South Tyneside Council

Community Area Forums

Community Engagement Strategy

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Community Engagement Strategy

The South Tyneside Guide to Community Engagement for Community Area Forums

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Section One - The Community Engagement Strategy

1. Introduction

This strategy is an action resulting from the Review of Community Forums which was proposed as part of the Best Value Action Plan for Democratic Services, and which was also seen as contributing to the Council's approach to democratic renewal and modernisation.

Amongst the key themes and recommendations arising from the review was the topic of Community Engagement where the report advised that links to the community should be enhanced and strengthened. The role of CAFs is key to enhancing engagement between the Council and the public. Other related recommendations included expanding and extending the range and number of external advisory representatives to provide a richer and more diverse membership. To ensure inclusion, the way meetings operate and are supported should ensure that CAFs are welcoming and effective. It was recommended that innovations should be introduced that will encourage and increase public involvement in the work of the forum's. It was also seen to be important to introduce a communications strategy that will raise the profile of CAFs and enable people to better understand the role of CAFs and what they achieve.

In order to achieve this objective to develop the Community Area Forums in their role as the focal point to discuss key local area and neighbourhood issues, and to enable as wide and inclusive range of views and representation at the meetings, a steering group was established, which identified the development of Community Engagement Strategies for each of the six Forums as a key priority.

Community Engagement is an important element in the Governments modernisation agenda and it's importance is clearly set out in Urban White Paper (2000), The National Strategy for Neighbourhood Renewal (2001), and Guidance for LSPs (DETR 2001) as follows;

"Commit to ensuring that communities needs and priorities are to the fore in neighbourhood renewal and that residents of poor neighbourhoods have the tools to get involved in whatever way they want"[1]

"Local Strategic Partnerships should ensure that community and voluntary organisations and local people more widely are in a position to play a full and equal part in multi-agency partnerships"[2]

Community engagement has now been given a significant and formal place in the planning system - through the Statements of Community involvement, which are to be, included in every Local Development Framework and significant development proposals.

The Community Engagement Strategy will form one strand of a series of strategies, which will drive forward the Council's and Local Strategic Partnership's approach to engagement, communications and consultation.

Members have agreed to the implementation of a challenging action plan as part of the review of Community Area Forums and the implementation of the Community Engagement Framework will be key to empowering local people to become involved in consultation and decision making at an area level.
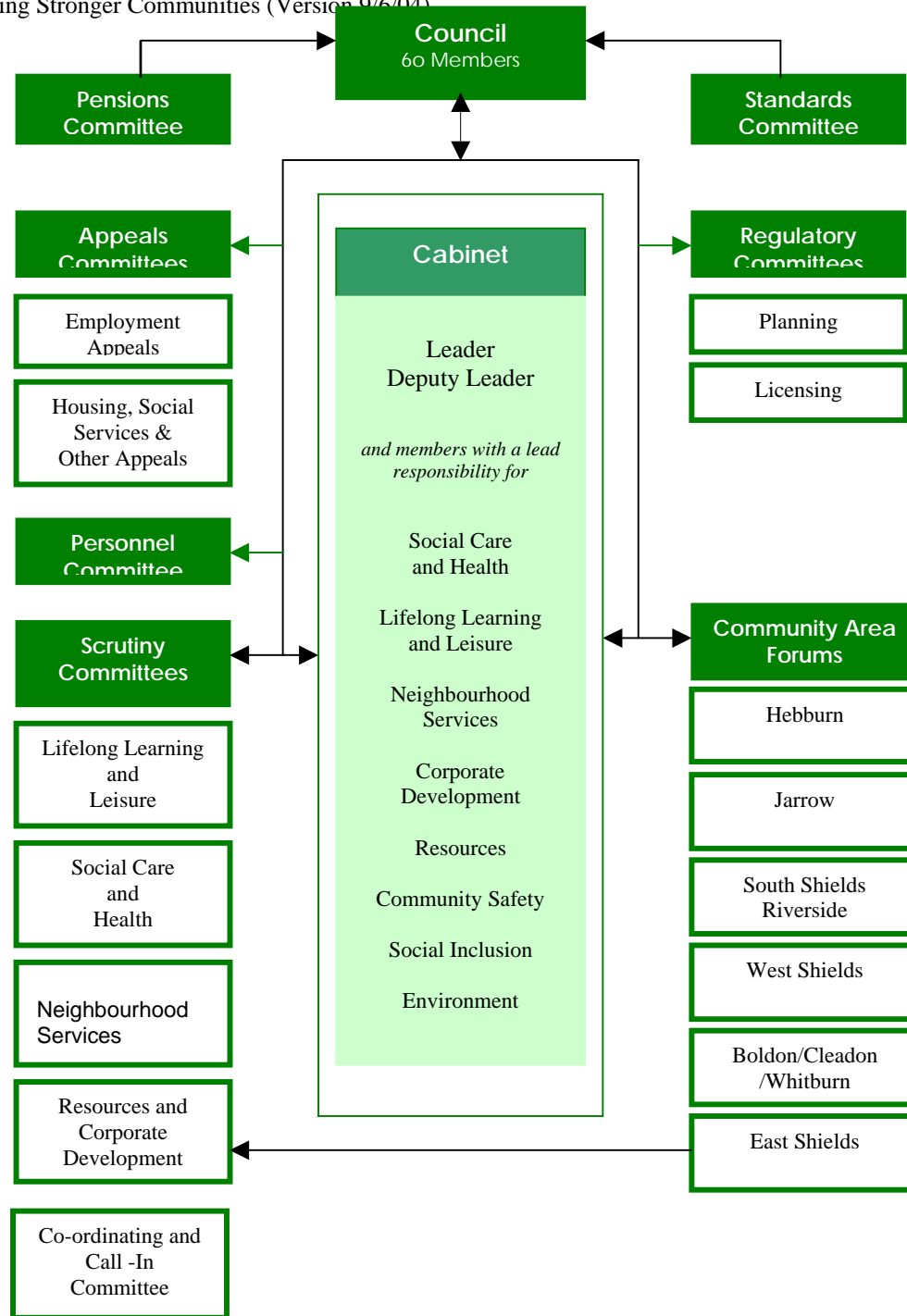
2. What are Community Area Forums (CAFs)?

There are 6 Community Area Forums in South Tyneside, as set out in the diagram below. The roles of Community Area Forums includes leading in the process of identifying local issues and priorities and advise the Cabinet and the Scrutiny Committees on local matters and to assist local Members to listen to and represent the interests of their community. The CAFs meet every six weeks in accordance with the Council diary. The meetings are be open to the press and public and are widely advertised. Ordinary meetings of the CAFs are structured in three parts:

- A public issues session (petitions, significant local issues e.g. community safety - to include the report from the Police, questions from the public on local issues of concern which affect communities rather than individuals). The public will be able to participate in the discussion during this section of the meeting.

- A themed session (the Council's eight priorities and other key strategies of the Council and Partners).

- A business session (reports requiring decision e.g. financial matters).

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[1] A New Commitment To neighbourhood Renewal: National Strategic Action Plan – Social Inclusion Unit 2001 p.51
[2] Local Strategic Partnerships: Government Guidance – DETR, March 2001 p.58

Council
6o Members

Pensions Committee

Standards Committee

Appeals Committees

Employment Appeals

Housing, Social Services & Other Appeals

Personnel Committee

Scrutiny Committees

Lifelong Learning and Leisure

Social Care and Health

Neighbourhood Services

Resources and Corporate Development

Co-ordinating and Call -In Committee

Cabinet

Leader
Deputy Leader

and members with a lead responsibility for

Social Care and Health

Lifelong Learning and Leisure

Neighbourhood Services

Corporate Development

Resources

Community Safety

Social Inclusion

Environment

Regulatory Committees

Planning

Licensing

Community Area Forums

Hebburn

Jarrow

South Shields Riverside

West Shields

Boldon/Cleadon /Whitburn

East Shields

This diagram from the Council Constitution illustrates the how the Community Area Forums fit into the Councils Committee Structure.

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3. <u>Developing the Strategy</u>

The framework will link into and complement the Local Strategic Partnerships proposals for a Communications and Consultation Strategy. A Community Engagement Steering Group has been established which includes officers from the Local Strategic Partnership, Communications Teams together with the Boroughs Social Inclusion and Equality and Diversity Policy Officers. From meetings of this group a number of key issues were identified. Additionally, national source documents strategies and papers from other authorities and partnerships have been used to guide and inform the process.

As part of the process, Area Partnership Co-ordinators have met with elected members and attended Area Forums to develop and discuss issues around "Community Engagement" which has ensured that the proposals meet the needs of the six individual forums.
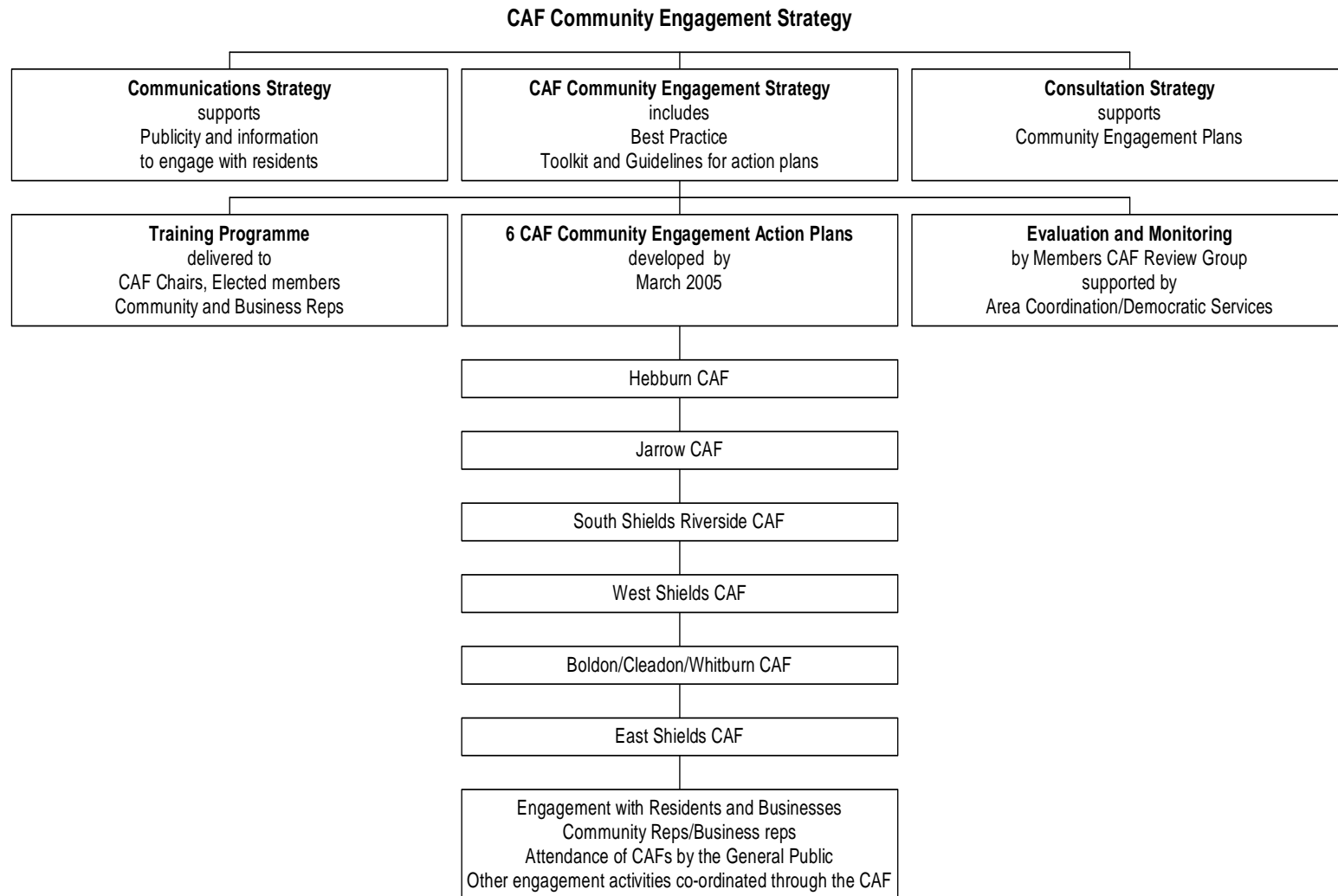
This process also ensured that the framework was put out to consultation to a wide range of stakeholders, community and voluntary groups together with local residents.

