The actors explore the results of these choices with the audience creating a kind of theatrical debate, in which experiences and ideas are rehearsed and shared, generating both solidarity and a sense of empowerment.

In the UK Forum Theatre has been used by the organisation Cardboard Citizens to give homeless people a voice - enabling them to reach and recognise their potential.

Used for	Forum Theatre sessions allow people to take the stage and show many different possibilities. In this way, the event can be used to rehearse for an imminent occasion, or to uncover and analyse alternatives in any situation, past, present or future. The experience can build empathy for the situation of a particular group or to try to overcome a sense of powerlessness amongst the audience.
Suitable participants	Forum Theatre can be used with any type of audience. The method has in particular been used by and with groups who feel excluded, such as the homeless or residents in areas affected by poverty.
Cost	Varies If experienced volunteers and a free venue can be found the costs can below. If formal training is required this can cost thousands of pounds per week. There might also be costs for the production of the play as well as the expenses and wages of the actors.
Time	The event itself takes as long a 'normal' play with an additional 30 minutes at the end of the play for audience participation. Setting up a Forum Theatre play usually takes months.
When to use / what it can deliver	Forum theatre can provide a voice for people who normally struggle to be heard. It can also increase the audience's empathy for others. Through the audience participation new ideas and solutions to existing problems can be explored. The theatre setting can be a very powerful tool to explore difficult issues.

When not to use / What it cannot deliver	Forum theatre is not a decision making tool or a method for capturing the views of the audience.
Strengths	- Combines high quality, innovative and interactive theatre with social objectives. - Acts as an ambassador for the arts in the social sector. - Provides a entertaining and meaningful way for working with socially excluded groups. - Challenges established perceptions. - Powerful tool for exploring solutions to difficult problems - Develops skills of the actors, whom are often people for socially excluded groups.
Weaknesses	- Forum theatre requires the skills and ability amongst the organisers to create a powerful and meaningful play. - Forum theatre requires actors with the skills to improvise around the audience participation. - Forum theatre is rarely linked directly to decision making.

Title	Local Issues Forum
Description	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.

	A Local Issues Forum is an online public commons where any citizen or elected official can:
	• Ask questions.
	• Make public announcements.
	• Network with other local citizens.
	• For elected officials to monitor local opinion.
	• Ask for public input.
	A forum manager is also required to monitor the conversation, maintain a neutral environment and ensure the focus is on local issues when necessary.
Used for	To empower individual citizens so as to bring their ideas and concerns to the fore.
Suitable participants	Local Issues Forums are citizen driven.
Cost	Low. Costs include the setting up and maintenance of an online environment
Time	Takes place in an online setting so the time requirements are ongoing.
When to use / what it can deliver	• To engage a local community. • For policy recommendations.
When not to use / What it cannot deliver	To engage a business or organisation.
Strengths	• Keep up with community news. • Allows open questioning. • To share your opinion on local issues. • Allows networking with elected officials. • Instant feedback.
Weaknesses	Requires a dedicated forum manager. Can lack focus or orientation

Title	**Open Space Technology**
Description	Open Space Technology is often referred to as "Open Space". It is a meeting framework that allows unlimited numbers of participants to form their own discussions around a central theme. Open Space events have a central theme, around which participants identify issues for which they are willing to take responsibility for running a session. At the same time, these topics are distributed among available rooms and timeslots.
	When no more discussion topics are suggested the participants sign up for the ones they wish to take part in.
	Open Space creates very fluid and dynamic conversations held together by mutual enthusiasm for interest in a topic. A trained

moderator can be useful, especially when people are used to more structured meeting methods.

The fundamental principles of Open Space are:
- Whoever comes are the right people (the best participants are those who feel passionately about the issue and have freely chosen to get involved);
- Whenever it starts is the right time (Open Space encourages creativity both during and between formal sessions);
- When it's over it's over (getting the work done is more important than adhering to rigid schedules);
- Whatever happens is the only thing that could happen (let go of your expectations and pay full attention to what is happening here and now).

