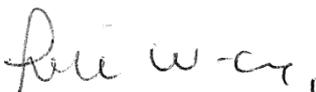


Date of issue: Wednesday, 6 March 2019

<b>MEETING:</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors Arvind Dhaliwal (Chair), R Sandhu (Vice Chair), R Bains, Minhas, D Parmar, S Parmar, Rana, Sarfraz and Sharif)
<b>DATE AND TIME:</b>	THURSDAY, 14TH MARCH, 2019 AT 6.30 PM
<b>VENUE:</b>	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	SHABANA KAUSER 01753 787503

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



**JOSIE WRAGG**  
Chief Executive

AGENDA

PART I

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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Apologies for Absence

**CONSTITUTIONAL MATTERS**

1. Declarations of Interest

*All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.*



<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Minutes of the Last Meeting held on 31 January 2019	1 - 6	All
3.	Action Progress Report	7 - 8	All

#### SCRUTINY ISSUES

4.	Member Questions  <i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i>	-	-
5.	Community Engagement and Consultation - A One Council Approach	9 - 28	All
6.	Five Year Plan - Outcome 5	29 - 32	All

#### MATTERS FOR INFORMATION

7.	Forward Work Programme	33 - 38	All
8.	Members Attendance Record 2018/19	39 - 40	All
9.	Date of Next Meeting - 11th April 2019	-	-

#### Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

**Overview & Scrutiny Committee – Meeting held on Thursday, 31st January, 2019.**

**Present:-** Councillors Arvind Dhaliwal (Chair), R Sandhu (Vice-Chair, arrived 6.50pm), Minhas, D Parmar, S Parmar, Sarfraz and Sharif

**Apologies for Absence:-** Councillor R Bains

**PART I**

**56. Declarations of Interest**

None were received.

**57. Minutes of the Last Meeting held on 10th January 2019**

**Resolved** – That the minutes of the meeting held on 10<sup>th</sup> January 2019 be approved as a correct record.

**58. Action Progress Report**

The Committee was updated on the reference made to Cabinet following the meeting held on 10<sup>th</sup> January 2019 regarding the Member Call In of Phase Three of the Chalvey Regeneration Strategy. With regard to the comments made on Tower and Ashbourne – that the proposals were overdevelopment of the site and any final plans to include a children’s play area; Cabinet agreed to pass the comments to the officers and Planning Manager for consideration once the application had been submitted. Referring to the redevelopment of the Montem leisure centre, the Cabinet had assured the Overview and Scrutiny Committee Chair that there was provision of green open space in the development and had invited him to view the current plans.

**Resolved** – That details of the Action Progress Report be noted.

**59. Member Questions**

None were received.

**60. Revenue Budget 2019/20**

The Service Lead Finance outlined details of the Revenue Budget for 2019/20 and the decisions required for the Council to achieve a balanced budget for the year ahead.

2019/20 was expected to be another difficult year financially for the Council, with a continued reduction in Government’s Revenue Support Grant to £6m next year, as well as increased demand for Council services. The Medium Term Financial Strategy had sought to offset these funding reductions with increased commercial income and this approach had been successful. The

## Overview & Scrutiny Committee - 31.01.19

funding summary at Table 1 of the report demonstrated that the revenue budget was currently balanced for each of following three years to 2022.

The key features of the budget were summarised. Members noted that the Council was facing budget pressures in areas such as temporary accommodation, schools PFI, home to school transport and adult social care which had consistently reported in year overspends. The proposals set out therefore made provision for growth to be made in the base budgets for these areas to more realistically reflect the demand and cost of key services.

The Council's element of the Council Tax was proposed to rise by 2.8% for the year which equated to an increase of £35.09 for a Band D property. The Police and Fire precepts had not yet been set but were expected to rise by 13.2% and 2.99% respectively. Members were advised that the increase in Council Tax was expected the lowest when compared with other Berkshire local authorities.

A total of £12.8m of savings had been identified for the coming year, as detailed in Appendix A to the report, and Members discussed the impact these could have on services. The Officer explained that savings of this scale had been found each year since 2010 and the majority of savings this year were efficiencies and commercial income rather than service reductions. It was increasingly difficult to identify such savings, however, they were necessary as the Revenue Support Grant had been reduced by circa £50m in recent years and all local authorities were facing rising demand and cost pressures each year. The reviews of major contracts was cited as an area where Slough had successfully identified savings, for example the leisure contract which in future would a net revenue benefit back to the Council from the provider.

*(Councillor Sandhu joined the meeting)*

The Committee discussed the £8.1m of growth in the budget which included a mixture of contractual increases, such as the £1.5m on the waste contract; demand pressures, particularly in adult social care and for Slough Children's Service Trust; and governance such as the creation of a Brexit reserve and an increase in the training budget. There were also a number of service improvements proposed such as funding for the deep clean of the town centre and street homelessness initiatives. Members particularly discussed the increases for Slough Children's Services Trust (SCST) and the waste contract which was due to rising costs nationally. In response to a question about SCST, it was noted that the Trust had a liability to the Council of circa £4m due to be paid on termination. The organisation was currently in deficit which meant that sum was a revenue risk to the Council. A recovery plan was being put in place by the Trust.

At the conclusion of the discussion, the Revenue Budget was noted.

**Resolved** – That details of the Revenue Budget 201/20, as set out in the report, be noted.

## Overview & Scrutiny Committee - 31.01.19

### 61. Treasury Management Strategy 2019/20

The Committee considered details of the Treasury Management Strategy 2019/20 which included the financing and investment activity for the forthcoming financial year.

The Council currently had £460m of borrowing and an average annual investment balance of £45m. It was highlighted that the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice recommended that a local authority's total debt should be lower than its highest forecast for Capital Financing Requirement (CFR) over the next three years. The Committee was informed that the Council would comply with this recommendation next year as the highest forecast CFR during this period was £671m and the total debt for 2019/20 was expected to be £569m.

The Committee asked a number of questions about the costs of borrowing including the acquisition of the new town centre HQ at 25 Windsor Road. The Council had approved borrowing of £100m and had spent approximately £42m so far on the acquisition and other costs. Members were assured that the Council only took on borrowing when required to fund specific activity and careful consideration was given to the type of borrowing to provide affordability and long term stability of the debt portfolio.

The strategic acquisitions strategy was discussed and a query was raised about whether the Council was achieving the typical yield of between 5% - 9% through its investments under this programme. The Officer confirmed that the annual yield was within this range at 5.48%. The strategy also included provision for purchases to further regeneration objectives and it was confirmed that acquisitions were only made if they met the criteria set out in section 11 (b) of the Treasury Management Strategy.

Members were reminded that the TMS would be considered by Cabinet on the 4th February with a view to recommending it to Council meeting on 21<sup>st</sup> February 2019. At the conclusion of the discussion, the report was noted.

**Resolved** – That details of the Treasury Management Strategy 2019/20, as set out in the report, be noted.

### 62. Capital Strategy 2019/24

The Service Lead, Finance summarised the Capital Strategy 2019/24 and the capital programme for 2019/20. The Cabinet would be considering the strategy on 4th February 2019 and would be recommending it to full Council on 21<sup>st</sup> February.

There would be significant capital investment of £239m to 2024 and the strategy was aligned to the Five Year Plan. The programme included £39.8m to for schools expansion; £61.5m on improvements to the Council's housing stock; £40.8m for James Elliman Homes; £25m for the hotel scheme on the

## Overview & Scrutiny Committee - 31.01.19

Old Library Site; and £15m for the development of new community centres and hubs. The programme was funded from various sources including grants and capital receipts with a majority funded through borrowing. The links to the Treasury Management Strategy in supporting the significant programme of investment was noted.