The Strategy will build upon the work already in place; each CAF has one representative from the Business Sector and one resident representative. These representatives should be supported in their important roles and the Area Partnership Co-ordinators will have an important role. In addition, a programme of thematic discussion topics based upon corporate priorities has commenced and experts from key stakeholders are invited to give presentations, the thematic discussions are widely advertised to the general public. CAFs have embarked on a programme of identifying venues that are welcoming, less formal and accessible in their Ward areas and may also experiment with different times and days and encouraging a generally welcoming and supportive atmosphere.
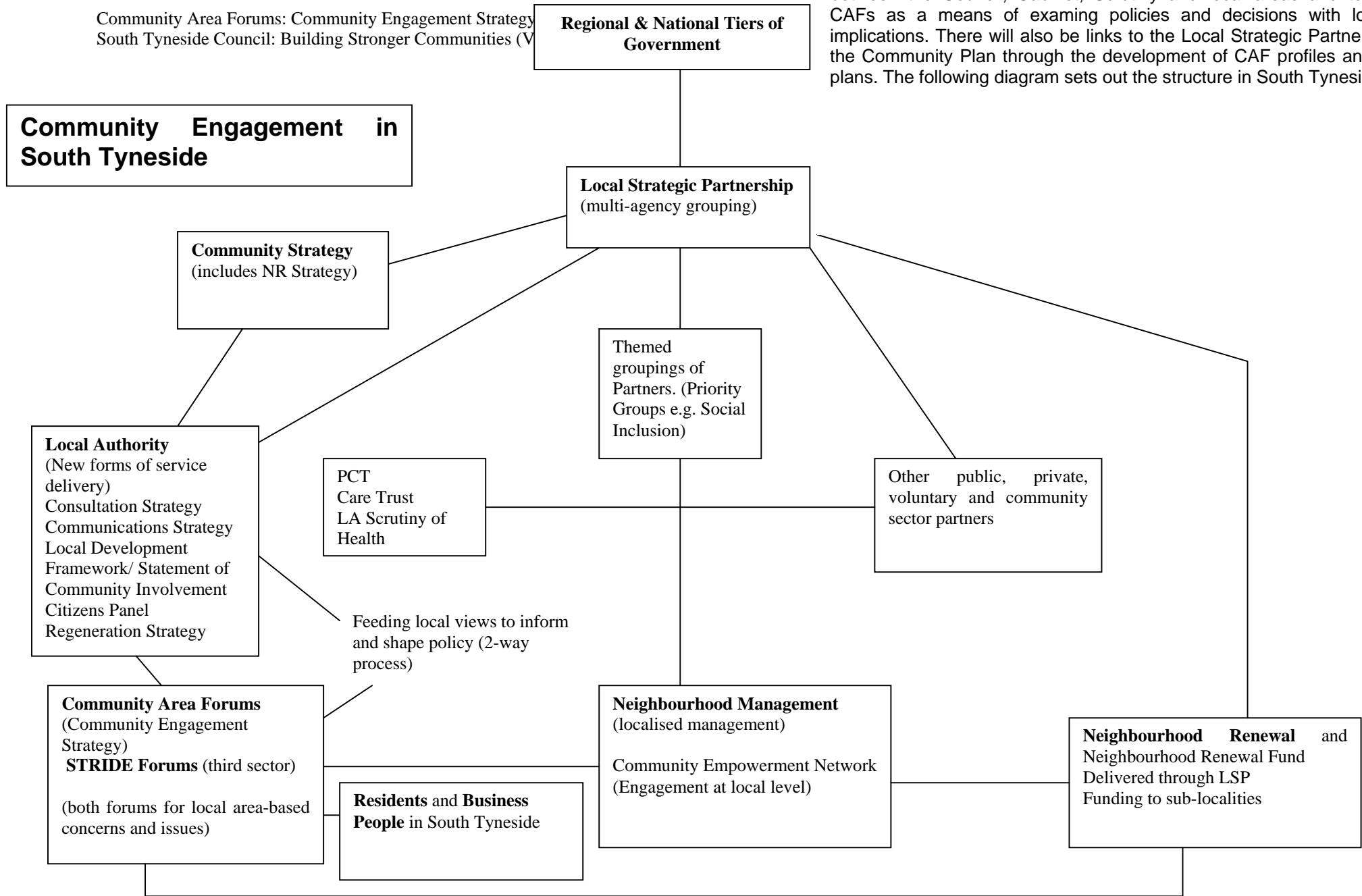
Our Democratic Services Department has already held awareness raising sessions with elected members and officers "Community Area Forums…a new approach" This outlined the new 3 part format for CAF meetings;
- Issues of local Community (not individual) interest
- Topical Discussion (based on corporate priority)
- Essential Business matters

Process Diagram

CAF Community Engagement Strategy

Communications Strategy supports Publicity and information to engage with residents	**CAF Community Engagement Strategy** includes Best Practice Toolkit and Guidelines for action plans	**Consultation Strategy** supports Community Engagement Plans

Training Programme delivered to CAF Chairs, Elected members Community and Business Reps	**6 CAF Community Engagement Action Plans** developed by March 2005	**Evaluation and Monitoring** by Members CAF Review Group supported by Area Coordination/Democratic Services

Hebburn CAF

Jarrow CAF

South Shields Riverside CAF

West Shields CAF

Boldon/Cleadon/Whitburn CAF

East Shields CAF

Engagement with Residents and Businesses
Community Reps/Business reps
Attendance of CAFs by the General Public
Other engagement activities co-ordinated through the CAF

Community Area Forums: Community Engagement Strategy
South Tyneside Council: Building Stronger Communities (V

Regional & National Tiers of Government

Community Engagement in South Tyneside

Local Strategic Partnership (multi-agency grouping)

Community Strategy (includes NR Strategy)

Themed groupings of Partners. (Priority Groups e.g. Social Inclusion)

Local Authority (New forms of service delivery) Consultation Strategy Communications Strategy Local Development Framework/ Statement of Community Involvement Citizens Panel Regeneration Strategy

PCT Care Trust LA Scrutiny of Health

Other public, private, voluntary and community sector partners

Feeding local views to inform and shape policy (2-way process)

Community Area Forums (Community Engagement Strategy) **STRIDE Forums** (third sector)

(both forums for local area-based concerns and issues)

Residents and **Business People** in South Tyneside

Neighbourhood Management (localised management)

Community Empowerment Network (Engagement at local level)

Neighbourhood Renewal and Neighbourhood Renewal Fund Delivered through LSP Funding to sub-localities

4. What does the strategy say about Community Engagement?

This strategy uses the term "Community Engagement" and refers to the definition given in the Community Planning Guidance contained in the Local Government Act in Scotland 2003 which states "Consultation alone is not sufficient to ensure effective community engagement. Community engagement in this context must involve consultation, co-operation and participation."[3]

In addition, that guidance also goes onto clarify that, " In the context of community planning, the main aim of community engagement should be to improve the planning and delivery of services by making them more responsive to the needs and aspirations of communities. This will require Partnerships to seek the views of communities, but also to secure their more active involvement as partners in community planning". [4]

Community Engagement is also used **"as an overall term to cover all activities that support the involvement of residents, community groups, service users, businesses, carers and visitors in decision making processes to shape policies and inform the way services are delivered."**

We can see that engagement is different from consultation in that we undertake not to make assumptions about communities, but rather aim to enter into a discourse, between the governance body and communities. The importance of this process at CAFs is that it raises the profile and effectiveness of the Forums and elected representatives. It does this by addressing concerns in partnership between the Council, agencies and residents at the local area level, identifying and dealing with local problems and concerns in a way that bests suits the circumstances of particular communities and which is unlikely to be achieved at a Council-wide level.

5. Why does the strategy set out to engage with Communities?

- It produces better results!
- Engagement is peoples right
- Engagement overcomes alienation and exclusion
- It delivers services that more accurately target local needs (maximise effectiveness of services and resources)
- Empower people to make decisions on their own communities (makes communities stronger)
- Communities have more understanding of resulting action (and a greater understanding/acceptance)

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[3] Local Government Act, Scotland 2003
[4] Community Planning Advice Note 5:Effective Community Engagement: www.Communityplanning.org

- Increase ownership and work toward sustainable solutions to problems
- Because we have to! – Government statutory obligations on agencies and Local Strategic Partnerships
- Encourages greater participation in the Democratic Processes
- Development of Citizenship
- Building Community Capacity
- Dissemination of Information
- Improve relationship between partner agencies and the public
- Empower people to define the vision for their own community
- Monitor and measure the performance of the council through surveys and other forms of consultation
- Sustainability

6. **What do we want the Community Engagement Strategy to achieve?**

Community Area Forums should exist to support local communities and act as a two-way means of communication between the local community, the Council (elected members and officers) and other stakeholders;

CAFs should focus upon and encourage community development, co-ordinate consultation with the community, take up issues on behalf of the community/Neighbourhood Forums, take local initiatives to encourage and support local communities and work in partnership with local communities and other agencies.

This Framework aims to facilitate the involvement of all people in South Tyneside and to assist the six CAFs in South Tyneside to develop their own unique Community Engagement Strategies and reflects the recommendations of the Best Value Review of Democratic Services, Modernisation and the changes to the Councils constitutions..

Key Points:
- Facilitate CAFs to support local communities and act as a two-way means of communication between the local communities, the council (elected members and officers and other stakeholders).
- Focus upon and encourage community development
- Co-ordinate consultation with the community and take up issues on behalf of the community and resident groups.
- Encourage CAFs via the engagement process to take local initiatives to encourage and support local communities and to work in partnership with local communities and other agencies.
- Encourage Council directorates and services to utilise the CAFs for community engagement consultation purposes
- To encourage residents to become more involved in commenting on services

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- The strategy aims to facilitate the involvement of all people in South Tyneside and to assist the six CAFs in South Tyneside to develop their own Community Engagement Strategies by improving in each of the 5 stages described in the 5 stage model of participation.
- Avoid increased bureaucracy and increasing membership of the CAFs at a scale, which would make them unwieldy, but rather to employ the community engagement techniques outlined in the strategy on a more effective basis.
- Ensure that the above enhance the role of CAFs

7. Who is the Community Engagement Strategy For?

This framework applies to everyone in South Tyneside:

- **Members of communities of place** – communities defined by geography, people who live in the same neighbourhood or area

- **Members of communities of interest** – People who are affected by common or shared interests such as young people, carers, parents whose children attend the same school

- **Members of communities of identity** – People who identify themselves as part of a group who share an important aspect of who they are – lesbians, gay men, same nationality, and single parents

Also:

- Residents
- Users of Council Services
- Stakeholders
- Future users of Council Services

Roles and Responsibilities

Everyone has a part to play in making the Community Engagement Strategy work effectively. We all need to develop a strong partnership, where people and organisations are working toward the same aims.

Examples of the contributions, which people can make, are set out below:

Residents

- By providing constructive feedback about services and gaps in services.
- By talking to service providers, to ensure that everyone's priorities are looked at fairly.
- By representing hard to reach groups in their communities who are usually excluded

Councillors

- Providing leadership to take forward community engagement in Community Area Forums.
- Continuing to develop partnerships with local people, local groups and other stakeholders
- Representing the views of all their constituents
- Value the role of CAFs in the structure of the Council

Voluntary and Community Sector

- By providing services to local communities that complement statutory and other public services
- By working in partnership to make sure services offer the provision local people want
- By working directly with members of usually excluded groups

Council Staff

- By recognising the role of CAFs and valuing them as a democratic forum for area based information dissemination, research and consultation
- By listening to what people say about services and by developing services taking account of consultation
- By working with partners to ensure services offer value for money provision which meets peoples needs
- By working in a ways that takes account of equality and diversity and helps to achieve social inclusion

8. Decision Making and Consultation

The Council Constitution states that (Article 11 para 1.2.1)

" The role of Community Area Forums will be to lead in identifying local issues and priorities and advise the Cabinet and the Scrutiny Committees on local matters."

In addition, (para 1.2.8)

"Influence strategies and plans through local consultation" –

and

" Examine local issues referred to the CAF by the Council, Cabinet or Overview and Scrutiny Committees."

Therefore, clearly there needs to be a transparent system to ensure that:

identified local issues and priorities are reported to Cabinet & Scrutiny Committees
Council Directorates must use CAFs as a forum for consultation regarding strategies and plans
Council, Cabinet, Overview & Scrutiny Committees should utilise CAFs to examine local issues

NB: Matters delegated to CAFs for decision will remain the responsibility of the Cabinet, which is responsible for the clear, accountable corporate leadership of the council.

The key issue for all involved is that of <u>commitment</u> to the principles of community engagement and consultation.

What we should do:
- CAFs should have a standing agenda item where the CAF Chair obtains a consensus from the voting members of the CAF at each meeting about whether any local issues and priorities identified at the meeting should be reported to Cabinet and/or Scrutiny Committee.
- Council Executive Directors and Heads of Service should ensure that all plans and strategies are assessed for local area impact and are referred to applicable CAFs for consultation, before the plans and strategies are finalised. All Council Directorates should sign up to this principle.
- Council, Cabinet Overview and Scrutiny Committees should consider whether there are local area implications for any reports, decisions, strategies and plans going through the system and if so the CAFs should be utilised to examine local issues.

9. <u>Local Budgets:</u>

The role of the CAF in local budget decision making is to;

" Agree the expenditure of Housing Investment Programme and Area Management Initiative funds to appropriate projects within their area in accordance with Council Priorities and the budget allocated to them." Source; para 1.2.12 Council Constitution article 11.

In addition, members, officers and partners will have a role in identifying and securing sources of funding to enable local area action plans and initiatives to be implemented.

What we should do:

CAF area actions plans should identify resources to fund identified actions.

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10. <u>External Advisory Representation on the CAFs</u>

Each of the six CAFs has a representative from both the business and the community and voluntary sectors.

The process for this is as follows:

Nominations for representatives are sought from The North East Chamber of Commerce Trade and Industry (Business Reps) and the South Tyneside Resource for Initiating Development of the Economy (STRIDE), (Community and Voluntary Sector Reps) the Council for Voluntary Service (CVS) and Federation of Community Associations (Focast).

Following a ballot by each body, the names of the nominees were put before each Forum for consideration and formal approval.

Experience has shown that recorded attendance by the external reps has been inconsistent across all of the forums and it has been resolved that the North East Chamber of Commerce and STRIDE/CVS/FOCAST be approached to seek nominations for representatives to each of the forums.

The engagement strategy recognises that support should be provided to enable all external advisory representatives to play an active and participative role in the work of their respective forums.

This should include;

- An induction pack
- Training
- Support from Democratic Services
- Support from Area Partnership Co-ordinators
- Requirement to feedback to their sectors
- An opportunity to put forward the views of their sector

In addition, CAF meetings are open to the press and public and members of the public will be encouraged via publicity to attend and put forward their views.

The system allows for;

- A public issues session (petitions, significant local issues e.g. community safety - to include the report from the Police, questions from the public on local issues of concern which affect communities rather than individuals). The public will be able to participate in the discussion during this section of the meeting.

- A themed session (the Council's eight priorities and other key strategies of the Council and Partners).

11. Evaluation

The toolkit contains a number of suggestions regarding performance measures (see page 20) together with an example of an Engagement Performance Plan. A simple indicator could be attendance by the public at CAF meetings over a year, supported by qualitative information on most popular issue or topic and how effective venues, times and publicity had been.

More detailed evaluation could address the effectiveness of engagement in a broader sense such as staff training, evidence of community engagement in programmes and plans, together with evidence of positive results from community engagement exercises e.g. engagement focussed upon service development.

The CAF Review Members Steering Group could provide a valuable forum for both quantitative and qualitative evaluation of a CAF Engagement Action Plans by elected members themselves.

Links will also be built into performance management so that requirements of Comprehensive Performance Assessment (CPA) can be met.