There is also one "Law": The "Law of two feet": (If participants find themselves in a situation where they are not learning or contributing they have a responsibility to go to another session, or take a break for personal reflection.).
.
It is vital that there are good written reports from all discussions, complete with action points, available at the end of each day. Feedback and implementation structures are important to carry the suggestions forward after the event itself.

Used for	Good for harnessing the creativity that is stifled by more structured forms of meetings, and creating new forms of working relationships, for example cross-functional collaboration, self-managing teams, community building, conflict resolution, strategy development and implementation.
Suitable participants	Open Space is highly flexible in the number and nature of participants. It can be run with a handful of people up to 2000 participants or more.
Cost	This varies. The approach can be very cheap, but it requires a venue with space to accommodate all participants in one or several concentric circles.
Time	Flexible an event usually lasts between one and five days and can be run as a one of event.
When to use / what it can deliver	You should use Open Space when large and diverse groups are involved, when you require creative thinking around an issue, when you want an open discussion and collective decisions, when you want to develop ownership over the results, when you want to develop better working relationships or when you want to build a sense of community.
When not to use / What it cannot deliver	You should not use Open Space when you are unwilling to give up control over the direction of the meeting, if you are not prepared to follow through with the recommendations or if the achievement of a predetermined specific outcome is essential.

Strengths	• Extremely flexible process; • Participant driven approach; • Unleashes creativity.
Weaknesses	Cannot be used to direct people to a specific outcome

Title	Participatory Appraisal
Description	Participatory Appraisal is a broad empowerment approach that seeks to build community knowledge and encourages grassroots action. It uses a lot of visual methods, making it especially useful for participants who find other methods of participation intimidating or complicated. The term Participatory Appraisal describes a family of approaches that enable local people to identify their own priorities and make their own decisions about the future, with the organising agency facilitating, listening and learning. Participatory Appraisal uses visual and flexible tools to ensure that everyone can join in regardless of background. It can be carried out in a place where people already meet in their everyday lives. A commonly encountered problem is that as Participatory Appraisal uses very accessible tools, it is often used as an information providing exercise that does not follow through to facilitate decision-making within the community.
Used for	In the long-mid term Participatory Appraisal should be an ongoing cycle of research, learning and collective action. The long-term goal of this approach is to empower and enable people to analyse and tackle their problems themselves. In the shorter term Participatory Appraisal can be used to map local priorities and understandings of issues
Suitable participants	Local community members in larger or smaller groups. Since everyone does not have to meet at the same place or at the same time it can involve a very large number of people without requiring a large venue. A key principle of Participatory Appraisal is to ask 'who is not participating?' and ensure that the process actively includes members of the community that are not normally involved in consultations.
Cost	Can be expensive at first as it is very important that people running the process are properly trained in Participatory Appraisal approaches and values. However, if local community members learn the approaches themselves and become more confident the costs of hiring external help may be reduced.
Time	To get the most out of Participatory Appraisal it should be an

	ongoing process.
When to use / what it can deliver	You should use Participatory Appraisal when you are willing to let the community take control, when you want to base your actions on local knowledge and when you want to reach out to very diverse members of a community. Participatory Appraisal can deliver empowered participants, better relationships between participant groups, reliable and valid mapping of local knowledge and priorities, action and energy as well as being a good tool to make decisions with.
When not to use / What it cannot deliver	You should not use Participatory Appraisal when you want rapid results.
Strengths	• Can be extremely inclusive, flexible, and empowering if run well; • The knowledge produced by local community researchers has been proven to be highly reliable, and can help to identify and tackle underlying issues to problems rather than just the symptoms; • When local community members have been trained to facilitate a process, this capacity remains within the community for the future; • It is a creative and flexible approach that can complement and draw in other techniques as and when needed throughout the process. • It can draw on participatory arts and drama techniques to reach particular groups, or explore particular issues.
Weaknesses	• Do not underestimate the need for training and experience among those running the process; • Can be expensive to set up; • To be truly effective, a Participatory Appraisal exercise will need more time than a one off event, and this might be difficult to fund and organise; • It can also be challenging and time consuming to collate material from numerous events.