Members discussed the impact of borrowing on the revenue budget and it was confirmed that the notional cost would be an increase of up to £4.1m per annum. However, the annual income from strategic acquisitions was c. £4m and the assets were increasing in value over time. The investment in schools, housing and regeneration also delivered significant service and community benefits to residents and the strategy overall was therefore considered to be affordable and balanced.

The Committee discussed the sources of income and agreed to receive a report early in the next municipal year outlining the process regarding the allocation of funds from S106 receipts, information regarding why the Council currently held approximately £14.4m unspent S106 receipts, clarification relating to the time period the Council had to allocate/use the monies prior to it having to be paid back to developers and details of the number of incidents when this had occurred.

At the conclusion of the discussion the Committee noted the Capital Strategy 2019/24.

### **Resolved –**

- (a) That details of the Capital Strategy 2019/24 as set out in the report, be noted.
- (b) That the July 2019 Committee receive a report regarding S106 Receipts and allocation of these funds within the Capital Programme 2018/19 and Capital Strategy 2019/24.

## **63. Forward Work Programme**

The Committee considered the work programme and agreed to add the following items:

- July 2019 - S106 Receipts and Allocation of Funds.
- July 2019 - Contract Management RMI Contract report to include details / Performance Indicators regarding the Leisure Strategy – benefit/value for money for residents, number of users etc.

**Resolved –** That the Forward Work Programme be noted and amended as set out above.

## **64. Members Attendance Record 2018/19**

**Resolved –** That details of the Members Attendance Record be noted.

## **Overview & Scrutiny Committee - 31.01.19**

### **65. Date of Next Meeting - 14th March 2019**

The date of the next meeting was confirmed as 14<sup>th</sup> March 2019.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.30 pm)

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## Overview and Scrutiny Committee – Actions Arising from Meetings

10<sup>th</sup> January 2019

Minute:	Action:	For:	Report Back To: Date:
48	<p>Breakdown of data relating to KPI PI (% of complaints upheld or partially upheld) to be available for Committee Members at a future meeting.</p> <p>Information regarding the impact that the recruitment of an ITIL Certified Service Desk Manager had had on the service area to be included in the next report.</p>	Vijay McGuire	OSC July 2019

31<sup>st</sup> January 2019

Minute:	Action:	For:	Report Back To: Date:
	The Committee to receive a report outlining the process regarding the allocation of funds from S106 receipts, information regarding why the Council currently held approximately £14.4m unspent S106 receipts, clarification relating to the time period the Council had to allocate/use the monies prior to it having to be paid back to developers and details of the number of incidents when this had occurred.	Sanjay Dhuna / Paul Stimpson / Laurence Moore	OSC July 2019
	Contract Management RMI Contract report to include details / Performance Indicators regarding the Leisure Strategy – benefit/value for money for residents, number of users	Kamal Lallian / Alison Hibbert	OSC July 2019

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 14 March 2019

**CONTACT OFFICER:** Ketan Gandhi, Service Lead Communities and Leisure  
(For all Enquiries) (01628) 696099

**WARDS:** All

**PART I**  
**FOR COMMENT AND CONSIDERATION**

**COMMUNITY ENGAGEMENT AND CONSULTATION – A ONE COUNCIL APPROACH****1. Purpose of Report**

To share with the Committee a One Council approach to community engagement and consultation and seek their views on how this can be strengthened.

**2. Recommendation(s)/Proposed Action**

That the Committee:

- a) Provide comments on the One Council approach to community engagement and consultation
- b) Note how the approach has been developed based on best practice and case studies including Manor Park

**3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

- 3.1 The One Council approach will be used across the Council for community engagement and consultation to support delivery of the priorities and outcomes in the Slough Joint Wellbeing Strategy and Five Year Plan:

Slough Joint Wellbeing Strategy:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
3. Improving mental health and wellbeing
4. Housing

Five Year Plan outcomes:

1. Slough children will grow up to be happy, healthy and successful
2. Our people will be healthier and manage their own care needs
3. Slough will be an attractive place where people choose to live, work and stay
4. Our residents will live in good quality homes
5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

#### 4 **Other Implications**

(a) Financial – None.

(b) Risk Management - There are no identified risks associated with the proposed actions.

(c) Human Rights Act and Other Legal Implications - There are no direct legal implications. Specific community engagement and consultation activity may have legal implications which will be brought to the attention of Cabinet separately. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be required as part of specific community engagement or consultation activity.

#### 5 **Supporting Information**

- 5.1 The One Council approach to community engagement and consultation has been developed by a cross council project group led by Ketan Gandhi, Service Lead Communities and Leisure.
- 5.2 The Council recognised the need for greater coordination and consistency in the way in which it consulted and engaged with communities. The intention of the new One Council approach is to reduce duplication and prevent 'consultation fatigue'. We also know that as an organisation we need to improve the way in which we subsequently feed back to communities and residents the outcome of the consultation or engagement.
- 5.3 The project team looked at best practice as well as successful case studies including Manor Park to develop the new approach.
- 5.4 The One Council group has produced a tool kit to support staff when thinking about engaging with communities. The purpose of the tool kit is to ensure consistent good practice across the council, avoid duplication and join up services so that we make the most of every engagement. See Appendix A.
- 5.5 In February 2019 a series of training session informing staff about the tool kit have been undertaken and further sessions will be planned later this year. These sessions have included services from every directorate across the cross.
- 5.6 In addition to community engagement, we are also actively linked to a wide range of community and voluntary sector organisations who we help to support and develop via our community development team and other relevant services in the council.
- 5.7 As part of our transformation work, we are currently undertaking a review of our partnership with the community and voluntary sector and as part of this engagement with our communities feature highly.
- 5.8 Moving forward, the Council is rolling out its stronger, healthier and attractive neighbourhoods initiative which is going live shortly in the following areas:

Trelawney Ave, Foxborough and Chalvey. The initiative looks to enhance existing areas and improve services with the support of local residents.

We have seen in areas such as Manor Park how community organising and social action approaches have significant potential to achieve wider change where linked into local and national campaigns. In order for us to begin the process we are gathering views of residents through community engagement activity.

6 **Comments of Other Committees**

No other Committees have been consulted at this stage.

7 **Conclusion**

The One Council approach to community engagement and consultation marks an important step in improving a key aspect of the Council's activity and the views of the Committee will enable further improvement to be made as we roll out and embed the approach.

8 **Appendices Attached**

Appendix A: Community consultation and engagement toolkit

9 **Background Papers**

None.

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# Community Engagement Toolkit

**One Council Approach to Community Engagement**

# Why use this toolkit?

## Introduction

This toolkit should be used in conjunction with the Engagement Policy when you are thinking about engaging people who use the council's services. It is not prescriptive about what engagement techniques you should use nor does it have to be stuck to rigidly. It has, however, been designed so that you can dip in and out as appropriate: You may, for example, want to use part of one engagement technique or method and combine it with another to achieve your engagement objectives.

This toolkit is based on the following ladder of participation:



## Other information on this topic

- Event planning checklist
- Community Mapping Toolkit
- Case Study: Manor Park Consultation
- Adult Social Care Toolkit

## Where to go for further advice

Ketan Gandhi, Service Lead Communities and Leisure  
ketan.gandhi@slough.gov.uk

Zulf Awan, Community Development Manager  
zulf.awan@slough.gov.uk

# Section 1: Community engagement in context

This section provides some basic information about community engagement and looks at some of the key challenges associated with engaging with people who use our services.