Example of Monitoring and Evaluation System

The CAF is actively improving community engagement.	Evidence of Community Engagement (CE) in CAF minutes – public attendance figures, most popular venues and discussions Evidence of planning for Community Engagement in – CAF Engagement Action Plan Area Action Plan Area Initiatives Evidence of Risk Management Strategy which deals with Community Engagement Evidence that the Councils/ Department Communications/ Marketing Strategy deals with Community Engagement Managers are knowledgeable of the community engagement processes and plan community engagement as a natural part of their planning and managerial processes.
The CAF positively and proactively communicates consults and engages with all sections of the community to identify and meet their needs and involve them in all service delivery planning	Community Engagement skills are evident in staff training programmes Audit of Community Engagement skills has been undertaken Evidence of positive outcomes from community engagement is evident in performance reports, service plans etc. Evidence of users groups in area plans.

The CAF is able to clearly identify and demonstrate the added value of its work on community engagement towards the successful development and implementation of its policies, objectives and delivery of its services.	Evidence of positive results from community consultation/engagement i.e. change of opening hours, new policies Sustainability of area Programmes is evident due to community engagement Evidence of change in plans due to community engagement process Positive results from Mori polling on community engagement.

12. Training

Support and training in conjunction with Democratic Services and Elected Members Training Group. It is intended to undertake a training and awareness programme so that everyone who is part of a CAF understands their role and has the right skills to enable the CAF to operate effectively, this will include sessions for the following:

- CAF Chairs

- Elected Members

- Community Reps

- Business Reps

Training is recognised as a crucial element of the strategy in making those involved understand their roles and responsibilities.

13. Social Inclusion Cross-Cutting Theme in Community Engagement

Definition

"Social Inclusion involves everyone and everyone feels included. It provides opportunities for all people to achieve their full potential in all areas by removing social, economic, geographic and other barriers" South Tyneside LSP Social Inclusion Open Partnership Event 2003.

Social Inclusion cuts across all areas of life in South Tyneside and the CAF Community Engagement Action Plans will consider and address the key risks and drivers in policy and service delivery across their local areas.

A key challenge will be to ensure that the Council addresses the important issues that lead to some people being significantly more at risk of Social Inclusion than others. All partners in the borough will be asked to consider Social Inclusion risks and drivers in their service delivery and planning.

Policy

South Tyneside Council Equality and Diversity policy - The Policy outlines the Council's commitment to promoting equality and valuing diversity for all people

The Council will aim to consult with all representatives and members of South Tyneside's diverse communities to meet the needs of all communities and people of the Borough.

South Tyneside Council Race Equality Scheme - The Race Equality Scheme is a three-year document and is accompanied by the Race Action Plan. The Scheme will be reviewed annually. The aim is to ensure equal treatment for everyone and at the end of the three years we will carry out a review to assess how well we have promoted race equality.

Our Priority Groups for engagement are:

Ensure that we consult with all sections of the borough's population including Faith groups, Disabled people Women and Hard to Reach Groups such as;

- Black and minority ethnic groups,
- Lesbians and gay women,

- Gay men
- Bisexual men and women
- Older people
- And young people

Action

CAFs should include social inclusion issues in their community engagement action plans and consider the needs of excluded groups when planning events, publicity and meetings.

How does the strategy propose we overcome barriers to Community Engagement?

14. Barriers to Community Engagement[56]

Community engagement is not an easy option and takes time and resources. Some CAFS and communities are already well organised, but many are not. Building the capacity to engage effectively with the community is a slow process and requires considerable support and commitment.

Barrier	Solution
Lack of time	Taking time to ask people for their views at the early stages of planning & decision making can save time later in explaining decisions and dealing with objections. This does not need to be a separate exercise and can be built into normal exchanges and existing forums. Responses received (and even not received) provide useful information. Time and effort can otherwise be spent providing a service that people don't actually want.
Cost	Not all consultation is expensive. Using existing information, like user comments and complaints, or asking staff for their views, is cheap and often gives valuable feedback. Costs can also be reduced or shared through partnership working and accessing grants. If we are providing a service that doesn't meet our users needs, what resources are we wasting without knowing it?
Lack of information about what is happening and when	Communications strategy reflects CAF areas. 6 CAF Newsletters to be produced

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[5] The Leeds Initiative: The Leeds Guide to Community Involvement
[6] Manchester LSP Community Engagement Strategy April 2002

Poor facilitation of meetings	Public agencies etc Need training in participatory and group work approaches
Consultation timetables too tight – no feedback	Reasonable timetables, ask what people want, not what you want to hear
Meetings held in inaccessible venues or at inconvenient times	Need more meetings in community buildings
Lack of confidence	Provide training and development, awareness raising sessions
Too many meetings	Rationalise meetings, do not create committee/steering groups meetings for everything
Bureaucracy	Employ simpler processes and procedures, do not invent more
Appointment of token community reps, with no accountability to their communities	Ensure all "representation" has an accountable process
Jargon	Produce Jargon Free documents, short summaries of reports and avoid speaking jargon at meetings
Raising expectations	Explaining the context and parameters of the consultation clearly – especially being honest about where changes can and cannot be made - will help people to understand what to expect.
Unable to deliver	Most people are realistic and understand that resources are limited. It is important to be clear in the consultation not to ask for options where there is no scope for change. At the same time we must be prepared to make some changes – otherwise we shouldn't ask for views.
People who attend are not representative	We will never be able to include everyone, but there are ways of making sure that the people we include are representative, either using statistical sampling techniques or using a variety of different methods, so that we reach different groups of people and increase the range of views
People won't understand the issues involved	People may not understand all of the issues, but explaining the issues in easy to understand terms will enable them to make more informed comments, as people are often well aware of the kind of service they wish to receive
People will never agree	Total agreement is unlikely. Consultation and involvement mean discussion and negotiation. In the end, by enabling people to comment, or involving them in the decision making process, decisions can be made on a better, more informed understanding of the issues and peoples views. Engagement of people is therefore an aid to decision making not a substitute for it.
People are not interested	They may be interested but don't have time to give their views, or think we won't take any notice of them. There are always ways to interest people. Making it easier for

	people to participate by encouraging comments and giving feedback to them so that they know what has been done as a result of their contributions. We have to engage those people who are interested and seek to engage those who are not engaged.
It might encourage people to complain	The most excellent Council's utilise complaints procedures as a means of learning, making improvements to services and ensuring best value
Lack of knowledge on how to engage with communities	This framework is intended to help with advice and guidance

15. Overview of the Strategy Response to the CAF Review

CAF Review Recommendation	CAF Review Objective	Council Constitution	Engagement Strategy Recommendation
Key recommendation 1 – To strengthen and raise the profile of CAFs ensuring they operate more strategically aligned to corporate priorities;	**Obj 1** – CAFs to be consulted at development stage on appropriate key strategies and plans affecting their communities	(Article 11 para 1.2.1) "The role of Community Areas Forums will be to lead in identifying local issues and priorities and advise the cabinet and the Scrutiny Committees on local matters" (para 1.2.8) "Influence strategies and plans through local consultation" And " Examine local issues referred to the CAF by the Council, Cabinet or Overview and scrutiny Committees	The Approval Forms for reports are amended to include a check box "Consulted, with relevant Community Area Forum(s) regarding local issues". Council Officers should ensure that key strategies and plans are assessed for local area impact and where appropriate CAFs are consulted at development stage. The Council will employ community engagement best practice e.g. recognising that consulting with local people helps to deliver services that more accurately targets local needs. The existing reports system will be utilised by managers in Stronger Communities as a check on which reports should be referred to CAFs. CAFs to have standard agenda item where the CAF Chair obtains a consensus from voting members of the CAF about whether any local issues and priorities identified at the meeting should be reported to cabinet or scrutiny committee
	Obj 2 – CAFs to be consulted on the use of geographically allocated external funding	1.2.12 to agree the expenditure of HIP and AMI funds to appropriate projects within their area in accordance with Council Priorities and the budget allocated to them	CAFs are consulted during the development stage of geographical funding programmes to a) raise awareness of the programme with the appropriate CAF(s) and b) to give the CAF(s) the opportunity to contribute to the programme where appropriate under the regulations of the programme. Programme Managers can be requested to report back to CAFs on the progress of funding programmes in a CAF area, although CAFs should be aware that there may be only a small number of specific projects covering the wards in that CAF and that the majority of projects may be

CAF Review Recommendation	CAF Review Objective	Council Constitution	Engagement Strategy Recommendation
			programme wide or aimed at a specific problem across the Borough. CAF Action Plans should seek to identify resources for identified actions.
	Obj 3 – CAFs to seek active involvement with other agencies and organisations	1.2.3 – Build partnerships and inter-agency working with local public, private and voluntary organisations	Involvement of other agencies and organisations is facilitated on demand in response to thematic discussion topics or matters raised by the CAFs or public petitions. In order to manage time effectively, it may be necessary for the CAF to coordinate a specific event involving other agencies and organisations arranged outside of the CAF meeting. An example of this is the recent East Shields Community Planning event where reps from Education, schools, the police and others spent a full half-day on a single topic of community planning. A fact-finding visit to Bradford Council is arranged to observe one of their forum meetings and to have discussions with relevant elected members and officers. This action will further inform our view on involvement of other agencies and organisations.
	Obj 4 - Improve dialogue and information flow between Cabinet, Council and LSP	(1.2.11) that the CAFs will examine local issues referred by the Council, Cabinet or Overview and Scrutiny Committees. It also states that (1.2.1) CAFs will lead in the process of identifying local issues and priorities and advise the Cabinet and the Scrutiny Committees on local matters.	Publicity continues to have a high priority and is further developed in individual CAF Community Engagement Action Plans to improve information flow between Cabinet, Council and LSP. CAF Web pages are developed to make papers and minutes available and develop links with the LSP pages. In terms of improving dialogue between Cabinet, Council and LSP one of the main areas where this will be a necessity is the challenge set out in Performing Together of developing Community Area Forum Area Profiles and Frameworks. Delivery of this action should provide a strong link between the LSPs Community Plan and the CAFs.

CAF Review Recommendation	CAF Review Objective	Council Constitution	Engagement Strategy Recommendation
	Obj 28 – To be actively involved in developing and monitoring local action plans	1.2.9 Consider how the Councils policy objectives are being met in local areas and ensure that their work programmes are aligned with the councils strategic and corporate priorities	To confirm the future development of detailed Area Frameworks and Action Plans, based on the themes used in the Community Strategy and Performing Together That a monitoring report on the implementation of the Action Plan and Framework will in the future feature on the CAFs agenda as and when necessary.
	Obj 29 – Enhance the role of CAFs in reviewing/monitoring local services	1.2.9 Consider how the Councils policy objectives are being met in local areas and ensure that their work programmes are aligned with the councils strategic and corporate priorities 1.2.10 – to provide feedback on the provision of and effectiveness of Council and Partner services in the area including community safety and social inclusion	CAFs to utilise topical themed debates (the Council eight priorities and Community Strategy Priorities) in a forward programme to review and monitor local services.
Key recommendation 2 – Enhance and strengthen links with community based organisations:	**Obj 5** – Each CAF to develop a Community Engagement Action Plan	1.2.6 – contribute to the Transformational Plan, community planning, Neighbourhood Renewal and other area based initiatives to contribute to the well-being of the area. 1.2.8 – Influence strategies and plans through local consultation	Each of the 6 CAFs to develop their own individual Community Engagement Strategy utilising the Template and guidance contained in the Engagement Strategy. This will ensure that the strategies reflect their local areas whilst being within a consistent framework for monitoring and evaluation.

CAF Review Recommendation	CAF Review Objective	Council Constitution	Engagement Strategy Recommendation
	Obj 30 – CAFs to develop closer working relationships with other community based organisations and small businesses	1.2.3 – Build partnerships and inter-agency working with local public, private and voluntary organisations	Via Special meetings, joint meetings, themed debates, surveys, various other consultation methods. Business and Community reps. Police and Community Safety reports Presentations from other agencies such as the PCT, Health Trust, Transport Providers etc.
Key recommendation 3 - Introduce innovations that will encourage and increase public involvement in the work of CAFs:	**Obj 7** – Develop an approach to the engagement of young people	1.2.2 assist local members to listen to and represent the interests of their community	Rights Officer, ST International Youth Forum, will contact young people on area matters via Area Youth Forums, Youth Forum, Schools, and Youth projects co-ordinated through Hear. and LSP Task group 8 and views will be fed into CAFs
	Obj 31 - Utilise CAFs to consult communities about local issues	1.2.5 – develop strong mechanisms for community participation 1.2.8 – receive local petitions and hear representations 1.2.4 – develop structures and approaches that ensure the involvement of residents, communities of interest and identify any hard to reach groups in local issues and decisions.	CAFs will employ a wide variety of methods using the CAF as a conduit for consultation and this will be reflected in each CAFs engagement action plan Use of Engagement toolkit Use CAFs as a co-ordinating forum for area based consultation
	Obj 33 – Alternatives to attending meetings to present views be investigated		Members are advised to concentrate on ensuring alternative engagement techniques are in place to inform CAFs and offer more diverse views on issues. This will be addressed through the individual Community Engagement Strategies.
Key recommendation 4 – Expand and extend the range and number of external reps to provide a more diverse membership	**Obj 8** – Voluntary sectors reps to be sought from community base organisations and business sector reps		Nominations for representatives are sought from The North East Chamber of Commerce Trade and Industry (Business Reps) and the South Tyneside Resource for Initiating Development of the Economy (STRIDE), (Community and

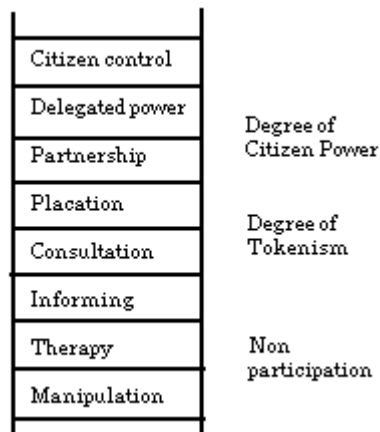| CAF Review Recommendation	CAF Review Objective	Council Constitution	Engagement Strategy Recommendation
on CAFs.	co-ordinated through STEP and relevant business organisations		Voluntary Sector Reps) the Council for Voluntary Service (CVS) and Federation of Community Associations (Focast).
			Following a ballot by each body, the names of the nominees are put before each Forum for consideration and formal approval.
			The engagement strategy recognises that support should be provided to enable all external advisory representatives to play an active and participative role in the work of their respective forums.
			STRIDE is planning to run the elections for community reps as for previous years and will be contacting the CVS and FOCAST. The business sector are keen to advertise for reps at the same time and then have a half day training together about the CAF process and procedures. Timescales are May /June 2004.
	Obj 35 – Provision of support to external representatives in undertaking their role		Deliver a half-day training together about the CAF process and procedures. An induction pack is provided
Key recommendation 7 – Improve the ways meetings operate and are supported to ensure they are welcoming and more effective:	**Obj 18** – review of venues **Obj 19** – rotation of meeting times **Obj 44** – Consider combining CAFs with other significant meetings in the locality		That CAFs approach to publicity, venues, meeting times and welcoming procedures is developed in their individual engagement action plans. The Councils Marketing and publicity team will be able to provide support.
Key recommendation 9 – Undertake a training and awareness programme so that everyone who is part of a CAF understands their role and has the right skills	**Obj 48** – Area Partnership Co-ordinators will provide support for community engagement		The Members Training Group and Democratic Services has a role as well as the APCs. In addition the third sector should be involved in training and support of their CAF reps. A programme of training events will be delivered in 04/5 commencing with an introduction for new

CAF Review Recommendation	CAF Review Objective	Council Constitution	Engagement Strategy Recommendation
to enable the CAF to operate effectively			members and external representatives.