Title	**Participatory Budgeting**
Description	Participatory budgeting 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. Participatory budgeting involves citizens directly in making decisions

about budget issues, either on a small scale at the service or neighbourhood level or on a more strategic level at a city or state level.

In practice, the power delegated to the citizens in the decision processes varies, from providing decision-makers with information about citizen preferences to processes that place parts of the budget under direct citizen control.

In general the amount of power devolved has tended to be larger in Latin America where participatory budgeting was developed compared to in Europe and North America.

The scale of citizen participation has ranged from single neighbourhoods to an entire state (with populations of millions). Discussions are often limited to new investment rather than discussing spending as a whole. It can be run as a one off process, but long-term benefits tend such as social capital and ownership, require a reoccurring, cyclical process.

The 'classic' participatory budgeting model as developed in Brazil makes use of area meetings where all citizens can attend and determine the spending of local budgets (set based on population and poverty levels). Citizens also elect representatives to attend larger city wide meetings where more wide ranging priorities are determined.

Peer grant giving has also been carried out under the banner of participatory budgeting. This allows a group of citizens the power to assign grants for community projects and other spending.

Used for	Providing citizens with direct or indirect influence over budget development, prioritisation and/or decisions.
Suitable participants	Participatory budgeting can be done with both direct participation of citizens or through directly elected citizen representatives. The larger, city wide processes often combine the two with direct participation at neighbourhood level where representatives are elected for city wide forums. The total number of participants in all meetings in city wide processes can be tens of thousands. In the UK the numbers have tended to be more modest, in the hundreds at most.
Cost	Participatory budgeting is often undertaken to increase efficiency in the budget and thus save money. The process of citizen involvement in budgets in itself is however costly. Setting up a city wide infrastructure of forums and meetings requires a large investment of money and staff time (potentially running into millions of pounds). Processes run at the local level around a particular service or neighbourhood can be cheaper but still require substantial commitment to work.

Time	It is possible to run a participatory budgeting exercise as a one day one off event. However the main benefits of participatory budgeting in terms of increased trust and citizen empowerment only develop over time. Ideally participatory budgeting should form a continuous part of the budget cycle, ensuring that citizens feel assured that their efforts will not be wasted.
When to use / what it can deliver	You should use Participatory Budgeting when: • you want to get citizens directly involved in determining how to spend public money • you want citizen input into spending priorities • you want to increase your understanding of local needs you want to increase the public's awareness of the trade offs involved in the budget Participatory budgeting can deliver increased transparency and re-establish the legitimacy of government budget decisions. It has also been shown to build the skills and awareness of participants through the process of deliberation. By being exposed to the trade offs surrounding financial decisions participants can acquire a deeper understanding of the work of government. The fact that Participatory budgeting often involves control over actual resources can be a catalyst for civic mobilisation, especially in poorer areas. In Porto Alegre, Brazil (the city with the longest running participatory budgeting process) there has been a significant reallocation of resources towards spending in poorer areas as well as increased efficiency and reduced corruption as a result of participatory budgeting.
When not to use / What it cannot deliver	You should not use Participatory Budgeting when: • you are unwilling to delegate any real power to participants the trade-offs involved are extremely technical and are not of interest to the general public • you are looking for a one off project.
Strengths	• Involves decisions about spending and devolving real power • Can be a very public process, which conveys legitimacy beyond the immediate participants.
Weaknesses	• Can create unrealistic expectations amongst participants if managed badly • Works best where there are high levels of community activism to begin with • Can undermine the role of elected representatives in certain situations • Doesn't work well where central targets and restricted