**What is community engagement?** Community engagement provides people with opportunities to have a say in what happens in their communities and neighbourhoods and to be more active in decision making.

**What is a community?** Communities can be people in a geographical area or of interest, or people who share a particular experience, interest or characteristic such as young people or disabled people. People often belong to more than one community and communities are always diverse.

**What are the barriers to engagement?** There a number of obstacles that can prevent us from engaging with local people. These include:

- Tunnel vision - only seeing something from one point of view
- Work load and time pressures
- Lack of understanding and awareness including cultural awareness
- The void between what we think we know about our residents and what people who live in Slough and use our services actually experience
- Our own experience of trying something that hasn't worked before
- A focus on finances rather than people
- An assumption that we know all the answers
- Towing the party line
- Language
- Trying to fit the people who use our services into boxes based on need

**What are the principles of good engagement?** For any type of engagement to be successful you need to keep the following principles in mind:

- 1) To avoid duplication make sure colleagues are aware of your engagement/consultation exercise by attending the One Council Community Development

and Engagement meeting. This is an ideal opportunity to discuss your consultation with representatives from a number of service areas and it will offer a useful forum for discussion on how to carry out your engagement exercise and potential support available.

- 2) Making sure no one is left out - this means planning your activities well (see section 2); engaging with a broad range of people and reducing barriers to participation so that they can make an informed contribution (more information on how to do this is provided on this in section 3).
- 3) Using the most appropriate methods to enable the people who use your services, or most affected by the issue under discussion, the opportunity to influence what happens next (and where appropriate 'digital' by default) (also see section 3).
- 4) Giving people enough time to take part and respond and offering support to people who may struggle to understand or who are most likely to be affected your proposals. This may require using an interpreter or advocate.
- 5) Being honest and upfront with people about why you are engaging with them and about the options available.
- 6) Respecting people's confidentiality and protecting their personal information from unlawful disclosure.
- 7) Respecting people's opinions, comments and suggestions.
- 8) Not seeking to purposely validate a decision you may have already taken by 'cherry picking' the responses that best support your proposal(s).
- 9) Reviewing and evaluating the results of your engagement activities to understand whether your original outcomes have been met) more information is provided on this in section 4)
- 10) Sharing the findings and outcome of your engagement activities with everyone who took part and publishing the results more widely (also see section 4). Please bring the results of your Consultation/Engagement to the One Council Community Development and Engagement meeting.

## Section 2: Planning your engagement activities

This section provides some basic information about how to successfully plan your engagement activities. Whatever type of engagement you are planning to carry out, it is important to plan it effectively and learn from the experience. You might find it useful to think about the following questions when planning the scope of your engagement:

### Aims and outcomes

- Are you clear about what outcome(s) you are looking to achieve?
- What do you want to learn and why?

### Issues and constraints

- How contentious is the issue you want to engage on?
- Is there a statutory requirement or legal obligation to engage?
- Are there any constraints? - i.e. what can/can't people influence?
- What timescales (if any) are you planning to work too?
- Is there a budget for your engagement? If so, how much and where does it sit?

### What do you already know?

- What do you or others already know about this?
- Can any existing sources of information provide intelligence on this issue?
- What engagement have you, your colleagues and partners already done on this issue - can you reuse this rather than engage again?
- The One Council Community Development and Engagement meeting will have an awareness of past, present and future engagement activities and will be able to assist with this area of work.

### People

- Who do you want to engage with and why? e.g. individuals, service users, their families, carers, volunteers, other professionals, specific communities, the people who are most likely to be affected by the issue/decision under discussion, the whole population?
- What methods do you intend to use to reach your target audiences? (See section 3 for further information on this).
- Are there any communication issues that you need to consider - are there any language barriers?
- Are there any ethical issues associated with working with these groups and if so how will you manage them? For example, gaining informed consent, maintaining confidentiality?

### What information do you need and why?

- What quantitative and qualitative information do you need and from whom?
- How will you collect this information?
- How will the people involved get in touch with you if they need too - what details do you need to provide them?
- The One Council Community Development and Engagement meeting will be able to assist with this area of work.

### Analysing the results

- Who will analyse your data? Analysing survey data is a skilled and time-consuming task. Do you have the skills to do this and if not, who can help? It is vital that the information that has been provided is accurately represented and gives a balanced picture of results.
- How will you write up all your findings?
- How will you show what changed as a result of feedback/comments you received?
- What will you do differently/better next time?

### How will you feed back?

- Where will you publish your results?
- How will you feedback to everyone who took part - i.e. how will you capture their preferred method of communication - email, text, phone calls, letter, social media. (See section 4 for more information on this issue).

# Section 3: Community engagement methods and techniques

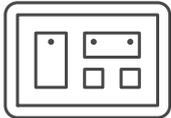
This section provides an overview of some of the basic community engagement methods and techniques that are available. Different people or communities prefer different engagement methods and some methods work better for some activities than others.

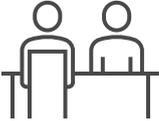
## A-Z of community engagement methods and techniques

The following table summarises the relative advantages and disadvantages of a number of different community engagement methods that are commonly used to inform, consult and involve the community.

These techniques can be used on their own or in combination depending on who you need to engage with and what works best with that group or community. Whichever technique or method you decide to use, you should always consider how you will encourage and enable people and different communities of interest (including hard-to-reach groups) to take part.

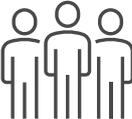
Type of engagement	Method	Considerations	Advantages	Disadvantages
Informing	Emails, text messaging and MMS 	<ul style="list-style-type: none"> <li>• Writing and editing skills needed</li> <li>• Administration of responses/feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Cheap and effective way of reaching a particular group of people</li> <li>• Effective at reaching hard to reach groups</li> <li>• Can send combination of text and images</li> <li>• Imagery can evoke powerful feeling and emotions - can be used to gain better response rate</li> <li>• Easy to respond to</li> </ul>	<ul style="list-style-type: none"> <li>• Language can easily be misunderstood</li> <li>• Not everyone owns a computer or a mobile phone</li> <li>• Not everyone uses text or MMS</li> <li>• Doesn't work well with older community</li> <li>• Doesn't work well with those for whom English is not their first language</li> </ul>
Informing	Exhibitions, stands, stall, open days and road shows <i>Used to provide information and to obtain views on specific projects or services</i> 	<ul style="list-style-type: none"> <li>• Suitable venues</li> <li>• Publicise the event</li> <li>• Hold at times and locations to suit target audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Can attract a broad range of people if publicised and promoted well</li> <li>• Effective in publicising services/organisations</li> <li>• Gives public flexibility to attend</li> <li>• Allows contact with public</li> <li>• Allows contact with non service users</li> <li>• Can be high profile</li> <li>• People may ask questions and become more interested in your project</li> </ul>	<ul style="list-style-type: none"> <li>• Groups reached dependant on location/timing of road show, exhibition, etc</li> <li>• Likely to obtain views of a small number of people who are not representative</li> <li>• Feedback may be limited</li> <li>• People may not feel comfortable to come up</li> <li>• People may see it as a sales pitch/unclear on purpose</li> </ul>