16. Our Strategic Engagement Model

The following section describes the model which will be used in this strategy and upon which the framework for CAFs to develop their own Community Engagement Strategies is based.

Sherry Arnstein, writing in 1969 about citizen involvement in planning processes in the United States, described a ladder of participation with eight steps.

Here's the original Arnstein model.

```
+-----------------+
| Citizen control |
+-----------------+
| Delegated power |      Degree of
+-----------------+      Citizen Power
| Partnership     |
+-----------------+
| Placation       |
+-----------------+      Degree of
| Consultation    |      Tokenism
+-----------------+
| Informing       |
+-----------------+
| Therapy         |      Non
+-----------------+      participation
| Manipulation    |
+-----------------+
```

1 Manipulation and 2 Therapy. Both are non participative. The aim is to cure or educate the participants. The proposed plan is best and the job of participation is to achieve public support by public relations.

3 Informing. A most important first step to legitimate participation. But too frequently the emphasis is on a one way flow of information. No channel for feedback.

4 Consultation. Again a legitimate step - attitude surveys, neighbourhood meetings and public enquiries. But Arnstein still feels this is just a window dressing ritual.

5 Placation. For example, co-option of hand-picked 'worthies' onto committees. It allows citizens to advise or plan ad infinitum but retains for power holders the right to judge the legitimacy or feasibility of the advice.

6 Partnership. Power is in fact redistributed through negotiation between citizens and power holders. Planning and decision-making responsibilities are shared e.g. through joint committees.

7 Delegated power. Citizens holding a clear majority of seats on committees with delegated powers to make decisions. Public now has the power to assure accountability of the programme to them.

8 Citizen Control. Have-nots handle the entire job of planning, policy making and managing a programme e.g. neighbourhood corporation with no intermediaries between it and the source of funds

<u>David Wilcox: Partnerships Online</u> altered the Arnstein model. He suggests that the key issue is what `stance' are you taking as someone managing participation process, or controlling resources, and your reasons for doing so.

He introduces five levels - or stances - which offer increasing degrees of control to the others involved:

- **<u>Information</u>**

The least you can do is tell people what is planned.

- **<u>Consultation</u>**

You offer a number of options and listen to the feedback you get.

- **<u>Deciding together</u>**

You encourage others to provide some additional ideas and options, and join in deciding the best way forward.

- **<u>Acting together</u>**

Not only do different interests decide together what is best, but also they form a partnership to carry it out.

- **<u>Supporting independent community initiatives</u>**

You help others do what they want - perhaps within a framework of grants, advice and support provided by the resource holder.

The 'lower' level of participation keep control with the initiator - but they lead to less commitment from others.

David Wilcox model:
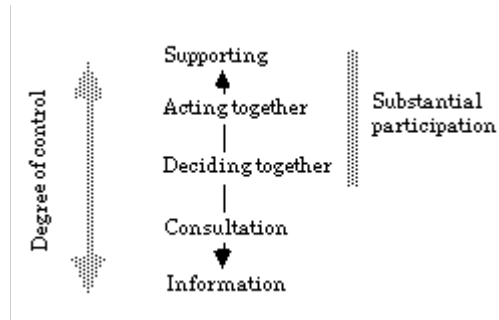
Wilcox also says that "Participation is a process in which people have to think through what they want, consider some options, and work through what should happen. He suggests there are four main phases:

- **Initiation.**

The phase at which something triggers the need to involve people, and you start to think what that involves.

- **Preparation.**

The period when you think through the process, make the first contacts, and agree an approach.

- **Participation**

The phase in which you use participation methods with the main interests in the community.

- **Continuation**

What happens in this phase will depend very much on the level of participation - you may be reporting back on consultation, or at another level setting up partnership organisations.
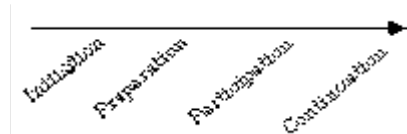
Community Engagement Action Plan Template and Guidance
Section Two:

17. Community Engagement Strategy Action Plan Template and Guidance

Following on from the theoretical model described previously, this section explains how each CAF will develop its own Community Engagement Strategy; it provides a template and guidance for undertaking this exercise.

The councils approach to engagement will be based upon best practice identified previously:

Informing → **Consultation** →	**Deciding Together** →	**Acting Together** →	**Supporting**
People Feedback	communities in Decision making	Partnership Working	help communities
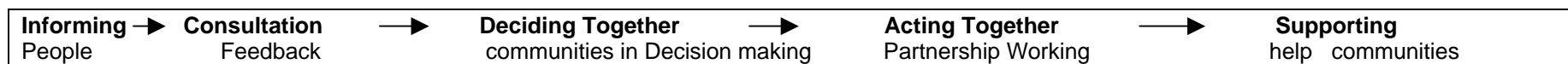
We recognise that Community Engagement is a long term process.

Key steps for each Community Area Forum to follow:

Stage	Actions
Informing	Communicating with all communities in plain language in ways they can best relate to, including use of formats such as large print, Braille and languages other than English.
	Two-way communication occurs. Tell people what is planned. But too frequently the emphasis is on a one way flow of information. No channel for feedback.
	Newsletters, leaflets
	Internet
Consultation	Offer a number of options and listen to the feedback you get
	Attitude surveys, neighbourhood meetings and public enquiries
	Who will help you do this?
	Identify key barriers to engaging with communities and work out how these should be addressed, including staff and member training.
	Develop specific mechanisms for engaging with young people
	What has already been done and by who? Map out existing levels of engagement and community activity, drawing up community profiles and carry out neighbourhood appraisals/needs assessments.

	Representation reflects the gender balance and ethnic diversity of the area
	Ensure all members of the community have an opportunity to comment
	Decide most appropriate consultations methods to use
Deciding Together	Encourage others to provide some additional ideas and options, and join in deciding the best way forward.
	All partners develop the understanding, knowledge and skills to work in partnership and engage communities
	Plan how to work together with the community and voluntary sector, including use of Community Empowerment Network and mechanisms – involvement of CVS and STRIDE
	Communities/neighbourhoods are represented on local decision making groups
	Learn from Community Engagement practices of others e.g. Connexions, PCT, Youth Forum
	Decide what development work needs to take place to facilitate and enhance the representation of communities of interest and place in the CAF process
Acting Together	Not only do different interests decide together what is best, but also they form a partnership to carry it out.
	Involves both deciding together and acting together and sharing responsibility
	Projects are developed by communities in partnership with the council
Supporting	Help others do what they want - perhaps within a framework of grants, advice and support provided by the resource holder.
	Community networks and structures are supported to enable involvement in decision making
	Area Co-ordinators
	Help others to develop and carry out their own plans

- Each CAF supported by their Area Partnership Co-ordinator will develop an annual Community Engagement Action Plan, which sets out the planned actions and methods for each of the 5 levels of Community Engagement described above.

- The CAF Community Engagement Action Plan will also set out how the CAF will plan to engage with Hard to Reach groups and Young People.

- All actions should be SMART, Specific, Measurable, Achievable, Realistic and Timebound

- The Action plan should describe how the Community Engagement Strategy will fit with the Community Plan.

Key Questions for CAFS to consider:

	1	What arrangements are made to ensure that the whole community is regularly informed about issues that are to be discu opportunities to be consulted and involved? What methods have been used?
	1	What examples can you provide of instances where notice has been taken of the views of local people and that they have been acted upon?
	2	How can local people initiate policy and action? What systems are there to facilitate this? What examples can you give of this happening?
	2	What steps have been taken to ensure that minority voices have had an opportunity to be heard and to ensure that the views of different groups are balanced?
	2	What mechanisms have been used to try and involve the local buiness community? How successful have these been?
	2	Have local people been kept informed about the outcomes of consultation and other things that are happening?
	2	Have community action plans been developed? What methods were used to do this? How have local people been involved?
	2	In what ways have services and activities in the area been influenced. How does this related to the Community Strategy and performing together? How can this be demonstrated?

17.1 Our **Key Principles of Community Engagement**

The key principles are:

- Community engagement should be fit for purpose, using appropriate methods for different objectives and stages, different audiences and different issues;

- Effective engagement requires a commitment to better communication between public sector partners as well as with the public;

- Community engagement must be an integral part of the mainstream processes of agencies, especially strategic and service all staff must own planning and it. This may involve making changes to the way we deliver our services;

- It must be clear from the start what is on offer. The purpose of the community engagement should be explained together with what can and cannot be influenced, how the results will be used and what feedback will be given;

- Organisations should recognise that certain groups and communities often experience social exclusion, and the views of hard to reach groups should be sought proactively using appropriate means of communication;

- Engaging with people to influence the agencies services and decision making means involving them at the earliest stages in the planning of services and projects, rather than simply consulting them once the decision ahs been taken;

- Communities may wish to engage at different levels and some may not wish to become fully involved;

- Evaluation, monitoring and feedback should be built in at the outset

- Successful engagement requires investment in terms of time and resources to build the capacity of both organisations and communities in order to ensure people have access to the right skills and training to engage with one another effectively;

- Where appropriate, we should support and facilitate communities in carrying out their own engagement activities so that they are not regarded as recipients of someone else's engagement.

In addition:

The Community Planning Task Force in Scotland (www.communityplanning.org) in their Guidance note on Effective Community Engagement have suggested that to make community engagement effective, Councils should work to certain key principles with their partners, the most important of which are as follows:

Principle	Description
Commitment	Demonstrating genuine commitment to working with communities, making appropriate use of the wide range of methods now available for doing so – and involving not just the "usual suspects."
Outcome orientated	Engaging with communities in ways that lead to meaningful and tangible outcomes - and not as an end-in-itself – in terms of significant improvements to services and people's quality of life giving communities more control over the circumstances in which they live.
Appropriate Level	Engaging with communities at levels they can best relate to, rather than expecting communities to relate to partners' own organisational structures and processes.

Recognising diversity	Acknowledging the wide range and diverse nature of communities. Working – at both formal and informal levels - with a wide range of community and voluntary groups, including umbrella bodies, such as councils of voluntary service, community forums, and associations of community councils, local Sports Council and sports trusts and voluntary arts bodies.
Independence	Recognising that the most effective representation of community interests Is likely to be via community bodies, which are independent and accountable to their communities.
Learning Lessons	Increasing their own knowledge and skills to successfully engage community bodies, and learning from the lessons of existing community capacity building experience. Also learning how to increase capacity to successfully engage communities.
Support	Ensuring that support is provided for informal learning and community action focusing on the real issues affecting peoples' lives.
Reaching Out	Reaching out to socially excluded communities and to groups, such as people with disabilities, ethnic minorities and young people
Practicalities	Paying attention to the practical needs and circumstances of individuals involved in Community Planning processes, with reference to such issues as timing of meetings and events (for example, holding meetings in the evening or at weekends when required to enable participation of community interest) access to child care, public transport, interpretation services, etc.
Communication	Communicating with communities in plain language in ways they can best relate to, including use of formats such as large print, Braille and languages other than English.
Managing Expectations	Being open and realistic about what can and cannot be achieved by engaging with communities in Community Planning processes.

Sustainability	Building sustainability into development work, through long-term Strategies for empowering communities.

A Template for the action plan is set out below this should be completed by each CAF by 31 March each year.

- This activity will be co-ordinated by the Area Partnership Co-ordinators, the action Plans will be published on the CAF web pages on the South Tyneside info web site and the Council intranet
- The action plan will be a standing agenda item at CAF business meetings
- Copies of all action plans will be held by the Councils Area Co-ordination Team and this team will monitor and evaluate the engagement action plans on an annual basis

18.

Community Area Forum Community Engagement Action Plan (01 April 2004 – 31 March 2005)									
Level of Engagement	Action	Plans for Hard to Reach groups/Young People	Lead responsible for action	Milestones/ Review dates	Target Date	Resources	Outputs	Fit to Community Plan/other strategies /Ward coverage	Achieved
Informing									
Consultation									
Deciding Together									
Acting Together									
Supporting									

Notes:

- CAFs would not be expected to use all 5 steps in the model in the first years of the development of their strategy and in the short to medium term will aim to achieve steps one and two properly, and will aspire to more substantial participation in the medium and long-term.

- The plan would be an active working document, which will be developmental and can be reviewed on a year by year basis.

- The strategy allows CAFs to take into account that some initiatives may not be their direct responsibility, but it allows for the mapping and support of that activity by the CAF, together with engagement with that community e.g. a long-term initiative by a tenants association to establish a Neighbourhood Management Initiative.

SECTION THREE

19. Community Engagement Toolkit[7]

This section of the strategy recognises that it is not appropriate for all engagement to take place at the CAF meeting itself and is a resource for CAFs when planning engagement activities in their areas.