	budgets limit the amount of power that can be given to citizens

Title	Planning for Real
Description	Participants make a 3D model of their local area and add suggestions of the way they would like to see their community develop. They then prioritise these in groups and create an action plan for decision-makers to take away. Planning for Real events are famous for involving eye-catching three-dimensional models- though these are only a part of the whole process. Community members are involved from the beginning in deciding on a suitable venue and subject for the process. The model of a neighbourhood is often made by local people themselves in order to create a sense of ownership over the process. A number of events are run depending on the number and nature of the participants. Sometimes separate events are run for specific groups, such as young people. People go on to use their knowledge of living in the area to make suggestions by placing cards directly onto the model. There are both ready-made cards with common suggestions (around 300) and blank cards for participants to fill in themselves. These suggestions are then prioritised in small groups on a scale of Now, Soon, or Later. These resulting priority lists form the basis for an Action Plan that decision-makers are charged with taking away, considering and implementing. Delivering the Action Plan is easier if the community is involved in delivery, monitoring and evaluation.
Used for	Planning for Real allows local people to engage hands-on with issues that affect them. Planning for Real is especially useful for planning, neighbourhood regeneration and capacity building
Suitable participants	Local residents are the focus of a Planning for Real process. There is no upper limit to the number of participants that can be involved, as they do not have to attend at the same time or place. Other stakeholders who have an interest in the future of the area can also be involved.
Cost	Depends largely on the number of events and the size of the venue

	required. A trained facilitator is also necessary. The eye-catching three-dimensional models are usually created by schools or local groups and aren't necessarily expensive.
Time	Besides the meetings themselves you should plan to mobilise the interest of local participants. Following up on the Action Plan may take a few months to several years depending on what decisions come out of the process. Making the models may take a few months if local groups or schools are used.
When to use / what it can deliver	You should use Planning for real when you want decisions to reflect local priorities, when you want to mobilise local support and where you want to create enthusiasm. Planning for real can deliver community input into local decision-making, and community decision making directly, inclusion of participants that are often left out in other circumstances, buy-in and enthusiasm and a shared vision for the future of an area.
When not to use / What it cannot deliver	You should not use Planning for real when you do not have the buy in of important decision-makers or where you are short of time and/or staff. Planning for real cannot deliver the following: • input to regional or national level decision-making, unless part of a wider strategy.
Strengths	• An eye-catching and fun process that is enjoyed by people who would not normally get involved; • The models lessen the need for verbal or literacy skills, making it a useful method to use when some participants don't speak English as a first language; • It is a non-confrontational way of expressing needs.
Weaknesses	• May be dominated by those used to working in large groups if not properly facilitated; • Usually focussed on a local level, can be hard to scale up; • The process of preparing the model and analysing and feeding back results to participants can be time-consuming.

Title	**Samoan Circle**
Description	The Samoan circle is a meeting without a leader. Instead there is a "professional facilitator" who helps participants by listening, getting involved when necessary and explaining the process. The Samoan circle has people seated in a circle within a circle,

	however only those in the inner circle are allowed to speak. The inner circle should represent all the different viewpoints present, and all others must remain silent. The process offers others a chance to speak only if they join the inner circle. One or two representatives for each of the views present remain in inner circle of Samoan Circle. Surrounded by a number of 'open chairs', they sit in a semi-circle for the entire discussion. The representatives discuss the issues with each other as the larger group listens. Anyone from the larger group who wishes to join the conversation may do so by coming forward at any time and taking one of the open chairs.
Used for	• Help active participation by all parties interested in or affected by an issue. • Develop community capacity. • To build alliances, consensus.
Suitable participants	Businesses, charities and other organisations are all suitable.
Cost	Low/Medium. Requirements include: • Suitable venues • Microphones • Staff (including facilitator) • Recorders
Time	This can be anything over a period of 6 weeks to 6 months, according to some sources.
When to use / what it can deliver	• To resolve issues. • To engage a smaller number of people (between 10-20). • To build relationships.
When not to use / What it cannot deliver	• For large, public engagement. • If you do not have a trained facilitator.
Strengths	• Works best with controversial issues. • Can avoid polarising opinions. • Allows large numbers of people to be involved
Weaknesses	• The circle can become monopolised. • Requires a trained facilitator

Title	**Scenario Workshop**
Description	The aim of a Scenario Workshop is to form a basis for action and to gather knowledge about how participants view possible future developments. The aim of the Scenario Workshop is to create a basis for local

action. The workshop is used to gather knowledge about barriers and participants? experiences and visions of the topic as well as their attitudes towards the defined scenarios and the basis for these.