Type of engagement	Method	Considerations	Advantages	Disadvantages
<b>Informing</b>	Letters, postcards, adverts and posters 	<ul style="list-style-type: none"> <li>• Writing and editing skills needed</li> <li>• Clearly defined objective</li> <li>• Needs of visually impaired</li> <li>• In house branding</li> </ul>	<ul style="list-style-type: none"> <li>• Can be eye catching</li> <li>• Readers can take in information at their own pace</li> <li>• Helps get a message across quickly</li> <li>• Can reach a wide audience</li> <li>• Relatively cheap</li> <li>• Allows you to control the distribution of information</li> <li>• Sense of inclusion for readers</li> <li>• Can be delivered straight to people</li> <li>• Can be used to support other forms of engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Limited information space</li> <li>• Prevents two way flow of information - so could be regarded as propaganda</li> <li>• Impersonal - may be ignored by target audiences</li> <li>• People don't take time to read them (especially if they look uninteresting)</li> <li>• People may think it is junk mail</li> </ul>
<b>Informing</b>	Local media and press releases 	<ul style="list-style-type: none"> <li>• Local radio and television stations can be a powerful form of communication</li> <li>• Useful way to publicise local initiative</li> <li>• Community radio can be particularly good at reaching a specific geographical community or community of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Can reach a relatively large audience</li> <li>• Relatively cheap</li> <li>• The glamour of the media can encourage certain communities to participate</li> <li>• Easy and accessible</li> </ul>	<ul style="list-style-type: none"> <li>• Local people might not listen or watch the channel used</li> <li>• You might lose editorial control of your material</li> <li>• Specialist equipment and skills needed</li> <li>• Cultural and religious norms might prevent certain groups from taking part</li> </ul>
<b>Informing</b>	Articles, newsletters, flyers, leaflets 	<ul style="list-style-type: none"> <li>• Writing and editing skills needed</li> <li>• In house branding</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for regular updates</li> <li>• Can reach a wide audience</li> <li>• Relatively cheap</li> <li>• Good way to disseminate large amount of information</li> </ul>	<ul style="list-style-type: none"> <li>• Can be costly and time consuming</li> <li>• May be seen as junk mail</li> <li>• Not always read by target audience</li> <li>• Media coverage may slant the story</li> </ul>
<b>Informing</b>	Website <i>Using information technology to inform and gather feedback</i> 	Access to computers may be limited	<ul style="list-style-type: none"> <li>• Cost effective</li> <li>• Quick response rate</li> <li>• Easy to keep information current</li> <li>• Potentially wide-reaching</li> <li>• Can be used to engage with some hard-to-reach groups</li> <li>• Useful for panel surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Will not reach everyone</li> <li>• May exclude some groups, e.g. elderly, low income</li> <li>• Results can be unrepresentative</li> </ul>
<b>Informing and consulting</b>	Forums <i>Structured and regular meetings with interest groups</i> 	<ul style="list-style-type: none"> <li>• Needs effective management</li> <li>• Hold at times/locations to suit target communities</li> <li>• Staffing and facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Useful link between partner agencies and local people</li> <li>• Can be used to seek local committed involvement</li> <li>• Relatively cheap</li> </ul>	<ul style="list-style-type: none"> <li>• Attendees are unlikely to represent all views</li> <li>• Can be dominated by the most vocal</li> <li>• Will not reach everyone</li> <li>• Some groups may feel uncomfortable talking in public</li> </ul>

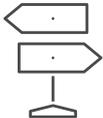
Type of engagement	Method	Considerations	Advantages	Disadvantages
<b>Informing &amp; consulting</b>	<p>Public meetings <i>Formal meetings with scheduled agendas. Used to provide information, seek views and develop/endorse local plans and strategies for the community or whole town</i></p> <p>Also see separate checklist on how to plan a public meeting/event (Event planning checklist)</p> 	<ul style="list-style-type: none"> <li>• Hold at times/locations to suit target communities</li> <li>• Publicity for event</li> <li>• Clearly defined objective</li> <li>• Defined meeting structure</li> <li>• Staffing and facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to provide information and receive feedback</li> <li>• Large numbers of people can participate</li> <li>• Builds relationships with local community</li> <li>• Can be used to seek local committed involvement</li> <li>• Relatively cheap</li> <li>• Allows public to let off steam</li> </ul>	<ul style="list-style-type: none"> <li>• Attendees are unlikely to represent all views</li> <li>• Large group may be a barrier</li> <li>• Can be dominated by the most vocal</li> <li>• Turnout can be poor</li> <li>• Can be difficult to separate individual and general complaints</li> <li>• Some groups may feel uncomfortable talking in public</li> </ul>
<b>Informing</b>	<p>Seminars/Workshops <i>A formally organised discussion group to exchange and gather information. Usually in the format of presentations followed by small group discussions, ending in a large group discussion of key issues</i></p> <p>Also see separate checklist on how to plan a public meeting/event (Event planning checklist)</p> 	<ul style="list-style-type: none"> <li>• Requires skilled facilitators</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to share large amounts of information</li> <li>• Opportunity to engage in multi-disciplinary discussions</li> <li>• Participants can ask questions and explore issues in detail</li> <li>• Encourages participants to network and share experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Requires a great deal of organisation and specialist moderation skills</li> <li>• Can be costly and time consuming</li> <li>• Can be dominated by the most vocal</li> <li>• Some groups may feel uncomfortable talking in public</li> </ul>
<b>Consulting</b>	<p>Face to face interviews</p> 	<ul style="list-style-type: none"> <li>• Good listening skills required</li> <li>• Useful for obtaining information on views, attitudes and behaviours.</li> <li>• Usually conducted by trained interviewer using a structured questionnaire. This enables interviewers to clarify any ambiguities, explain issues and answer queries</li> </ul>	<ul style="list-style-type: none"> <li>• Provide detailed information form a representative sample of the population</li> <li>• High response rate</li> <li>• Good for exploring sensitive issues</li> <li>• Suitable venues</li> <li>• Safety of interviewers and participants</li> </ul>	<ul style="list-style-type: none"> <li>• Not appropriate for complex issues where respondent needs time to think about the issues</li> <li>• Not representative of the whole of the population</li> <li>• Can be expensive - a fifteen minute door to door survey of 500 participants = £10,000</li> </ul>