Best practice for different purposes

Many different techniques are available to engage with people. A range of techniques and notes on their relative merits are set out in this section. As a fundamental principle, it is essential that all community engagement is fit for purpose, using appropriate methods for different objectives, stages and to reach different audiences. The following section sets out a methodology for planning and conducting community engagement based on the principles outlined previously.

Checklist for planning community engagement

It is essential that the engagement process is properly planned from the outset. Engagement activities should be an integral part of the service planning process so that results can feed directly into decisions about service provision. The following framework will help you to make effective use of any engagement exercise and should be used in advance to think through what will be required at each stage.

Step 1 Planning your activity (What are your key Objectives?)

Establish a clear brief to ensure that you have the necessary information, resources
time and approach to achieve the desired outcomes. A brief should include:
- **Background:** what do you want to achieve?
- **Purpose:** why do you need to consult?
- **Target Audience:** who are you trying to engage with?

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[7] The Leeds Initiative – Community Engagement Framework

- **Methods:** how will you engage them?
- **Plan:** time scales, costs (money, time, staff and other resources), who is responsible? Timing is key- consultation often takes much longer than expected.
- **Results:** how you intend analyse your results and how the results will influence action?
- **Feedback:** how do you plan to feedback the results?
- **Evaluation:** how will you know it has been successful?

Step 2 Why, About What, With Whom?

- **Understand why the exercise is necessary and establish clear aims and objectives**
- **for it. In clarifying the purpose you should consider the following**:
- **How will the results be used?**

- What level of community involvement do you want to achieve for example is the exercise information giving, consulting over proposals or involving communities in decision-making. What are the constraints? Timescale (including waiting for responses), skills, costs, commitment, ability to respond and political sensitivities, are all limiting factors.

- Which of your organisation's decision-making processes apply in these circumstances. Check the internal processes you may need to be aware of and plan your activity around them.
- How will feedback be given to respondents? Is it clear what is on offer and have participants been made aware of this? For example, with statutory consultation (such as on planning applications) timescales and procedures are fixed or where a clear policy or manifesto commitment already exists.

What exactly are your key objectives?

- Do you want to improve service delivery, monitor satisfaction levels, identify service gaps, establish wants, needs or attitudes or involve the community in decision-making?
- Has a similar project been carried already and can you use these results? Is there potential to link with other projects to minimise duplication?
- Will this engagement be repeated? If so, when and how often?

- **With whom are you going to engage?**
- Have you defined the target audiences?
- Are there any hard-to-reach groups you need to contact? There is no one comprehensive list of all hard to reach groups. They will vary according to the service. They can be defined as those people who, because of some barrier such as poverty, language, disability, you have difficulty providing a service to or communicating with. It is your responsibility to find a way round that barrier. You may be able to do this by conducting a focus group, by carrying out in-depth interviews, by providing material in the appropriate format (for example in large print, plain language or on tape) or by providing interpreters or signers. Barriers can sometimes be overcome by using innovative consultation methods, For example in putting together the Community Plan in Leeds, vox-pop video interviews were carried out with local young people in the street, as part of a community event.
- Have you identified communities of interest and/or place?

Stage 3 Implementation Stage – How?

- **Check what's been done so far**
- The information you need may already be available elsewhere. How has your service engaged communities before? What methods have already been used? How effective have they been? Should you build on past experience or do something new?
- Check the history of community engagement before you launch a new activity. Has there been so much consultation that there is consultation fatigue and cynicism? Is there a culture of apathy or activism? Are there obvious tensions and conflicts in an area? What is the prevailing attitude towards your organisation? Initial points of contacts for this information could be the Community Safety Teams and
- Area Partnership Co-ordinators, Primary Care Trusts or Police Partnership Groups. Use other front line workers in the area.

Decide what techniques are fit for the purpose.
- Is the main need for quantitative or qualitative information, or both?
- Consider the choice of methods according to the type of participant and the issue.
- Ensure that the consultation is "fit for the purpose". A range of techniques may be needed in any one exercise. E.g. a Citizens Panel is appropriate for seeking views, but not for involving people in decision-making.

Identify Support Systems and Resources.

- Find out what is currently happening or is planned in other departments or in partner organisations. Can you "piggy back" on to other work to avoid duplication?
- Use existing local forums and mechanisms to save time and to get access to a range
- of groups e.g. STRIDE Forums, Residents Groups etc.
- How much is the engagement likely to cost, including in staff time? Is there a budget for this?

Do staff have sufficient skills, experience and training to carry out the task?

- Should you carry it out yourself, employ consultants and/or involve community groups and the community itself? If you are considering contracting out a consultation exercise on behalf of the Council, contact Julie Turner, South Tyneside Council, Consultation Officer.

- Equality issues must be considered in all stages of the engagement process, especially in the light of the requirements of the Disability and Discrimination Act and the amendment to the Race Relations (Amendment) Act. You will need to consider how to make your engagement activities as inclusive as possible in order to engage 'hard to reach' groups, including for example, minority ethnic communities.

Action Planning

- Once you have selected your methods, draw up an action plan detailing what will be done, who will do it, when it will be started and completed, how much it is estimated to cost and what other resources may be needed.
- Consider whether any training and capacity building is needed (both for staff and within the community). Also consider whether it would be appropriate to use an external organisation to carry out some or all aspects of the engagement activity.

Stage 3 Evaluation and Feedback Stage

- **What resources were used and what activity took place?**
- What staff time and other costs were involved in the exercise?
- What target groups were contacted and how?
- What other activities were necessary to support the exercise (for example staff

- Training)?

- **Did the exercise meet its objectives?**

- What was the response rate?
- Did you get the range of views required?
- How will the results be incorporated into the review and improvement of services or influence decision-making?
- What lessons have been learned and how can you best pass on these lessons?
- **What changes have occurred as a result of the engagement?**
- Will the service improved as a result?
- Is the community a better place to live?
- Does the community know how to be involved?
- Has the community developed skills in engagement?

How will you feedback the results to the participants and the wider public?

- It is vital to feed back the results of any engagement exercise to those who have been involved as well as provide information about what action took place as a result.

- You may also need to consider feeding back results and outcomes to the wider public, again using the fit for purpose principle. Feedback can be given using a variety of methods from individualised letters to the publication of results in newspapers and on websites. Remember to use the Leeds Initiative website to share your results.

- This aspect of the engagement process requires a wider view to be taken of the role of publicity and communications, as it is essential to communicate results and outcomes. Involving the wider public is important as it means that the feedback is inclusive and helps inform those who, although not a part of the engagement activity, may still be interested in the outcomes.

- It is also essential to make sure results are fed back internally to staff as appropriate, so that those who may need to use the results are made aware of them. Ensuring internal communication within your organisation is therefore an intrinsic part of the process.

20. Performance Indicators

Indicators and Performance measures which could be used to measure Community Engagement

- Percentage of residents who feel that the council takes notice of its residents' views

- Percentage of adults surveyed who feel they can influence decisions affecting their local area

- Effective Local Strategic Partnership - score against a checklist of good practice

- Percentage of people surveyed who feel that their local area is a place where people from different backgrounds get on well together

- Standard achieved for the active involvement of young people in democracy (levels: Advanced, Established, Emerging, None) - (b) Percentage achievement of the Advanced standard

- Range of support provided for community and voluntary organisations

- Percentage of community and voluntary organisations receiving support from local authorities and/or other sources who feel that the support provided has improved their confidence and ability to manage their community organisation

- Access to services

- Percentage of local people surveyed who have taken positive action to resolve a local issue

- Percentage of citizens who feel well informed about local affairs

- The percentage of residents surveyed who consider their neighbourhood is getting worse

- The extent of individuals' (a) participation and (b) active involvement in local voluntary and community activities

- Proportion of direct consultation carried out during the year that is in accordance with principles of good practice

- Percentage of people surveyed who feel that the council is very good or excellent at involving the public in the decision making process

- Percentage of current statutory plans which have been written with community involvement

21. Tools of the Trade;[8]

Mechanisms for Community Engagement

There are numerous 'tools' or methods that can be used to engage with communities. A list of these is given below, with a summary of why and how they should be used, associated advantages and disadvantages and also any local examples if applicable. This list is only intended as a 'rough guide,' and is by no means exhaustive or prescriptive. Organisations should constantly be seeking to identify new and innovative ways of engaging with communities.

The tools of engagement that are discussed are as follows:

- Publicity
- Consultation Documents
- Exhibitions & Roadshows
- Referenda
- Comments & complaints system
- Self-completion survey
- Citizens Panel
- Structured face-to-face & telephone interviews
- Semi-structured interviews
- Unstructured / in depth interviews
- Focus groups & discussion groups
- Ward Councillor Contact

- Formal, committee style meetings
- User Panel
- Forums
- Public Meetings
- Advisory boards
- Seminars / workshops
- Futures Conferencing / Visioning Exercises
- Physical Planning
- Citizens Juries
- Community Needs Analysis
- Virtual Consultation

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[8] Middlesbrough partnership – Framework for Engaging with Communities. Source: DETR Guidance on enhancing public participation Audit Commission 'Listen-up! Effective Community Consultation

Community Engagement Methodologies

Method	Description	Advantages	Disadvantages	Suitability
• Publicity	• Information giving	• Potential for regular updates • Can reach a wide audience depending on coverage and readership of the publication	• Can be costly & time consuming to produce & distribute • Skills needed to write articles of interest & edit a newsletter	• To provide information to an organisation, neighbourhood or initiative
• Consultation Documents	• Information – giving/consultation	• Good starting point for consultation • Makes the views of organisations clear	• Can be costly to produce & circulate • Document may not be widely read • Formats e.g. languages, Braille • Is it suitable for all?	• To provide information & can also be used to gather views by use of reply slips
• Exhibitions/ Roadshows/ open-days and sign-boards	• Information /Consultation	• Effective in publicising services/organisations • Can give the public longer to comment on issues	• Groups who are reached are dependant on location & timing of roadshow, exhibition etc. • Likely to obtain views of a small number of people who are not representative of the target population	• To provide information and provide views on specific projects or services
• Referenda	• Involving	• Opinion of entire population can be	• Requires publicity to improve response rate	• A formal poll on a single issue. Asks for a response to a single

Method	Description	Advantages	Disadvantages	Suitability
		• obtained quickly and efficiently • Postal Ballots can be used to improve turnout • The organisation <u>must</u> act on the outcome	• Should only be used for issues that require little or no explanation • Can only give yes/no response or make a choice between a limited number of options	question. Can be postal or traditional. • The outcome (a 'yes' or 'no') is binding
• Comments & Complaints System	• Consultation	• Shows you are committed to service improvement through listening to and responding to comments and complaints • Can identify persistent weakness • Formal mechanism for pursuing a complaint	• Very unlikely to yield positive comments • Fails to elicit views of non service users • Procedures must be established for dealing with complaints • Information may not always be reliable • Difficult to establish whether the complaint is about a one-off incident or a general feature of the service • Confidentiality must be a key consideration • Care must be taken to ensure that a previous or persistent complainant is not 'labelled' as such and that the services provided to them are not compromised.	• Provides direct feedback from service users

Community Engagement Methodologies

Method	Description	Advantages	Disadvantages	Suitability
• Self-completion questionnaires/ • Surveys	• Consultation	• Low cost in time and money • Effective way of gaining information from a lot of people very quickly • Analysis is relatively straightforward for someone with the relevant skills • Data can be updated and compared against local and national benchmarks is designed well • Allows for anominity and can therefore be used to consult on potentially sensitive issues • Can include open ended questions to explore issues in more depth	• Unsuitable for addressing complex issues as usually only allows people to respond to set questions with predetermined answers. • Open ended questions can be difficult to analyse • Needs statistical and research expertise to design the research and analyse the data • Can yield a low response rate so requires a large sample • May be boring for respondents • Difficult to engage with 'hard to reach' groups • Needs to be produced in a variety of formats (e.g. for sensory impairment, minority languages) • Cannot always control how different people interpret questions • Cannot be certain of honesty/seriousness of responses.	• Market research exercise used to gather quantifiable information on uncomplicated issues • Can be used to gather views and opinions and to measure attitudes, satisfaction and performance • Postal surveys can be used

Community Engagement Methodologies

Method	Description	Advantages	Disadvantages	Suitability
• Citizens Panel	• Consultation	• Can select and invite demographically representative people to become panel members • A readily available 'pool' of willing respondents to consult with on any issue of relevance • Can yield a good response rate • Relatively cheap once panel has been set up • Provides a snap-shot of local opinion	• Cannot be used to discuss complex issue • Can be expensive and time-consuming to set up • Risk of 'over-consulting' with panel members • Panel members are unlikely to represent the views of the general population, as they are self-selecting and want to be consulted • Members may become 'experts' and conditioned to providing the 'right' answers therefore the panel needs to be refreshed regularly (existing members replaced with new ones) • Again this is a resource intensive process • Members are not anonymous so may not be a suitable means of consulting about sensitive issues	• To gather quantifiable information from demographically representative cross-section of the population. • Can be used to gather views and opinions and to measure attitudes, satisfaction and performance, usually by postal or telephone survey.
• Structured face-to-	• Consultation	• Fieldworkers complete questionnaires on behalf of respondents so tends to yield a good response	• Cannot be used to discuss complex issues • Interviewer cannot respond to any	• Market research exercise used to gather quantifiable information on uncomplicated issues

Method	Description	Advantages	Disadvantages	Suitability
face and teleph one intervi ews		rate. • Easier to engage with hard to reach groups as overcomes problems with literacy. Visual impairment and language barriers • Can be used to obtain responses from demographically representative sample of population through use of quotas • Can be easy to analyse if the person involved has the necessary skills	questions from the respondent • Can be perceived as intrusive as respondents may feel that their privacy has been compromised • May be boring for the respondent • Needs statistical and research expertise to design the research and analyse the date • Can be costly and time consuming • May have to use external market research company • Personal safety of fieldworkers can be jeopardised when carrying out face-to-face interviews, particularly on doorsteps • Lowest income group may not have access to a telephone or may only have a mobile	• Can be used to gather views and opinions and to measure attitudes, satisfaction and performance
• Semi Struct ured Intervi ews	• Consultatio n	• Allows issues to be explored in depth by use of probing questions • Interviewer can respond to questions	• Specific skills are required to conduct the interview • Interviews are time-consuming	• One to one interviews to explore issues based on a loose set of questions