A Scenario Workshop typically goes through different phases of involvement which include:
- a critical phase of participants' experiences and views,
- a visionary phase of possible scenarios, and
- a implementation phase where a plan is devised for action and possible barriers established.

During the Workshop there is a time for brainstorming, discussion, presentation, and time for voting.

Used for	The Scenario Workshop is useful for local communities to be involved and find solutions to local problems. It is also used by organisations as large as the UN and EU to promote social and evironmental causes.
Suitable participants	Workshop participants are selected normally from a group of 25 to 30 local government officials, technical experts, business people, and knowledgeable residents attend the Workshop.
Cost	Medium-High Given the level of participants of and high profile of the events costs can be high. The hiring and planning of an event with the requirements of a venue, catering and technology can be high.
Time	Organising the number of varying professionals involved can require time planning. The workshop itself typically lasts 2 days as well.
When to use / what it can deliver	Use Scenario Workshops: • To promote local action, • To solve problems and anticipate future ones, • To connect research and social needs.
When not to use / What it cannot deliver	Don't use Scenario Workshops: • For narrow issues, • If you cannot confirm enough participants to ensure a fruitful workshop.
Strengths	• Increases knowledge through structured dialogue • Creates a link between research development and social needs to create good practice, • Designed to ensure all participants have their say.
Weaknesses	• Organising participants from across the community; politicians, civil servants etc can require a high amount of planning. • Costs can be high.

Title	Twitter
Description	More of a communications tool than a mechanism for dialogue,

	twitter can nonetheless be an engaging and informal way of staying in touch with large numbers of people. Twitter has been used in public engagement events to let people who can't be in the room know what is going on, and to update participants on what happens afterwards. Twitter is a service for people to communicate and stay connected through the exchange of quick, frequent answers to one simple question: What are you doing? It offers people the opportunity to follow others' activities or update others on what they are up to.
Used for	Twitter is an informal communication tool that helps friends, families and colleagues stay in touch. Much like blogs, it is increasingly used by organisations and public figures to keep their networks informed of what they are working on and thinking about. Twitter has been used in public engagement events to let people who can't be in the room know what is going on, and to update people on what happens afterwards. It can also be used to let participants comment on the event and communicate with others.
Suitable participants	If twitter is set up on computers in the room of a public engagement event, it should be useable for any participant with basic computer literacy.
Cost	The service is free, although it requires computers and internet connection.
Time	Minimal: messages are no longer than 140 characters.
When to use / what it can deliver	Twitter is best used as a complement to public engagement activities and can be an appealing addition to conferences and young people's events. It makes it possible to quickly and easily send updates to people who are not in attendance. It can also be an engaging way of letting participants comment on the event and communicate with each other.
When not to use / What it cannot deliver	Twitter is an informal communication tool and thus not appropriate in all circumstances. It does not offer the opportunity to gather in-depth feedback from people; it is simply a way of keeping them informed.
Strengths	Its informality and the shortness of the messages makes twitter a low-cost and low-effort way of staying in touch with potentially large numbers of people.
Weaknesses	Only individuals who are signed up to twitter and who choose to follow the twitter stream can read the messages that are sent.

Title	Webchat
Description	'Real time' webchats are based on instant messaging (e.g. MSN). This is a new and informal way to engage and gather information from different stakeholders and answer specific questions they may have.

| | Participants are specifically invited to contribute to the discussions, but normally anyone can observe the proceedings online even if they cannot contribute.