Type of engagement	Method	Considerations	Advantages	Disadvantages
<b>Consulting</b>	<p>Focus groups <i>Facilitated group discussion to explore issues in depth and seek views of particular interest groups</i></p> 	<ul style="list-style-type: none"> <li>• Requires skilled facilitators</li> <li>• Selection of group of prime importance</li> <li>• May need several groups to gain different perspectives</li> <li>• Generally 8-10 people per group</li> <li>• Can be formal/informal</li> <li>• Need a representative group</li> </ul>	<ul style="list-style-type: none"> <li>• Allows brainstorming of ideas</li> <li>• Can be designed to involve hard-to-reach groups</li> <li>• Can explore complex issues</li> <li>• Provides in-depth information</li> <li>• Useful for building on survey findings</li> <li>• Allows interaction and spontaneity between participants</li> </ul>	<ul style="list-style-type: none"> <li>• Can be costly and time-consuming</li> <li>• Requires specialist expertise to facilitate discussion</li> <li>• Lack of confidentiality</li> <li>• Can only achieve limited representation</li> <li>• Discussions can be difficult to transcribe and analyse</li> <li>• Can be difficult to get people to participate</li> <li>• Can get hung up on negatives and needs</li> </ul>
<b>Consulting</b>	<p>Questionnaires/ surveys - Self-completion <i>Effective way to gather views and opinions and to measure attitudes, satisfaction and performance. Postal surveys usually used. Can also be managed in house electronically.</i></p> 	<ul style="list-style-type: none"> <li>• Writing and editing skills needed</li> <li>• Administration of responses/feedback</li> <li>• Full details need to be provided</li> <li>• Publicise event</li> <li>• Allow time to respond</li> <li>• Needs statistical and research expertise to administer and avoid bias</li> <li>• Most suitable for attitudinal surveys</li> <li>• How to access hard-to-reach groups</li> <li>• How to provide feedback to respondents</li> </ul>	<ul style="list-style-type: none"> <li>• Good starting point for consultation</li> <li>• Provides an opportunity to test various options/assumptions</li> <li>• Effective way of quickly gaining information from a lot of people</li> <li>• Analysis relatively straightforward</li> <li>• Data can be compared against local and national benchmarks</li> <li>• Can be used for sensitive issues</li> <li>• Open-ended questions can explore issues in-depth</li> <li>• Can be tailored to meet the needs of different groups</li> </ul>	<ul style="list-style-type: none"> <li>• Can be costly to produce and circulate</li> <li>• Not always read by target audience</li> <li>• Needs to be accessible by all, e.g. other languages, etc</li> <li>• May have poor response rate</li> <li>• Can be resource intensive</li> <li>• Can get hung up on negatives and needs</li> <li>• Unsuitable for complex issues</li> <li>• Open-ended questions difficult to analyse</li> <li>• Can yield a low response rate</li> <li>• Cannot be certain of veracity of responses</li> <li>• Unsuitable for those without access to computers</li> <li>• Certain population groups are more likely to respond which can affect results</li> <li>• Not effective for gathering in depth information</li> </ul>
<b>Consulting</b>	<p>Questionnaires/ surveys - Telephone <i>Effective way to gather views and opinions and to measure attitudes, satisfaction and performance.</i></p> 	<ul style="list-style-type: none"> <li>• Needs statistical and research expertise to administer and avoid bias</li> <li>• How to access hard-to-reach groups</li> <li>• How to provide feedback to respondents</li> <li>• May need external resources and trained researchers</li> </ul>	<ul style="list-style-type: none"> <li>• Can ensure a good response rate</li> <li>• Easier to engage with hard-to-reach groups</li> <li>• Can be used to obtain responses from demographically representative sample</li> <li>• Allows issues to be explored in depth</li> <li>• Allows flexible structure of interview</li> <li>• May be used to explore sensitive issues</li> </ul>	<ul style="list-style-type: none"> <li>• Interviewer cannot respond to any questions</li> <li>• Not necessarily representative</li> <li>• Can be costly and time consuming</li> <li>• Personal safety of field-workers may be a risk</li> <li>• Specific skills are required to conduct the interview</li> <li>• Can be difficult to analyse</li> </ul>

Type of engagement	Method	Considerations	Advantages	Disadvantages
<b>Consulting &amp; Engaging</b>	<p>Referenda, polls and ballots</p> <p><i>Usually used to obtain an answer on a single issue. Asks for a response to a single question. Can be postal or traditional. The outcome (that is, a 'yes' or 'no') is binding</i></p> 	<ul style="list-style-type: none"> <li>• Initiated by government</li> <li>• Issue should stand on its own (not overly complex)</li> <li>• Results usually binding</li> </ul>	<ul style="list-style-type: none"> <li>• Opinion of entire population can be obtained quickly and efficiently</li> <li>• Postal ballots can be used to improve turnout</li> <li>• The organisation must act on the outcome</li> <li>• All voters are equal</li> <li>• Incites discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive</li> <li>• Limited use</li> <li>• Requires publicity to improve response rate</li> <li>• Should only be used for issues that require little or no explanation</li> <li>• Can only give a yes/no response or a choice between limited options</li> <li>• Turnout can be low</li> </ul>
<b>Consulting &amp; Engaging</b>	<p>Service user comments and complaints</p> <p><i>Provides a system for direct feedback from service users</i></p> 	<ul style="list-style-type: none"> <li>• Makes feedback forms accessible</li> <li>• Data confidentially</li> </ul>	<ul style="list-style-type: none"> <li>• Early warning system for problems</li> <li>• Helps to develop a rapport with users by having continual dialogue</li> <li>• Allows you to see things from the users point of view</li> <li>• Can be used to track change attitudes/improvements over time</li> <li>• Relatively cheap way of focusing on user issues</li> <li>• Easy to set up</li> <li>• Provides input from service users</li> <li>• Can identify weaknesses and strengths</li> <li>• Formal mechanisms of pursuing a complaint</li> </ul>	<ul style="list-style-type: none"> <li>• Unlikely to yield positive comments</li> <li>• Not representative</li> <li>• Essentially reactive to existing systems</li> <li>• Subjectivity of personal views can prevent objective consideration of an issues</li> <li>• One person can easily dominate the group and influence what others say</li> <li>• Excludes non users</li> </ul>
<b>Consulting &amp; Engaging</b>	<p>Staff feedback and suggestions</p> <p><i>Provides a system for feedback and suggestions from frontline staff who deal with the public</i></p> 	<ul style="list-style-type: none"> <li>• Train staff to deal with complaints</li> <li>• Establish feedback systems</li> </ul>	<ul style="list-style-type: none"> <li>• Show you value staff and are open to suggestions</li> <li>• Valuable source of information on service use and users</li> </ul>	<ul style="list-style-type: none"> <li>• Relies on staff participation</li> <li>• Time consuming</li> <li>• Not necessarily representative</li> </ul>

Type of engagement	Method	Considerations	Advantages	Disadvantages
<b>Engaging</b>	<p>Ward councillor contact (surgeries)</p> <p><i>A contact point for residents to express their views and concerns about issues that affect them</i></p> 	<ul style="list-style-type: none"> <li>• Hold at times/locations to suit constituents</li> <li>• Accessing hard to reach constituents</li> </ul>	<ul style="list-style-type: none"> <li>• Good for public relations</li> <li>• Makes people feel that they are being listened to and that their issues matter</li> <li>• Enhances the representative role of local councillors</li> </ul>	<ul style="list-style-type: none"> <li>• Limited and unrepresentative perspective</li> </ul>
<b>Engaging &amp; Co-designing</b>	<p>Advisory committees</p> <p><i>A group to advise partner agencies on policy decisions and services</i></p> <p><i>Group may consist of professionals and/or key stakeholders</i></p> 	<ul style="list-style-type: none"> <li>• Define roles and responsibilities</li> <li>• Be forthcoming with information</li> <li>• Interview members before selection</li> <li>• Ensure members communicate with their constituents</li> </ul>	<ul style="list-style-type: none"> <li>• Can use existing groups</li> <li>• Permanent, regular method</li> <li>• Group will be familiar with issues</li> <li>• Group are able to give advice from a variety of perspectives</li> <li>• Can offer an expert opinion</li> </ul>	<ul style="list-style-type: none"> <li>• May not be embraced by general public</li> <li>• Members may not reach consensus</li> <li>• People may become experts and/or be unrepresentative</li> <li>• Can only involve limited number of participants</li> <li>• Time and labour intensive</li> </ul>
<b>Co-designing &amp; Co-producing</b>	<p>Citizens' juries</p> <p><i>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 on a specific, often controversial issue</i></p> 	<ul style="list-style-type: none"> <li>• Requires skilled moderator</li> <li>• Commissioning body must follow recommendations or explain why</li> <li>• Need to be clear about how to use results</li> <li>• Consensus not required</li> </ul>	<ul style="list-style-type: none"> <li>• Develops deep understanding of issue</li> <li>• Can be used to address very complex and controversial issues</li> <li>• Participants can be made fully aware but can still come to a decision from a 'lay' perspective</li> <li>• Public identify with representative residents</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive</li> <li>• May not be representative</li> <li>• Difficult to include all interest groups</li> <li>• Can be time-consuming and resource intensive</li> <li>• Not suitable for all issues</li> <li>• Extensive preparatory work</li> </ul>