Method	Description	Advantages	Disadvantages	Suitability
		• The structure of the interview can be changed, to an extent, to fit in with what the respondent wants to talk about	• Interviews only involve one person at a time, therefore may only involve a small number of participants • Views not necessarily representative • Can be difficult to analyse	
• Unstructured /In-depth interviews	• Consultation	• Interviewer can pick up on particular issues and probe deeper • Gathers a large amount of detailed information • Very personal and can be used to explore sensitive issues	• Specific skills are required to conduct the interview • Interviews are time-consuming • Likely to involve small number of participants • Can be difficult to generalise views • Can be difficult to analyse	• A one to one interview where the interviewer is able to explore a theme without being restricted to a series of questions
• Focus Groups and Discussion Groups	• Consultation/Involvement	• Can be designed to involve those who are perceived as 'hard to reach' and disengaged • Can be used to explore complex issues • Provides in depth information • Useful for building on survey or questionnaire findings • Allows interaction and	• Can be costly and time-consuming • Requires expertise to facilitate discussion as it can easily 'veer off' at tangents • Consideration needs to be given to a suitable venue • Can only achieve limited representative ness • Discussions can be	• Facilitated group discussion to explore issues in depth and seek views of particular interest groups • Can be used to generate ideas

Method	Description	Advantages	Disadvantages	Suitability
		spontaneity between participants	difficult to transcribe and analyse	
• Ward Councillor Contact	• Consultation	• Good for public relations • Makes people feel that they are being listened to and that their issues matter • Enhances the representative role of local councillors	• Provides a limited and unrepresentative perspective	• A contact point for citizens to express their views and concerns about issues that affect them.
• Formal, committee style meeting	• Information-giving, consultation	• Provides a formal structure for decision making	• Limited public involvement	• Formal public decision-making • Public may attend and occasionally be permitted to contribute without voting
• User Panel	• Consultation	• Group has knowledge, experience and understanding of the issue/service in question • Regular dialogue can help the discussion • Membership can be rotated to maintain a balance of old and new members opportunity for direct liaison and feedback between panel members and service providers	• Provides limited and not necessarily representative perspective • Group can grow too close to the organisation to be able to provide an objective viewpoint • Cannot be used for discussing a wider range of services • Does not address needs of non-service users	• To seek views about service delivery and development for service users
• Forum	• Consultatio	• Regular process of	• Attendees are likely to	• Structured and regular local

Method	Description	Advantages	Disadvantages	Suitability
s	n / Involvement	engagement • Useful link between partner agencies and local people and businesses • Can be used to seek committed involvement from local people • Relatively cheap • Can be held at times and locations appropriate to target communities	be the 'usual suspects' and are therefore unlikely to represent the views of the whole community • Can be dominated by the 'most vocal' • Agenda can be taken over • Needs effective management	meetings for members of the public and stakeholders, to consult about issues of local and town-wide importance • Used to provide information, seek views and develop/endorse local plans and strategies for the community or whole town
• Public Meetings	• Consultation / Involvement	• Useful link between partner agencies and local people and businesses • Can be used to seek committed involvement from local people • Relatively cheap • Addresses specific issues raised by the public and allows them to 'let off steam' • Can be held at times and locations appropriate to target communities	• Attendees are likely to be the 'usual suspects' and are therefore unlikely to represent the views of the whole community • Unless the issue is controversial or of significant local interest, turnout can be poor • Can be dominated by the 'most vocal' • Can be difficult to separate individual complaints from broader issues • Agenda can be taken over • Difficult to run and organise, particularly in areas where there are	• Structured and regular local meetings for members of the public and stakeholders, to consult about issues of local and town-wide importance • Used to provide information, seek views and develop/endorse local plans and strategies for the community or whole town

Community Engagement Methodologies

Method	Description	Advantages	Disadvantages	Suitability
			no defined communities (geographical or of interest)	
• Advisory Boards	• Consultation / Involvement	• Can use existing groups or organisations • A permanent group who meet regularly • Group will be familiar with the issues in question • Group are able to give advice from a variety of perspectives • Can offer an 'expert opinion'	• May not be specific to communities • May only be useful for looking at general issues • People may become experts and therefore unrepresentative • Can only involve limited number of participants • Members may not be representative	• A group whose role is to advise partner agencies on policy decisions and services. • Group membership may consist of professionals and all key stakeholders including citizens, businesses and representatives from partner agencies
• Seminars / Workshops	• Information-giving, Consultation, Involvement	• Opportunity for organisations to share large amounts of information • Large numbers of people can participate • Opportunity for dialogue between partner organisation, citizens and other key stakeholders group • Opportunity to engage in multi-disciplinary discussions if appropriate • Participants can ask questions and explore issues in detail	• Requires skilled facilators to ensure objectives are achieved within the given time0scale and to ensure that all participants are given the opportunity to contribute to the discussion • Requires a great deal of organisation • Can be costly and time consuming	• A formally organised discussion group that aims to exchange and gather information • Can involve all key stakeholders • Usually in the format of presentations followed by small group discussions, ending in a large group discussion of key issues that have been raised

Method	Description	Advantages	Disadvantages	Suitability
		• Encourages participants to 'network' and share experiences, knowledge and expertise		
• Futures Conferencing / Visioning Exercises	• Involvement / Acting together	• Creates a real sense of involvement by using knowledge and understanding of local people • Can build consensus • Promotes community ownership of the results	• Time-consuming • Can raise unrealistic expectations • Cost	• Attempts to engage people in discussions about what their town or area means to them and what they hope to see in the future • Involves representatives of all stakeholders
• 'Physical Planning'	• Involvement	• Can be available as a tailored 'Planning for Read' or 'Placecheck' package, so easy to set up • Is entertaining and involves those who wouldn't normally participate • Makes it easy to obtain honest and wide-ranging opinions • Can deal with complex issues	• Difficult to ensure representativeness • Can be a costly exercise • Size of the model limits how many people can be involved • Many models may be required if consultation is to be far reaching	• Structured consultation method that uses a 3D plan of the neighbourhood to ascertain what physical changes people want for their local area • There are national organisations that specialise in providing structured consultation exercises including the Neighbourhood Initiatives Forum (Planning for Real) and 'Placecheck'
• Citizens Juries	• Involvement	• Can be used to address very complex and often controversial issues that decision makers have struggled to resolve • Participants can be made	• Very small and usually representative sample • Difficult to include all interest groups • Can be time-consuming	• Small sample of population (usually paid) who debate an issue in a quasi-judicial setting with witnesses • Aims to obtain informed and considered opinion or 'verdict'

Method	Description	Advantages	Disadvantages	Suitability
		fully aware of a situation but can still come to a decision from a 'lay' perspective	and resource intensive for both agencies and 'jurors' • Limited numbers involved may reduce ownership of results	on a specific, often controversial issue
• Community Needs Analysis	• Involvement	• Provides very detailed analysis of issues thus ensuring decisions are evidence-based	• Expensive and time consuming • Possibly leads to over expectation • Needs to be managed effectively	• Framework for detailed overview of small area. Involves a range of stakeholders to determine actions following research on complex issues
• Virtual consultation / E-government (Internet / Email / Video Conferencing	• Information giving/ Consultation / Involvement / Acting together / Supporting	• Very cheap and quick way of obtaining views • Background information can be made readily available • Good response rate • Potentially wide-reaching and likely to be used extensively in the future • Can be used to engage with some 'hard-to-reach groups' (language/ audio etc) • Useful for panel surveys • Can be used to address complex issues (chat rooms for focus groups)	• Only accessible to people who are IT literate and have access to appropriate equipment • Some groups are less likely to use PC's and particularly the Internet therefore unlikely to be able to obtain completely representative views (e.g. elderly, low income)	• Consulting and providing information using web based technology
• General survey	• Postal or interview survey of a	• Can cover a wide range of issues and topics, and can be used to get a random,	• Difficult to use for technically complex subjects and can be	• Appropriate for finding out general public opinion on broad policy issues, or getting

Method	Description	Advantages	Disadvantages	Suitability
	sample of local people or service users	direct sample of public opinion. • Face-to-face interviews with a structured sample can ensure a representative sample	resource intensive if face-to-face interviews are used • If telephone or postal surveys are used, it's difficult to ensure that the sample is representative of the whole community • Questions must be phrased carefully to avoid skewing responses	broad 'satisfaction' ratings on services that can be used as indicators of service quality
• Surveys of Service-users	• Face-to-face surveys of service-users through forms that are routinely issued to service-users (e.g. planning applicants, benefit applicants)	• Focuses directly on service-users when they are using the service, so can give an informed opinion	• Omits people who do not use the service, and who may be most dissatisfied because the service is inappropriate to their needs – e.g. surveys of bus users may omit wheelchair-users because they can't get on to buses. As with general surveys, questions must be phrased carefully to avoid skewing responses	• Useful for assisting reaction to changes in service, by concentrating on the views of those who have experience of a service before and after changes
• Panel Surveys	• Regular surveys of a representat	• Can be used to tackle more technically complex issues, if panel members are properly briefed	• Panel has to be set up first • This can be time consuming and	• Applicable to many consultation subjects, from technically complex single issues to broad satisfaction

Method	Description	Advantages	Disadvantages	Suitability
	ive group of 500-1000 (or more) members of the public	• Panel can be structured to be properly representative of the whole community • Can be used repeatedly to tackle different issues or to assess changes in opinion over time • Useful in sparsely populated areas	resource-intensive. Panel members can become too sympathetic to the authority or too 'expert' and consequently no longer representative of general public opinion. Not truly a 'random' sample • Questions must be phrased carefully to avoid skewing responses • Not suitable for consultation about services used by limited numbers of people	with overall services
• Citizens juries	• Small sample of members of the public paid to spend perhaps several days debating an issue in a quasi-judicial setting with witnesses	• Can be used for very complex subjects, especially those where most members of the public have pre-formed opinion (e.g. travellers sites, drug rehabilitation hostels). • Formalised setting means that participants can be made fully aware of all the issues	• Sample is very small, and so not usually representative of the whole population. Difficult to include all relevant interest groups in the jury. Time-consuming and resource-intensive. Limited numbers directly involved may reduce wider public ownership of the results	• Suitable for technically complex one-off issues of major importance

Method	Description	Advantages	Disadvantages	Suitability
• Refer enda	• Holding a formal poll on a single issue	• The view of a large number of people can be obtained efficiently and relatively quickly, giving a clear indication of opinion on a single topic	• Can be used for only single issues that require little or no explanation. Can only give a 'yes or no' answer, or a choice between a limited number of options	• Useful for assessing whole population views on major policy options – e.g. proposed council tax increases
• Action Planni ng	• Structured events held within the community at which local people are invited to comment on a particular issue or set of ideas	• Takes detailed consultation into the community, for example can be held in community or tenant's halls. Can deal with relatively complex subjects by having authority officers on hand to explain relevant issues, and can obtain a wide range of detailed responses	• Difficult to ensure that attendees are representative of the whole community • Can be difficult to get people to attend, unless effort is put into providing other incentives – e.g. food, childcare, entertainment	• Useful for issues that affect a particular neighbourhood or community, although can be used for broader, whole – authority issues if several events are used
• Neigh bourh ood Forum	• General term given here to describe structured, regular local meetings with local people to	• Once the structure has been established, can be used regularly • Can be led by authority members, and provides a useful line between members and local people	• Difficult to ensure that attendees are representative of the whole community • Can become dominated by a few (possibly unrepresentative) members of the public • More difficult to organise and run in areas where	• Regular, routine consultation on a wide range of issues, particularly where they have a special relevance to the area covered by the forum

Method	Description	Advantages	Disadvantages	Suitability
	consult about issues of local importance		there is no clearly identifiable 'neighbourhood'	
• Planning for Real	• Structured consultation method invented by the Neighbourhood Initiatives Foundation (NIF) focused around a 3D plan of the neighbourhood	• Available as a tailored package from NIF, so easy to put on • Entertaining for participants, making it easy to get honest and wide-ranging opinions • Can deal with complex issues	• Difficult to ensure that attendees are representative of the whole community • The very structured approach may limit its usefulness for some issues • The size of the community consulted is limited by the size of the 3D model so broad whole-authority consultations would need many different models	• Useful, especially for planning and capital spending issues and can, with some imagination be adapted for broader policy issue
• Focus Groups	• Small groups of local people invited to attend informal discussion sessions on a particular topic to	• Relatively easy to organise • Can be used to consult on different topics • Complex issues can be tackled through discussion with authority officers and group organisers • Useful for consulting specific target groups of people	• Small sample means that the results cannot necessarily be considered to be representative of the community as a whole, unless a large number of groups are organised • The qualitative nature of focus groups means that results cannot easily be quantified	• Good for looking at complex issues, particularly details of technically complicated subjects, or sensitive policy questions

Method	Description	Advantages	Disadvantages	Suitability
	obtain qualitative responses			
• Health Panel	• Approach used largely by health authorities to look at healthcare policy issues, involving small groups of people. A cross between a citizen's jury and a focus group	• Have proved useful for consulting local people on complicated issues such as how different kinds of primary care can be organised • Can be used where the subject matter is too technical for 'routine' consultation or to focus on particular relevant interest groups (e.g. consulting pregnant women about maternity services)	• Quite complicated to organise, because of the high level of advance briefing needed for participants. Again the small number of people involved means that panels cannot be considered to be representative of the population as a whole	• Examining complex issues, particularly details of technically complicated subjects, or sensitive policy questions
• • Virtual Consultation	• Using an authority website to consult or consulting by email	• Useful as a way of managing a panel survey and as a cheap and rapid way of getting views and responses to specific questions • Background information can be made easily available • Consultation carried out in this way gets a good	• Only around 15 per cent of households have an internet connection, although the number is growing fast • Some groups are significantly less likely to use the internet than others, so virtual consultation is unlikely to be representative of	• Can be used to get a quick response to a general satisfaction questionnaire or for more detailed and complex consultation particularly if used in conjunction with a panel survey

Community Engagement Methodologies

Method	Description	Advantages	Disadvantages	Suitability
		response rate	the whole population	

21.2 **Example Action Plan**

Anywhere Estate Community Area Forum Action Plan (01 April 2004 – 31 March 2005)								
Level of Engagement	**Action**	**Plans for Hard to Reach groups/Young People**	**Lead responsible for action**	**Milestones/ Review dates**	**Resources**	**Outputs**	**Fit to Community Plan/other strategies /Ward coverage**	**Achieved**
Informing	**Newsletter**	Newsletter available in Community Languages Newsletter distributed to schools and Youth Groups Newsletters contains sections relevant to young people/hard to reach groups	Area Partnership Officer/Communications Team	1st Newsletter published by 1/9/04, reviewed by 1/10/04 2nd Newsletter published by 31/3/05	Communications Team to advise on content Budget from Democratic Services? Printing in-house Distribution x copies Delivered to x	2 Newsletters per annum	S4/3 Improve communication and access to information	

Anywhere Estate Community Area Forum Action Plan (01 April 2004 – 31 March 2005)								
Level of Engagement	Action	Plans for Hard to Reach groups/Young People	Lead responsible for action	Milestones/ Review dates	Resources	Outputs	Fit to Community Plan/other strategies /Ward coverage	Achieved
	Themed CAF Meetings	Provision of interpreters Special Meeting focussing on Youth Specific meeting at specific community location which is accessible to all Meeting format is informal, inclusive and jargon free. Research best time Provide crèche facilities	Democratic Services Area Partnership Officer	April 04 – Transport May 04 – Health June 04 - Housing July 04 – Youth Disorder	Venues	Minutes of meetings	S4/3 Improve communication and access to information	

Anywhere Estate Community Area Forum Action Plan (01 April 2004 – 31 March 2005)								
Level of Engagement	**Action**	**Plans for Hard to Reach groups/Young People**	**Lead responsible for action**	**Milestones/ Review dates**	**Resources**	**Outputs**	**Fit to Community Plan/other strategies /Ward coverage**	**Achieved**
	Publicity Campaign – Posters Adverts Press releases Radio TV Web-site Leaflets Invite local press to meetings	Use of community languages

Use of appropriate community media

Individuals are encouraged to leave their name and address so they can be targeted in future | Area Partnership Officer | Produce leaflets and posters by 1/5/04 | Budget from?