Webchats are discussions held online with a small group of pre-selected participants who are given a distinct login and password. The webchats are readable by anyone but registration is normally required to contribute and may be restricted to certain groups or stakeholders.

They are often used by Ministers to engage a key group of stakeholders on a topic that concerns them and to gather experiential feedback on policies rather than being a formal consultation.

Webchats normally run for an hour and are held at a pre-determined time. A Minister or senior officer will answer questions set by participants. There is normally a moderator who will check questions and comments before allowing them to be posted. |
|---|---|
| **Used for** | Online engagement of a small group of users or stakeholders on a specific issue. It is done in 'real time' which makes it feel more like an event and more personal contact with the Minister.

Other interested parties can observe the proceedings while they are happening as well, or refer back to the webchat as the information is available online after the event. |
Suitable participants	Normally a Minister or high level civil servant will invite a number of key stakeholders or a specific group of people to join the discussions.
Cost	Low.
Time	One hour acutal 'webchat' time normally plus preparation of material and IT support beforehand. Senior official will need to be present for the webchat as well as a moderator.
When to use / what it can deliver	• access to a key group of stakeholders • transparency over discussions with stakeholders
When not to use / What it cannot deliver	In depth discussion, due to the limited time and the fact that the webchats are normally structured like a Q&A session with participants only able to put one question to the Minister and then reply to his response, rather than being a general discussion.
Strengths	• the discussion between Ministers and the stakeholders or general public is in 'real time' - there is little or no delay in responses. • there is no software to download or install. • the discussion is structured but the Minister could participate in more than one webchat simultaneously; • the discussion can be aimed at appropriate participants

	• the webchat can be publicised on the normal website and the discussions can be left posted on it. • there is a sense of the webchat being an event and more personal than other online forums.
Weaknesses	• users expect a fast response from Ministers or officials, that may not always be possible. • the webchats may not have any direct policy input even though participants are discussing directly with a Minister or government official.

Title	**World Cafe**
Description	The World Cafe is a method which makes use of an informal cafe for participants to explore an issue by discussing in small table groups. Discussion is held in multiple rounds of 20-30 minutes. The event is concluded with a plenary. The World Cafe is a creative process set in a cafe setting. The event either takes place in an actual cafe or else the room is set up to resemble one as much as possible: participants are seated around small tables with tablecloths and tea, coffee and other beverages. The cafe ambiance allows for a more relaxed and open conversation to take place. Often participants are provided with pens and are encouraged to draw and record their conversations on the paper tablecloths to capture free flowing ideas as they emerge. Participants discuss the issue at hand around their table and at regular intervals they move to a new table. One participant (the table host) remains and summarises the previous conversation to the newly arrived participants. By moving participants around the room the conversations at each table are cross-fertilised with ideas from other tables. At the end of the process the main ideas are summarised in a plenary session and follow-up possibilities are discussed. The choice of question(s) for the cafe conversation is crucial for the success of your event. In general it is useful to phrase the questions in a positive format and in an open ended format to allow a constructive discussion. If participants do not find the questions for discussion inspiring the event is unlikely to be successful, it can therefore be good to develop the question together with some of the intended participants.
Used for	The World Cafe has been used in many different settings. It is good at generating ideas, sharing knowledge; stimulate innovative thinking, and exploring action in real life situations. The informal and deep conversations that the World Cafe encourages can lead to improved relationships between participants and between wider