Type of engagement	Method	Considerations	Advantages	Disadvantages
<b>Co-designing &amp; Co-producing</b>	<p>Citizens' panels/young persons' panels</p> <p><i>Comprise between 500 and 2,500 residents who are demographically representative of the population. Used as a sounding board to test, assess and develop proposals over an extended period of time</i></p> 	<ul style="list-style-type: none"> <li>Panel members need to be clear of their roles</li> <li>Can be conducted in partnership with other organisations</li> </ul>	<ul style="list-style-type: none"> <li>Demographically representative</li> <li>Readily available 'pool' of willing respondents</li> <li>Can yield a good response rate</li> <li>Relatively cheap once the panel has been set up</li> <li>Can be targeted</li> <li>Track views over time</li> <li>Relatively cost effective</li> </ul>	<ul style="list-style-type: none"> <li>Cannot be used for complex issues</li> <li>Can be expensive and time-consuming to set up</li> <li>Risk of over-consulting</li> <li>May not be represented as panel self-selecting and want to be consulted</li> <li>Panel may become experts and conditioned to providing the right answers</li> <li>Panel membership needs to be refreshed regularly</li> </ul>
<b>Co-designing &amp; Co-producing</b>	<p>Neighbourhood panels/area forums</p> 	<ul style="list-style-type: none"> <li>Acts as a focal point for community engagement on a ward basis</li> </ul>	<ul style="list-style-type: none"> <li>All ward members involved regular meetings</li> <li>Limited decision making powers allow community access to members and officers</li> </ul>	<ul style="list-style-type: none"> <li>Can be overly influenced by some people</li> <li>Not truly representative</li> <li>Difficult to reach consensus</li> </ul>
<b>Engaging &amp; Co-designing</b>	<p>Future conferencing/ visioning</p> <p><i>Considering future scenarios and ways to influence outcomes in uncertain situations</i></p> 	<ul style="list-style-type: none"> <li>Independent and skilled facilitator</li> <li>No pre-set proposals</li> <li>Seeks consensus</li> </ul>	<ul style="list-style-type: none"> <li>Creates a real sense of involvement by using local knowledge and understanding</li> <li>Can build consensus</li> <li>Promotes community ownership of the results</li> <li>Allows many viewpoints and exchange of information</li> </ul>	<ul style="list-style-type: none"> <li>Time consuming</li> <li>Resource intensive</li> <li>Can raise unrealistic expectations</li> <li>Costly</li> <li>Difficulty in reaching consensus</li> <li>Can be captured by large interest groups</li> </ul>

Type of engagement	Method	Considerations	Advantages	Disadvantages
Co-producing	<p>Physical planning (Planning for Real)  <i>Structured consultation method that uses a 3D plan of the neighbourhood to ascertain what physical changes people want for their local area</i></p> 	<ul style="list-style-type: none"> <li>• Planning for Real is a registered trademark of the Neighbourhood Inclusive Foundation (NIF) and is a technique which promotes community involvement through the use of visual materials.</li> <li>• This type of activity needs to be undertaken by a trained practitioner.</li> </ul>	<ul style="list-style-type: none"> <li>• Can be available as a tailored package, so easy to set up</li> <li>• Is entertaining and involves those who would not normally participate</li> <li>• Makes it easy to obtain honest and wide-ranging opinions</li> <li>• Can deal with complex issues</li> <li>• Gives people ownership of their community</li> <li>• Removes confrontation about issues which can be a feature of some public meetings</li> <li>• Directly involves the community</li> <li>• Informal way of encouraging and discussing new ideas</li> <li>• Useful when developing a plan of action for a particular area - parish plan</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to ensure representation</li> <li>• Can be a costly exercise</li> <li>• Size of the model limits how many people can be involved</li> <li>• Numerous models may be required</li> <li>• Language and literacy barriers can be an issues</li> <li>• Time consuming</li> <li>• Needs a trained practitioner</li> </ul>
Co-producing	<p>Customer experience/ journey mapping  <i>A process of capturing and understanding complex customer interactions. It relies on local knowledge to build a consensus across the organisation about your customer's experience of a particular service. IT can uncover key customer moments that if improved could unlock a more compelling and valuable customer experience.</i></p> 	<ul style="list-style-type: none"> <li>• The process helps create a shared frame of reference around a customer's experience of the service.</li> <li>• The map allows you understand current customers experience (of a service) and to identify specify opportunities/actions that if implemented would create and support a better customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively cheap and easy to set up</li> <li>• Directly involves service users</li> <li>• Allows many different viewpoints and exchange of information</li> <li>• Creates a real sense of involvement</li> <li>• Can identify the weaknesses and strengths in current arrangements</li> <li>• Promotes service users ownership of the results</li> <li>• Can be used to track change/ improvements over time</li> </ul>	<ul style="list-style-type: none"> <li>• Can be time consuming and resource intensive</li> <li>• May be difficult to reach consensus - as no two customers experience likely to be the same</li> <li>• Excludes non service users</li> <li>• Subjectivity of personal views can prevent objective consideration of an issue</li> </ul>

## Engaging with hard to reach groups in Slough

There are many reasons why it may be more challenging to involve some people or communities in your engagement activities. Complex physical disabilities, language barriers and other cultural differences can make it hard for some people to participate, communicate verbally or understand more complex issues.

Group	Tips for how to involve people who find it hard to speak for themselves
<b>Black and Minority Ethnic (BME) communities</b>	<ul style="list-style-type: none"> <li>• A one size fits all approach won't work - you will need to develop specific tailored approaches for the particular BME groups you wish to reach.</li> <li>• Work with colleagues and partners who are experienced in working with BME communities to plan, test, execute and evaluate your activities.</li> <li>• Read the "engaging people" a guide produced by BRAP equality and human rights group. This guide points out some of the common pitfalls associated with engaging with BME communities</li> <li>• Attend training to help you challenge stereotyping, perceptions and assumptions.</li> <li>• Think about undertaking some capacity building activities with this group before you start to engage.</li> <li>• If you are planning an event make sure the venue, time and day is culturally appropriate for those you need to involve - for example don't arrange meetings at the same time as Friday prayers</li> <li>• Do you need an interpreter or translator to engage with this community?</li> <li>• If you are planning an event think about whether your attendees have any special dietary requirements.</li> <li>• Avoid locations where alcohol is consumed, for example pub, a hotel with a bar or a licensed function room.</li> </ul>
<b>Children and young people</b>	<ul style="list-style-type: none"> <li>• Make use of modern technology to reach this audience: Use social media such as Facebook and Twitter and/or text messaging.</li> <li>• Work with colleagues and partners who are experienced in working with this group to plan, test, execute and evaluate your activities.</li> <li>• Also try and involve children and young people in the design, creation and planning of your events and activities.</li> <li>• Always work alongside colleagues and partners who are experienced in working with the children and young people and never take children or young people away from this supervision.</li> <li>• Hold activities in open, friendly neutral locations, not official environments like schools or council buildings.</li> <li>• Dress appropriately - wearing a suit or ID badge can be a barrier to engagement with some children and young people.</li> </ul>
<b>People with disabilities</b>	<ul style="list-style-type: none"> <li>• Attend training on disability awareness so that you are clear about what being disabled means.</li> <li>• Spend some time experiencing what life is like for individuals - shadow them for a day or two.</li> <li>• Work with people who know this group best - carers and both paid and unpaid support networks - to plan, test, execute and evaluate your engagement activities.</li> <li>• Use technology and communication aids.</li> <li>• Consider using Easy Reader for people with learning difficulties</li> <li>• Consult local disability groups/networks on what adjustments may need to be made for this group.</li> <li>• Look at the Accessible Information Standard which aims to make sure that disabled people have access to information that they can understand and any communication support they might need. This includes making sure that people get information in different formats if they need it, such as large print, Braille, easy read and via email. For further guidance on this Standard <a href="#">click here</a>.</li> </ul>
<b>Older People</b>	<ul style="list-style-type: none"> <li>• Work with people who know this group best to plan, test, execute and evaluate your engagement activities.</li> <li>• Consult local organisations, groups and networks on what adjustments may need to be made for this group.</li> <li>• If you are planning on holding an event consider the timing of it as - some older people don't like going out in the evening and prefer morning events.</li> <li>• Ensure print, format and content of any documents you plan to use are accessible.</li> </ul>