Printing and design in-house

Communications Team to advise on press releases | Monitor attendance by the public at meeting and numbers from Hard to reach groups | S4/1 Increase participation and involvement in the LSP and the Council | |

Anywhere Estate Community Area Forum Action Plan (01 April 2004 – 31 March 2005)								
Level of Engagement	**Action**	**Plans for Hard to Reach groups/Young People**	**Lead responsible for action**	**Milestones/ Review dates**	**Resources**	**Outputs**	**Fit to Community Plan/other strategies /Ward coverage**	**Achieved**
Consultation	Specific Meeting to discuss location of New Children's Centre to enable individual residents to ask questions, raise issues and identify possible solutions – present options from feasibility study	Childcare available

Disabled access

Interpretation available

Transport to venue provided | Area Partnership Officer in conjunction with Lifelong Learning and Democratic Services | Meeting Planned for Oct 04 | Venue

Refreshments

Facilitators | Minutes of Meeting

Results of Consultation are fed-back to public via web-site,

another meeting is programmed to feedback and update | S4/2 Improve consultation about future service provision | |

Anywhere Estate Community Area Forum Action Plan (01 April 2004 – 31 March 2005)								
Level of Engagement	Action	Plans for Hard to Reach groups/Young People	Lead responsible for action	Milestones/ Review dates	Resources	Outputs	Fit to Community Plan/other strategies /Ward coverage	Achieved
	Survey/questionnaire about provision of leisure facilities for young people	Target youth clubs and schools Face to face i/vs Telephone I/vs	Lifelong Learning and Leisure	Survey questionnaire by	Council Survey Team Consultation Team	Inform consultees of the results and outcomes of the exercise Discuss issues with young people prior to taking action	S4/2 Improve consultation about future service provision S2/2 Empower young people to determine future provision	

Anywhere Estate Community Area Forum Action Plan (01 April 2004 – 31 March 2005)								
Level of Engagement	**Action**	**Plans for Hard to Reach groups/Young People**	**Lead responsible for action**	**Milestones/ Review dates**	**Resources**	**Outputs**	**Fit to Community Plan/other strategies /Ward coverage**	**Achieved**
Deciding Together	The anywhere estate Planning for Real initiative is helping local people to identify their priorities for development of their area by using a community-built model of their village or local features, to act as a focal point for discussion. People can then express their concerns, desires and ideas by placing comment cards into the model. The comments are then addressed by the community	Involve hard to reach groups in drawing up proposals Involve Hard to reach groups to solve problems in partnership	Neighbourhood Services	Planning for Real Consultants appt Sept 04 First Public Meeting Oct 04 Consultants interim report Dec 04 Service Provider/ Community Partnership established Jan 05	Consultants experienced in Planning for Real Techniques Partnership support	Planning for Real report Partnership Established	S6/2 develop a better understanding of neighbourhood needs	

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Anywhere Estate Community Area Forum Action Plan (01 April 2004 – 31 March 2005)								
Level of Engagement	Action	Plans for Hard to Reach groups/Young People	Lead responsible for action	Milestones/ Review dates	Resources	Outputs	Fit to Community Plan/other strategies /Ward coverage	Achieved
Acting Together	Management of a Community Facility (hall) by residents. Community Group is given responsibility to make their own decisions. Transfers responsibility to the community.	Use of participation techniques, which support a delegated structure.	Residents Association/ STRIDE	Management Committee appt Jan 04 Business Plan Apr 04 Funding Secured May 04 Ongoing Revenue secured/planned for	STRIDE Community Business support Development Team Support for Funding CVS for training and support	Physical Building Operating	S5 Increasing opportunities and access to services	

Community Area Forums: Community Engagement Strategy
South Tyneside Council: Building Stronger Communities (Version 9/6/04)

Anywhere Estate Community Area Forum Action Plan (01 April 2004 – 31 March 2005)								
Level of Engagement	**Action**	**Plans for Hard to Reach groups/Young People**	**Lead responsible for action**	**Milestones/ Review dates**	**Resources**	**Outputs**	**Fit to Community Plan/other strategies /Ward coverage**	**Achieved**
Supporting	CAF/council chooses to facilitate and support a community group to provide an estate management organisation. The council's functions are delegated to the board with workers appointed from the local estate.	Delegation of responsibility to the community supported by the Council	Residents		Community Business Training Support of Housing Association/Neighbourhood Services Area Regeneration programmes (NFR, SRB)	Tenant Management Board operating	S6/3 Value and support the role of the voluntary and community sectors	

22. Case Studies

The All Saints Community Education Survey

**A survey of existing adult education provision and local learning needs in
All Saints ward, South Tyneside** August 2002

The project was undertaken to investigate existing adult education provision and to survey local learning needs in the All Saints ward of the South Tyneside Metropolitan Borough Council.

The project was developed and managed by South Tyneside Health Care NHS Trust and the University of Sunderland, with financial support from the South Tyneside Single Regeneration Budget and Neighbourhood Renewal Fund, and practical assistance from West Harton Churches Action Station. Local stakeholders were kept involved through regular meetings and informed throughout. A key innovation of the project was that it provided training for, and involved local residents in the data collection process.

The project found substantive agreement between what local providers and local residents thought should be developed within and for the ward. This project was based upon a type of participatory research designed to engage local democratic activity in a manner that encouraged participation, networking and mutual learning.

Objective 1: To identify existing adult education provision, local learning needs and barriers to learning

This was the principal focus of the project, and was addressed in two stages:

Semi-structured interviews with local providers of adult education (undertaken solely by the project worker - Ann Baxter - a copy of the interview schedule is provided in Appendix I).
Questionnaire survey of the learning aspirations of local people (undertaken with assistance of local volunteers - a copy of the questionnaire is provided Appendix 2).
Objective 2: To provide learning opportunities and encourage capacity building within the local community

Unemployed residents within the ward were invited to play an active role in assisting with the design and utilisation of the project's questionnaire survey. Those who recruited as volunteers were then:

Enabled to develop communication and research skills.
Given the opportunity to take the nationally recognised Open College Network qualification "Using the Web and e-mail".

The project started in October 2001 and was completed in May 2002. Local stakeholder meetings were organised before and during the project, in order to clarify the purpose of the project, to seek advice and feedback on developments, to identify any issues of concern and provide a forum for more general discussion[9].

The role of Community Area Forums in Community Planning

Introduction

Currently there are several significant developments either taking place or being planned in East Shields that potentially will be of major benefit to the people who live and work in the area.

Developments in East Shields

New Primary School and Children's Centre at Horsley Hill –

Cleadon Park Regeneration Project which includes the proposal for a Community Campus.

Community at Harton – based at Harton Comprehensive School –This offers:

- Adult learning
- Job search advice
- Business start up
- Basic skills courses

Harton School Four Courts Sports Hall Bid

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[9] A further and final stakeholder meeting is planned to accompany the local dissemination of this report, to discuss its findings and to explore possible avenues for progress.

Development of the Councils Youth Service

Potential Role of Community Area Forum's in Community Planning

All of these developments offer opportunities to local communities beyond the ward they are located in. However, to maximize their benefit it is important that firstly there is co-ordination between relevant parts of the developments and secondly that we engage effectively with the people who are expected to benefit.

The Community Area Forum's are constituted to ensure effective community planning in their specific area. Community Area Forum's are able to bring together different sections of the Council along with other statutory bodies such as the Police and Primary Care Trust and the voluntary, community and business sectors for this purpose.

The topical discussion item on C.A.F agenda's can be used to inform, consult and communicate with the wider public on issues of local interest.

Special East Shields Meeting

In order for Members, Council Officers, the Police and Primary Care Trust to be updated on all the significant developments outlined, it is suggested that a meeting is organised outside of the regular Community Area Forum meetings.

The purpose of this meeting would be two fold;

To share information on the major developments including the services/facilities that will be offered and the community consultation that has taken place or being planned as part of each initiative.

To discuss the role the East Shields Community Area Forum will play in developing, co-coordinating and consulting on these developments.

Suggested Format

Presentations

Brief presentations by relevant officers and organisations on the following developments:

Horsley Hill School and Children's Centre
"Community @ Harton" and Harton Sports Hall
Cleadon Park Community Campus
Development of Council Youth Service in East Shields

An information pack will be sent to all participants prior to the event that will include more detailed information and relevant statistics for East Shields in the areas appropriate to the services and facilities being developed.

Break

Break for refreshments

Discussion

Discussions in small groups to consider three issues.

Are there any significant gaps in terms of the services being planned that are needed within East Shields?

What do we think about the consultation exercises being proposed? How can the CAF assist in the process – i.e. use of the topical discussion agenda item?

In addition to promoting community involvement, what role should the Community Area Forum play in relation to these developments?

Feedback from groups discussions and next steps

Duration 2 ½ hours including 30 minute break for refreshments/buffet

23. Sources of Information

South Tyneside Council Race Equality Strategy –
http://intranet/documents/retrieve.asp?pk_document=284

South Tyneside Council Equality and Diversity Policy
http://intranet/documents/retrieve.asp?pk_document=974

The Guide to effective Participation by David Wilcox – Partnerships Online
http://www.partnerships.org.uk/guide/index.htm

Neighbourhood Renewal Unit – Neighbourhood Renewal Unit
Office of the Deputy Prime Minister
3rd Floor, C/5
Eland House
Bressenden Place
London
SW1E 5DU
http://www.neighbourhood.gov.uk/default.asp

Improvement and Development Agency
http://www.idea-knowledge.gov.uk/knowledge/pages.nsf/httppublicpages/Home?opendocument&login

Social Exclusion Unit
http://www.socialexclusionunit.gov.uk/

Renewal.net
http://www.renewal.net/England/NorthEast/default.asp

Communities Scotland
Partnership Toolkits (Community Engagement)

http://www.communitiesscotland.gov.uk/scripts/WebObjects.exe/CommScot.woa/1/wo/brTa6AjwxgocktdeHcPNWw/0.2.12.15

Participation Works
21 Techniques of community participation for the 21st Century
New Economics Foundation

Home Office Citizenship Survey 2001
Active Communities Unit
http://www.homeoffice.gov.uk/rds/pdfs2/hors270.pdf

Community Development Foundation
Funded by the ACU at Home Office   Non-departmental public body
Source of expertise available to government
Contact:
60 Highbury Grove, London, N5 2AG
Tel: 020 7226 5375
Assessing Community Strengths
A practical handbook for planning capacity building
Steve Skinner and Mandy Wilson
Community Development Foundation 2002

Listen UP! Effective Community Consultation –
The Audit Commission
Communications@audit-commision.gov.uk
Tel. 0171 828 1212

Urban White Paper November 2000
Our Towns Cities: The Future
DETR 2000

Community Involvement and Urban Policy Report
The Office of the Deputy Prime Minister

Eland House
Bressenden Place
London SW1E 5DU
Telephone 020 7944 4400
Web site www.odpm.gov.uk

Hear by Right – setting Standards for the active involvement of young people in democracy
Harry Wade, Anthony Lawton & Mark Stevenson
Local Government Association

Appendices

i.Extract From Council Constitution

ARTICLE 11

AREA COMMITTEES/COMMUNITY AREA FORUMS

a. There will be six Community Area Forums (CAFs) one for each of the following areas.

   i. Hebburn (Hebburn Quay, Hebburn South and Monkton wards)

   ii. Jarrow (Fellgate & Hedworth, Bede and Primrose wards)

   iii. Boldon, Cleadon, Whitburn (Boldon Colliery, Cleadon & East Boldon and Whitburn & Marsden wards)

   iv. East Shields Cleadon Park, Horsley Hill, Westoe and Harton wards)

   v. West Shields (Whiteleas, All Saints, Biddick Hall and West Park wards)

   vi. South Shields Riverside (Tyne Dock & Simonside, Beacon & Bents and Rekendyke wards

b. **Role of Community Area Forums**

   i. The roles of Community Area Forums will be to:-

   ii. lead in the process of identifying local issues and priorities and advise the Cabinet and the Scrutiny Committees on local matters;

iii. assist local Members to listen to and represent the interests of their community;

iv. build partnerships and inter-agency working with local public, private and voluntary organisations;

v. develop structures and approaches that ensure the involvement of residents, communities of interest and identify any hard to reach groups in local issues and decisions;

vi. develop strong mechanisms for community participation;

vii. contribute to the Transformational Plan, community planning, neighbourhood renewal and other area based initiatives to promote the wellbeing of the area;

viii. receive local petitions and hear representations;

ix. Influence strategies and plans through local consultation;

x. consider how the Council's policy objectives are being met in local areas and ensure that their work programmes are aligned with the Council's strategic and corporate priorities;

xi. to provide feedback on the provision of and effectiveness of Council and Partner services in the area including Community Safety and Social Inclusion;

xii. examine local issues referred to the CAF by the Council, Cabinet or Overview and Scrutiny Committees;

xiii. to agree the expenditure of HIP and AMI funds to appropriate projects within their area in accordance with Council priorities and the budget allocated to them;

xiv. recommend and advise generally.

c. West Shields CAF and East Shields CAF will have member representatives from four wards – the other four CAFs will have representatives from 3 wards each. All 60 Councillors will sit on the CAF for the area they represent. The Committees will not, therefore, be politically balanced.

d. The CAFs will meet every six weeks in accordance with the Council diary. The meetings will be open to the press and public.

e. ordinary meetings of the CAFs will be structured in three parts:

27. A public issues session (petitions, significant local issues e.g. community safety - to include the report from the Police, questions from the public on local issues of concern which affect communities rather than individuals). The public will be able to participate in the discussion during this section of the meeting.