	groups.
Suitable participants	The World Cafe has been used by a wide spectrum of participants, ranging from community members to global business executives. The flexibility does not mean that it is not important to think carefully about whom should be invited. The method has been used with groups from 12 to 1200 participants.
Cost	The cost of a World Cafe event varies widely. If the venue is an existing cafe and the process only involves a few dozen participants the cost can be very modest. For large events involving hundreds of participants and a special venue costs can quickly reach thousands of pounds. As the World Cafe does not require a large number of trained facilitators it can be a cheap way of running creative meetings.
Time	A World Cafe does not have to difficult to organise. The time required to organise the event depends on how easy it is to recruit the participants and how complicated the logistics are. You should allow at least three or four hours for a World Cafe event. If you have an ambitious topic you may want to have a series of events.
When to use / what it can deliver	You should use a World Cafe when: • you need to engage large groups in an authentic dialogue process • you want to generate input, share knowledge, and stimulate innovative thinking • you want to explore action possibilities around real life issues and questions • you want to conduct in-depth exploration of key strategic challenges or opportunities The World Cafe process can deliver new thinking, meaningful conversations, an inclusive and relaxed atmosphere and deeper relationships and mutual ownership of outcomes in an existing group . The process can give a group a sense of their own intelligence and insight that is larger than the sum of the parts.
When not to use / What it cannot deliver	You should not use a World Cafe when: • you have a predetermined solution or answer you want to reach • you want inform your participants rather than have a two way conversation • you are looking for very detailed and focused discussions about a particular plan The World Cafe process cannot deliver clear and accountable direct decisions, detailed plans or a statistical view of different opinions.
Strengths	• Creative process for developing new ideas

	• Informal and inclusive
	• Has the potential to be cheap and easy to organise
Weaknesses	• Requires a clear and relevant question
	• Cannot be used to make direct decisions

Title	Written Consultations
Description	Written Consultations are a way of gauging outside opinions and different perspectives on an issue. Written Consultations engage with other parties to gather intelligence, ideas and viewpoints on any type of issue. A written consultation asks that a report be made on the issue focusing on certain details, emphasising a key area and exploring possible actions on them.
Used for	They are typically used by governments to engage the public in current issues.
Suitable participants	Non-profit organisations and charities are suitable as outside bodies for consultation on public issues. They can, as well, consult each other if required.
Cost	High The cost of consultations can be high as they require paying fees to the Consulting organisation
Time	This depends on the nature of the consultation. Any thorough written consultation can take months and plenty of time should be given to allow a consummate report to be produced.
When to use / what it can deliver	• To generate new or different ideas to help decision makers. • To get a better understanding on issues. • To encourage greater debate. • Helps to monitor existing policy and if changes are needed.
When not to use / What it cannot deliver	• For quick and easy engagement. • For cheap engagement.
Strengths	• Generates sophisticated and lengthy responses. • Can involve a wide range of professional groups, and individuals.
Weaknesses	• Can be expensive. • Can receive biased feedback.

APPENDIX 2

Planning Checklist

What do you want from the exercise?

What are your key issues?

Who is your target audience and why have you chosen them?

Why will this particular audience be interested in the engagement issues?

At what stage of the process are you going to engage with your audience? (Planning, development, monitoring service effectiveness, on going)

How will you encourage your prospective audience to take part?

Have you made efforts to engage seldom heard groups in the process? If so how?
What engagement method do you plan to use? Why is this appropriate?
How do you plan to record the exercise?
What resources have you obtained to analyse the data you collect?

Do your target audience need advance knowledge to be able to take part effectively? If so what?
How do you plan to use the results from the exercise?
How do you plan to feedback the results and outcomes of the exercise to participants and a wider audience?
How will you measure the success of the exercise?

APPENDIX THREE

EVALUATION CHECKLIST

OBJECTIVES

What were your objectives from the exercise?
How did you make them clear to those who participated?
Did the exercise achieve your stated objectives? If yes how? If not why not why did you have a problem?

Method

Describe how your method was appropriate for your objectives?
Describe how your method was appropriate for your audience?

Process

Did you allow sufficient time for the exercise?

Were you able to meet all your planned objectives within the timescales allowed? If not what were the problems you faced?

How did you ensure the exercise was fully accessible to the whole of your target audience?

How and within what time frame did you feedback the results and outcomes to

participants and the wider audience?

Outcomes.

What has happened as a result of engaging your participants?

How many people have been affected by the outcomes?

Do you need to take any follow up action? If so what?