Group	Tips for how to involve people who find it hard to speak for themselves
<b>Faith communities</b>	<ul style="list-style-type: none"> <li>• Always include a wide range of faith groups in your activities.</li> <li>• Develop links with inter-faith bodies before you start to plan your activity.</li> <li>• Work with people who know these groups best to plan, test, execute and evaluate your engagement activities.</li> <li>• Attend training to increase your 'religious literacy'.</li> <li>• If you are planning an event think about whether your attendees have any special dietary requirements.</li> <li>• If you are planning an event make sure the venue, time and day is culturally appropriate for those you need to involve - for example don't arrange meetings at the same time as Friday prayers.</li> <li>• Avoid locations where alcohol is consumed, for example pub, a hotel with a bar or a licensed function room.</li> <li>• Always check to make sure your community engagement activities do not clash with a particular religious festival.</li> </ul>
<b>Lesbian, Gay, Bi-sexual and Transgender (LGBT)</b>	<ul style="list-style-type: none"> <li>• Attend gender and sexuality awareness training if you are not in the LGBT community.</li> <li>• Work with people/local groups who know the LGBT community best.</li> <li>• Consult LGBT groups/networks on what adjustments may need to be made for this group.</li> <li>• Use LGBT researchers wherever possible or heterosexual researchers who are knowledgeable about LGBT issues.</li> <li>• Always hold meetings in a safe place and at a safe time (LGBT people aren't always safe in the same places as straight people).</li> </ul>
<b>New and emerging communities, refugees and asylum seekers</b>	<ul style="list-style-type: none"> <li>• Work with people/local groups who are trusted by this community.</li> <li>• Consult local groups/networks on what adjustments may need to be made for this group.</li> <li>• Consider using paid interpreters for some engagement activities.</li> <li>• Hold activities in open, friendly neutral locations, not official environments like council buildings.</li> <li>• Dress appropriately - wearing a suit or ID badge can be a barrier to engagement with this group.</li> <li>• Think about undertaking some capacity building activities with this group before you start to engage.</li> <li>• Do you need an interpreter or translator to engage with this community?</li> </ul>

## Section 4: Feeding back on your community engagement activities

Providing feedback is one of the most important stages of the engagement process and is all too often the one that is missed. You should always review and feedback the outcome of your engagement activities to everyone who took part and explain how their contributions contributed to what you plan to do next. Evaluating your approach will also help you learn and improve your approach for next time.

### Top tips for feeding back to the public

- The way that you feed back will vary depending upon the type of engagement activity undertaken and/or how the people who took part in it asked for this information fed back.
- The easiest way to feed back to the public is to prepare a short summary statement or report about your engagement activities that can be shared with your original participants (if you collected their contact details) and published on the council's website. As a minimum this should include:
  - o The number of responses received
  - o What impact the responses received had on the final decision to be taken i.e. we asked you this, you told us ... so we have decided to do ....
  - o What comments/views had to be discounted and why
  - o What's going to happen next
  - o Who to contact for more information
- If you are going to use this method, please use plain English; avoid jargon and try not to baffle people with confusing statistics. Also keep it short and to the point as lengthy reports are often ignored and your key messages could get lost.
- Diagrams, charts and pictures are a great way to convey your message rather than reams and reams of text.

- You should aim to feedback within 12 weeks of your engagement activity finishing. Where you are unable to do this, you should prepare and publish a brief statement explaining why you have not been able to do so.
- Be creative - Try to think "outside in" that is, put yourself outside your service area and ask yourself how you can make this information more understandable to the public: Posters are great way to feedback to large numbers of people in particular buildings or locations, newsletters and/or articles in the local press are also good ways of feeding back to the public.
- Video clips on the council's website might also be another way to feedback.

### Top tips for feeding back to partners, decision-makers and stakeholders

- You should also share your findings with colleagues, partners (where appropriate), other decision makers and relevant stakeholders - since this helps to improve coordination and reduce duplication.
- How you feedback to others will also depend very much on the type of engagement activity you originally undertook and how they asked for this information to be shared with them during your planning stage.
- Some of the most popular ways of feeding back to this group include:
  - o Preparing a detailed report that includes analysis and interpretation of all of the comments received, with your recommendations in response to the information provided (with key recommendations, where appropriate).
  - o Preparing a short summary report that is accessible to all participants and partner organisations.

## Community Engagement Toolkit

**SLOUGH BOROUGH COUNCIL****REPORT TO:** Overview and Scrutiny Committee **Date** 14<sup>th</sup> March 2019**CONTACT OFFICER:** Simon Hall, Economic Growth and Enterprise Manager  
**(For all Enquiries)** 07801466679**WARD(S):** All**PART I**  
**FOR COMMENT AND CONSIDERATION****FIVE YEAR PLAN - OUTCOME FIVE****1. Purpose of Report**

To provide the Committee with an update on Outcome Five - Slough will attract, retain and grow businesses and investment to provide opportunities for our residents; including detailed plans to respond to the skills and investment opportunities arising from Heathrow's expansion and other major economic development schemes.

**2. Recommendation(s)/Proposed Action**

The Committee is requested to note details of the report.

**3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan****3a. Five Year Plan Outcomes**

This report delivers on the following outcome

- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

**4 Supporting Information****4.1 Outcome 5 Update****Why this is important**

- Slough has high levels of personal car use, leading to congestion and exacerbating issues around air quality.
- The use of public transport is low compared to similar areas, such as Reading.
- Slough's business start up rate is positive, but survival rates beyond five years are low.
- Slough's retail offer is limited, but there is the opportunity to establish alternative uses for the centre of town to accommodate our rising population and create the business vibrancy that Crossrail has potential to bring.
- Though progress has been made in recent years, a comparatively small proportion of Slough's population hold NVQ-recognised qualifications.
- As of 2018, the average gross weekly pay for residents of Slough working full time was £74.60 lower than the average for all those working here, which implies that those commuting in to the borough are generally in higher paid work.

- Although employment levels are good overall, some groups, such as women, remain under-represented in the labour market.

### **Our response**

- As a Council, we are committed to promoting inclusive economic growth, ensuring that the benefits from the regeneration of our town are shared by all of our residents.
- We are well-placed to exploit new transport links and strengthen our growing reputation as a regional economic centre, but know there is more for us to do attract investment and bring more high-quality, well-paid jobs to Slough.
- Work on the old library site is now underway and we will soon begin our regeneration of the former Thames Valley University campus, which will provide more retail, office and leisure space, as well as housing.
- We will also continue plans to improve our infrastructure - supporting digital development, unshackling the town from congestion, and encouraging a shift towards more sustainable forms of transport.
- This approach will enable us to present a comprehensive vision and master planning of opportunities, and to encourage and influence high quality design and development throughout the town centre.