28. A themed session (the Council's eight priorities and other key strategies of the Council and Partners).

29. A business session (reports requiring decision e.g. financial matters).

a. CAFs may hold additional meetings on specific themes or issues as necessary.

30. Matters delegated to CAFs for decision will remain the responsibility of the Cabinet, which is responsible for the clear, accountable corporate leadership of the Council. CAF's will not ask for Borough wide policy reports unless invited to do so.

ii. Stakeholder Panels

Contacts/organisations willing to be Stakeholder Panels for consultation

Name/organisation	Address	Tel/email	Comments
Groups of Stakeholders			
Physical Disabilities			
Marion Stead	Council on Disability (COD) 25-27 Flagg Ct, S Tyneside NE33 2LS	4549707	Marion is willing to act as the contact to draw together a representative group as required. This would include accessing people from the following 2 groups as individual stakeholder groups or within a more collective group.
Hearing Impairment			
Alec Duguid	Deaf Service Advisory Group (DSAG) Mr Duguid 98 Hawthorne Avenue, S Sheilds	Minicom:	This is the one group in ST that covers the profoundly deaf community. SSD consults them every 3 months on the service they provide and the interpreting service. There is also an annual forum organised by DSAG (SSD notifies people about it). There are no organised groups for hard of hearing but COD would be able to cover this group.
Visual Disabilities			
Ivan Lunn	ST Visually Impaired Council Mr Lunn 38 Mortimer Road, South Shields	454 7592	This group is a Council which campaigns on behalf of the community. Could use individually or combine with NSS members where specific consultation is wanted with this community.

Name/organisation	Address	Tel/email	Comments
Mike McCabe Project Worker Or Trevor Bond	Northumbria Sight Service (NSS) 101 Boldon Lane, South Shields	0191 273 9009	Small group of local members (4/5) willing to meet on an ad hoc basis.
Mental Health			
Mary Watlon Chairperson	Patient's Council - ST Community Health Council (CHC) Edinburgh Building 2 Station Approach S Shields NE33 1HR	456 8219	Mary is Chairperson of the Patient's Council currently located at the CHC. Will be relocating to Bolden Lane Clinic from 1 February. She is willing to organise groups of users as required. Paul Johnson of the CHC is the original contact provided by SSD.
Learning Disabilities			
John Blythe (and Roz Waters)	SSD Kelly House Hebburn	455 6213	West Walpole St Stakeholder Group. 6 parents/carers and 2 users. Meet am 2nd Thurs in the month. (Also similar group at Hebburn Resource Centre). SSD to appoint a User Development Worker for LD Fiona McDonald (Psychologist at Monkton – 451 6279) has researcher who is developing pathways for consultation.
Addictions			
Janice Chandler DAT Co-ordinator	2nd Floor Wyvestow Lodge 2 Sunderland Rd South Shields NE33 4UR	tel: 0191 496 7963 fax: 0191 496 7964	The DAT is primarily concerned with illicit drug use and alcohol to some extent. Janice is willing to set up a stakeholder group through her contacts: Street Level – Barnardos Project NECA (North East Council on Addictions) Drug and Alcohol Service (health focussed team) Turning Point – arrest and referral team based at the Police Station

Name/organisation	Address	Tel/email	Comments
			The DAT also has sub groups for community, young people and treatment which meet every 4/6 weeks. An Information worker post is being established that can profile substance misuse by adults and young people
Black and Minority Ethnic Groups (BMEs)			
Cllr Henry Williams (Chair) Geoff Boyd (Sec) ST Race Equality Council	T & W REC 2nd Floor, MEA House, Ellison Place, Newcastle upon Tyne NF1 8XS	Williams – 425 5022 Boyd – 232 7639	Local Forum group of T&W REC. Attended by up to 20 people – representatives of BME groups and agencies working with BME groups. Have agreed to act as Stakeholder Panel. (More detailed list of contacts for local BME groups attached).
Multi- Faith			
Roy Merrin (Chair) John Hancock (Sec) ST Churches Together (and BME groups as above). Other faith groups to be added pending further research.	ST Churches Together St Michael's Vicarage, Westoe Road, South Shields.	Merrin – 4891405 Hancock - 4252074	Local Forum Group of representatives from Christian Churches based in South Tyneside. Meets every 6 months, approx 15 church groups attend. Peter Haigh has attended meetings in past. Raise issues first with Roy Merrin and then contact John Hancock who distributes info around churches.
Rough sleepers			
Steve Hamilton Homeless Officer	Housing Dept Policy Unit	Ext 7961	Annual survey done in June to identify how many rough sleepers. Consistently appears to be very few in ST. Therefore difficult to identify a stakeholder group. Check with Steve at the time that any consultation is necessary. He will establish group is possible.

Name/organisation	Address	Tel/email	Comments
			(The Sharp and Ingham Project at 34 Northcote Street Tel 4542018 provides supported accommodation for single homeless people and vulnerable women. It's supported by North British Housing)
Young People (i.e. under 18 years of age)			
Tracey Jones Project Support Worker	Community Education, Town Hall & Youth Action Volunteers	Tel: 427 7919 Mobile: 07748 458704 Tracey@evsuk.fsnet.co	Willing to have representatives (10) of the Youth Parliament available to act as Stakeholder Panel plus 4 new Members of the Parliament from Jan. Meets 1st Monday in the month. Wanting to develop from this. Rewards an issue.
Older People (75+)			
John Bryers Chief Officer	Age Concern Beach Road S Shields	456 6903	Age Concern can provide a stakeholder panel of people aged 50 to 75+. People aged 60 to 75 can also be obtained from the members of the Citizens' Panel who are willing to take part in a Focus Group. Appointing Older Persons and Carers Development Worker in March. This is being financed by the PCG using NSF for Older People monies and in co-operation with SSD. Willing to set up Stakeholder Panel after that. In the meantime can use BV consultation group for Community Strategy. Also looking to appoint a PT post to work with ethnic minority elders at the same time. This is being financed by SSD. We can use this group too. Want to provide 2 day training for Stakeholder Panel participants and would want someone from Policy and Review to participate. Reaching 75+ age group can be done through day centres, home visiting and offered to piggyback any one to one consultation we would want by getting staff to do face to

Name/organisation	Address	Tel/email	Comments
			face questionnaires while they are working on other things for Age Concern.
Women & Domestic Violence			
Kelly Smith Project Worker for OPTIONS (which replaced the ST Domestic Violence Project)	CVS 27 Beach Road S Shields NE33 2QA	Tel 456 9551 southtynesidecvs@btconnect.com	Kelly works closely with the Women's refuge and WIST. She can set up a group as required. Yvette Corner, Domestic Violence Co-ordinator, has also offered to facilitate any sessions.
Other Special Interest Groups:			
Council Tenants			
Susan Ogle Tenant Participation Officer	Housing Department, Central Library, South Shields	7965	Monthly Tenants Forum (is made us of Residents Associations that includes 'right to buy' owners - meets last Wednesday in the month).

ETHNIC MINORITY GROUPS –UPDATE Aug 2002				
NAME	**ADDRESS**	**TEL**	**CONTACT**	**COMMENT**
South Tyneside Multicultural Project	Stanhope Complex Gresford St South Shields	4540306	Margaret Tarn	Currently dormant – no staff – attempts being made to re-activate it
Apna Ghar Ethnic Minority Women's Centre	124 Ocean Road South Shields NE33 2JF	4564147	Vimla Storey or Daljit Kaur Or Shabina Sadiq	Very pro-active- good contact for issues concerning women + girls as well as ESOL
Arab Muslim Community	Al-Azhar Mosque Laygate South Shields	4549064	Yusef Abdullah	Very active co-ordinator
Women support groups	Health Promotion Centre, Hospital Drive, East View,	4516608	Denise Burke	Health support Worker – very good contacts

	Hebburn, Tyne & Wear. NE31 2TH			
South Tyneside Bangladesh Muslim Cultural Association	5 Baring St, South Shields, NE33 2DR	4271442	Chair: Mr Syed Faruk Hussain Sec: Mr A.R. Choudhury	Lead group for Bangladeshi community
Bangladeshi Youth Organisation	Abbey Muquith 79 Fowler Street South Tyneside Training & Enterprise Network (TEN) South Shields, NE33 1NT	4557778 (TEN) or 4274590	Chair: Abby Muqith Contact: Feruz Hussain Shah Amin	Strong voice for youth issues. Proactive group
Asian Cultural Society of South Tyneside	30 Brighton Parade Hebburn NE31 2AZ	4890111	Chair: Mohinder Singh	Membership mainly Sikh shopkeepers. Active group Meet first Wednesday of every month at Arches Hotel at Tyne Dock. Women's group also meet irregularly at Hebburn Community Centre
South Tyneside Yemeni Arab Community Welfare Association	19 New Green street	4562554 or 4565302	Chair:Abdo Mohamid Kaid	
Hindu Nari Sangh	35 St George's Ave South Shields NE33 3DU	4558146	Dr Shobha Srivastava	Hindu women's group. Reasonably active. Useful contact point
South Tyneside Sheba Association		4556680 (STRIDE)	Raif Abdullah (via STRIDE) or Yusef Abdullah (see above)	Young people's group
Yemeni Immigrants Association			As above	
South Tyneside College – Oversea's students	Dr Nasser Mansoori or	4273577	South Tyneside College	Overseas Student Co-ordinators

	Dorothy Berry	4273500	Faculty of Marine Engineering St Georges Avenue South Shields	
Asylum Seekers and Refugees	Moira Snowdon Teresa Challis Kevin Mor	4244638	Kelly House Hebburn	Social services support team Inter-agency group meets every 2 weeks at South Shields Town Hall on Fri am
Asylum Seekers and Refugees	Anne Seymour	4565134	St Gregory's Church, Harton Village, South Shields	Anne organizes a Drop-in that meets every Tuesday at Church in Westoe Road 1-3pm. Very useful place to meet directly with asylum seekers etc. Interpreters are also available at the drop-in. But if you do wish to talk with them this has to be done sensitively. Must speak to Anne first as to how to best approach .
Sri Lankan Support Group	Raja Pakse	4975450	66 Bertram Street South Shields NE33 5PQ	Trying to set up support group for Sri Lankan students at South Tyneside College
CAB advice worker for BME communities	Jabriail Aziz		CAB 2nd floor Edinburgh Buildings 2 Station Approach South Shields Tyne and Wear NE33 1HR	

iii. Existing Processes and Structures

- **Community Area Forums**

- **Ward Councillor Surgeries**

- **Annual Mori Survey**

- **Citizen's Panels** - The Citizens' Panel is a representative sample of 1,000 local residents from South Tyneside. It is used to gain your views on South Tyneside's Council services as well as issues affecting your lives. It helps to make South Tyneside the place of choice to live.

- **Youth Forum**

- **Residents Associations**

- **Tenants Groups**

- **Parent Governor/Teachers Associations**

- **Community associations**

- **STRIDE Forums**

- **BME Groups**

- **Area based regeneration partnerships**

- **Crime and Disorder Partnerships**

- **LSP Steering Group and Thematic Partnerships**

- **Race Equality Forum**

- **South Tyneside Residents Borough Forum**

iv. Contacts for Black Minority Ethnic Groups[10]

Anita Bhatti
Policy Officer
Equality and Diversity
Corporate Policy
South Tyneside Council

Apna Ghar Minority Ethnic Womens Centre
124 Ocean Road
South Shields
Tyne and Wear
NE33 2JF
0191 456 4147

South Tyneside Multicultural Project
Sue Copeland
Stanhope Complex
Gresford Street
South Shields
Tyne and Wear
NE33 4SZ
0191 454 0306

Al Hazar Mosque
Laygate
South Shields
0191 454 9069

Arab Muslim Community
Yusef Abdullah
Al Hazar Mosque
Laygate
South Shields
0191 454 9069

Bangladeshi Muslim Cultural,Association
3-5 Baring Street
South Shields

Bangladeshi Youth Organisation
Abbey Musquith
79 Fowler Street
South Shields
NE33 1RF
0191 455 7778

Hindu Nari Sangh
Dr Shoba Srivastava
35 St Georges Avenue
South Shields
NE33 4UR
0191 455 8146

Minority Ethnic project
Jabrail Aziz
South Tyneside CAB
2nd Floor Edinburgh Buildings
2 Station Approach

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[10] Source: Ethnicity in the North East & Equality and Diversity Strategy STC

South Shields
NE33 1HR
0191 427 4109

South Tyneside Arab Yemini Association
Welfare Association
19 New Green Street
South Shields
NE33 5DL
0191 456 2554

South Tyneside Bangladesh Muslim Cultural Association
Mr Syed Faruk Hussein
5 Baring Street
South Shields
NE33 2 DR
0191 427 1442

South Tyneside Sheba Association
Raif Abdullah
Wyvestow Lodge
2 Sunderland Road
South Shields
NE33 4UR
0191 455 6680

v. CAF Areas

South Tyneside