### **Our long-term priorities are to:**

- Collaborate on the Heathrow expansion.
- Have a clear vision and masterplan for the centre of town, regenerating major sites and attracting investors and occupiers.
- Encourage modal shift to sustainable forms of transport - including walking, cycling and public transport - reducing traffic congestion and emissions.
- Provide residents with opportunities to improve their skills and secure quality jobs.

## **4.2 Update on our detailed plans to respond to the skills and investment opportunities arising from Heathrow's expansion and other major economic development schemes.**

4.2.1 This report will cover the following:

- Our response to the recently released report from the Heathrow Skills Taskforce chaired by Lord Blunkett
- The Council's ambitions related to the development of a skills strategy
- Possible future activities to enhance the existing skills 'offer' in Slough

4.2.2 **A beacon of opportunity** is the Heathrow report on the recommendations falling out of the Heathrow Skills Taskforce. The skills taskforce was established 18 months ago and was chaired by Lord Blunkett with representatives from all sectors, public private, voluntary and community. The taskforce the report identified 5 key recommendations details as follows:

- **Leading business change** – influencing the behaviours and actions of its supply chains Predominantly by modelling best practice such as being a London living wage employer or delivering a sustainability strategy
- **Celebrating diversity and inclusion** . Heathrow due to the scale and influence of the expansion programme has the opportunity to set a benchmark for diversity and inclusion by providing oversight for its supply chains performance in these areas and in its own practice tailoring additional support to enable furthest from work participants to access jobs and opportunities more effectively in the future
- **Maximising apprenticeship opportunities** Heathrow is planning to deliver 10000 apprenticeships by 2030 and working with its supply chain partners to ensure they are at all levels. There will also be envisions focusing on upper level apprenticeships through collaboration with partners and SME's
- **Promoting career choices and engaging with the education sector** Heathrow is looking to establish itself as an aspirational career destination . They are looking to do this through closer collaboration with the education sector and marketing a wider choice of careers, jobs and opportunities . Heathrow also go beyond existing education providers and engage with other client groups needing opportunities such as older job seekers, and others facing barriers to employment
- **Enabling skills for a lasting legacy** Heathrow is looking to embed its offer through the UK by the provision of other hubs supported by a supply chain and ensuring jobs in the locality. These hubs will adopt similar principles as those provided at Heathrow ensuring business change, celebrating diversity ,maximising apprenticeships and promoting career choices.

4.2.3 Slough is developing its response to the above and other challenges in the skills arena through the engagement of Hatch Regeneris whose brief is to engage and identify a current baseline of the needs of our communities , businesses and other stakeholders. The baseline then allows us to develop an appropriate strategy in response to the evidence presented. This will potentially pick up on the points identified within the Heathrow report such as greater engagement with education partners and delivering legacy skills.

4.2.4 Hatch Regeneris are a highly regarded economic research consultancy that will bring their full range of expertise together with a series of potential solutions that potentially address some of the challenges Slough faces such as access to 'good jobs' , lack of clear pathways into employment and job readiness for our young people.

4.2.5 We are keen to develop our response in partnership with our businesses such as SEGRO,SUR and others to ensure effective progression for our residents into meaningful roles necessary to ensure Slough's success as the best place to work for the last 2 years.

## 5. Comments of Other Committees

None.

## 6. Conclusion

Members are asked to note the contents of the above report.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 14 March 2019

**CONTACT OFFICER:** Shabana Kauser – Senior Democratic Services Officer  
(For all Enquiries) (01753) 787503

**WARDS:** All

**PART I**  
**FOR CONSIDERATION & COMMENT**

**OVERVIEW AND SCRUTINY COMMITTEE – 2018/19 WORK PROGRAMME****1. Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2018/19 municipal year.

**2. Recommendations/Proposed Action****2.1 That the OSC:**

- 1) identify the major issues it would like to cover in the 2018/19 municipal year;
- 2) agree, where possible, timing for specific agenda items during the 2018/19 municipal year; and
- 3) consider whether there are any items which it would like to request one of the Scrutiny Panels add to their Work Programmes for the municipal year.

**3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The OSC, alongside the 3 Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of scrutiny also reflects the priorities of the Five Year Plan, as follows:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

3.3 Overview and Scrutiny is a process by which decision-makers are accountable to local people, via their elected representatives for improving outcomes relating to all priorities for the Borough and its residents. Scrutiny seeks to influence those who make decisions by considering the major issues affecting the Borough and making recommendations about how services can be improved.

#### 4. **Supporting Information**

4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.

4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.

4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:

- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
- scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
- strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability

4.4 In considering what the OSC should look at under points two and three above, Members are invited to consider the following questions:

- *To what extent does this issue impact on the lives of Slough's residents?*
- *Is this issue strategic and pertinent across the Borough?*
- *What difference will it make if O&S looks at this issue?*

#### 5. **Suggested Topics**

5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than 3 or 4 items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.

5.2 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

#### 6. **Resource Implications**

6.1 Overview and Scrutiny is supported by 1 FTE member of staff. Therefore, this is a finite resource and consideration must be given, in conjunction with the work programmes for the three Scrutiny Panels, as to how the resource is used during the year.

7. **Conclusion**

7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.

7.2 This report is intended to provide the Committee with information and guidance on how best to organise its work programme for the 2018/19 municipal year. As previously stated, this is an ongoing process and there will be flexibility to amend the programme as the year progresses, however, it is important that the Committee organises its priorities at the start of the year.

8. **Appendices Attached**

A - Draft Work Programme for 2018/19 Municipal Year

9. **Background Papers**

None.

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**OVERVIEW AND SCRUTINY COMMITTEE**  
**WORK PROGRAMME 2018/2019**

Meeting Date
11 April 2019
<ul style="list-style-type: none"><li>• Buses – fares and access for residents</li><li>• Adult Social Care Transformation Programme</li><li>• Performance and Projects</li><li>• Scrutiny – Annual Report</li><li>• Petitions – Annual Summary</li></ul>

**To be programmed:**

- Arbour Park Stadium – update from call-in (July 2019)
- Obesity Task & Finish Group – progress on recommendations (Autumn 2019)
- Modern Slavery – Once a Year Review (as commissioned by Council on 27<sup>th</sup> November 2018)
- Contract Management RMI Contract – July 2019
- S106 Receipts and Allocation of Funds – July 2019
- Contract Management RMI Contract (report to include details / Performance Indicators regarding the Leisure Strategy – benefit/value for money for residents, number of users) – July 2019

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**MEMBERS' ATTENDANCE RECORD 2018/19**  
**OVERVIEW AND SCRUTINY COMMITTEE**

<b>COUNCILLOR</b>	<b>14/06/18</b>	<b>12/07/18</b>	<b>13/09/18</b>	<b>15/11/18</b>	<b>10/01/19</b>	<b>31/01/19</b>	<b>14/03/19</b>	<b>11/04/19</b>
R. Bains	P	Ap	P	P	P	Ap		
Arvind Dhaliwal	P	P	P	P	P	P		
Minhas	P	P	Ap	P	P	P		
D. Parmar	P	P	P	P	P	P		
S. Parmar	P	P	P	P	P	P		
Rana	P	P	P	P*	P	P		
R. Sandhu	P	P	P	P	P* (from 6.33pm)	P* (from 6.50pm)		
Sarfraz	Ab	Ap	P	Ap	P* (until 9.10pm)	P		
Sharif	P	P	Ab	P	P	P		

P = Present for whole meeting  
 Ap = Apologies given

P\* = Present for part of meeting  
 Ab = Absent, no apologies given

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