

Consultation and Community Engagement Strategy for Ealing

October 2006

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PART A: THE POLICY ON CONSULTATION AND COMMUNITY ENGAGEMENT IN EALING

To achieve our ambitions for Ealing, the council wants to work closely with the public – residents, communities and voluntary organisations. Our aim is engaged residents who will participate in decision making, work alongside us to design, deliver and monitor services and vote in elections.

This goes beyond consultation and participation; it means ensuring people have the opportunities and capacity to be effective citizens, to have their voices heard and their priorities respected. It means the council and its partners in the LSP, Partnership for Ealing, promoting genuine partnership and collaboration. Our Community Strategy reflects and reinforces this commitment.

Our overall aim is:

To ensure that through the use of a wide range of approaches to public consultation and community engagement, Ealing Council actively listens, considers and effectively uses the views of residents as an integral part of its decision-making process, and that its policies and service delivery reflect the aspirations and needs of Ealing's diverse communities.

Our objectives are to:

- Agree shared ambitions for the locality and the community.
- Strengthen the council's democratic engagement with and accountability to residents.
- Be a user focused' organisation that consults, communicates and makes changes as a result of the views of communities and service users.
- Improve local services so they meet the needs of diverse communities and tackle inequality and exclusion.
- Develop working relationships with voluntary and community sector partners to deliver local priorities and improve quality of life
- Nurture vibrant and active communities who can take up the opportunities for voice and choice in relation to public services and decision making
- Devolve power where appropriate to neighbourhoods and communities

In order to achieve these policy objectives, the Council will adopt a corporate implementation strategy.

This strategy is part of the council's commitment to creating and maintaining effective working relationship with voluntary organisations community groups, based on trust, openness and constructive challenge.

PART B: THE STRATEGY

1. Introduction

Purpose of this Strategy

The purpose of this strategy is to ensure that the Council's policy commitments and the priorities in the Community Strategy are delivered, and that services and action plans take account of the needs and preferences of communities' residents and service users. It is a plan for how we get from where we are now to where we want to be in terms of consultation and community engagement and is about how Ealing Council will improve the way we consult and engage our communities.

This strategy reflects an increased commitment by Ealing Council to encouraging and supporting residents, service users and communities in taking an active role in working with the council to improve its decision-making. It sets out clear objectives, principles, and includes an action plan for consultation and engagement. The strategy outlines how co-ordination of research, consultation and engagement activities will contribute to Gershon efficiency savings and value for money (VfM) and provide a consistent approach to consultation across the organisation.

This strategy updates the Ealing Council Consultation Strategy, which was approved by Cabinet in 2005 and requires updating and extending in order to bring it into line with the Ealing's priorities and the themes and objectives of the new Community Strategy.

It reflects our ambition to involve all of our diverse communities more effectively in service planning, delivery, take-up and strategic decision-making. As we become more outward-looking and user-focused our performance improves measurably enabling us to provide value for money services and contribute to a better quality of life for the people of Ealing.

The new strategy builds on the good practice represented in the first Strategy and is consistent with the commitments made in the Compact agreed between the Council and the ECN.

This strategy document contains:

- The scope of this strategy
- The objectives of the strategy
- Good practice principles and checklist
- Tools and techniques
- Arrangements and support for:
 - Planning and co-ordination
 - Quality and consistency
 - Shared learning and continuous improvement
 - The responsibilities for reviewing and communicating the strategy

Local priorities

Ealing is committed to improving the satisfaction of our residents with council services and with the borough as a place to live and work. Ealing is demonstrating this increased commitment through its willingness to actively and openly engage with the electorate, in order to understand customer needs and act upon them.

Research, information, consultation and community engagement are increasingly significant activities in local government, and in order for them to be effective need to be approached in a systematic way that contributes to the council's and the Local Strategic Partnership's (LSP's) shared priorities. Ealing's Sustainable Community Strategy contains two overarching universal values that the Consultation and Community Engagement Strategy will help to achieve:

- Balancing community interests – building a cohesive and engaged community. This includes involving people in how local decisions are made and how services are delivered.
- Reducing inequality – tackling inequality and disadvantage. This includes ensuring the needs of deprived areas and excluded communities are reflected in the delivery and planning of services.

These themes will underpin how the council and the LSP will achieve the high level ambitions to improve the environment, reduce crime, enhance prosperity, improve health for all and the quality of life of older people, and give our children the best chances in life.

In recognition of the fact that these ambitions cannot be achieved without the involvement and engagement of residents, communities and voluntary groups themselves, and without effective partnership working, the council has also committed itself to *“Ensure all local voluntary and community groups have access to high quality, efficient and modern services and are actively contributing to improving the quality of life in the borough”*.

National Imperatives

Ealing's commitment to consultation engagement and involvement is reflected by the priority being given by Government to the role of residents and communities in improving public services and democratic renewal.

Locally, the neighbourhood governance scrutiny panel will initiate the debate and make recommendations about the ways in which neighbourhood governance in Ealing can be improved and enhanced. Nationally, the Local Government White Paper, expected in the autumn, could see a major national debate about the nature of the relationship between central and local government, devolution and public involvement.

The government's agenda for the future of local government focuses on greater efficiency and reinvigorating local democracies and reinforces our appreciation for the importance of having a robust, modern consultation strategy. This strategy incorporates the current national policy demands and will contribute to:

- Building Ealing's good reputation and relationships with external agencies and inspectorates.

- Ealing's ability to tackle anti-social behaviour through greater involvement by local communities, neighbourhoods and ward councillors in scrutinising and holding to account service delivery not just by the council but other key providers such as the PCT and Police
- Ealing being able to undertake more active engagement with children and young people so that they are able to 'make a positive contribution' through consultation and engagement.
- Increasing community, user and carer involvement in health and social care services- from public and patient involvement forums, expert patient programmes and direct community involvement in the governance of foundation health trusts
- Ealing's ability to "empower local people to have a greater voice and influence over local decision making and the delivery of services", a mandatory outcome of the Local Area Agreement.

2. Scope of the Strategy

This strategy will be adopted across the organisation. The strategy will promote more effective and efficient consultation to a consistent set of corporate standards and is for use by Ealing's research and consultation team, council officers and elected members. It is also hoped that the LSP will adopt the strategy

Activities covered by this strategy

The activities that this strategy covers are:

Research The council captures the attitudes, opinions or views of specific sectors or groups of the population to inform policy making. Individuals participate anonymously as respondents on qualitative or quantitative social research projects.


Communication Providing information on policy proposals or service developments, as part of a consultation or engagement exercise.

Consultation Seeking comments, feedback and ideas on draft policy proposals or service developments.

Community Engagement A process where the council, voluntary and community groups and other partners jointly address an issue and develop policy proposals or service developments together and on an equal basis

The levels of community engagement

Whilst consultation is traditionally viewed as a process for collecting views and knowledge of others, today it increasingly refers to a more active process of involvement where both internal and external stakeholders participate in determining and influencing policy development and service planning and delivery. The council therefore recognises that there are different levels of participation and that involvement can be in one of the five ways specified below.



Level	What's involved	Public participation goal
Inform	We tell people about our services	<i>To provide the public with balanced objective information to assist them in understanding the issues and alternatives, opportunities and solutions</i>
Consult	We ask people for their views in surveys	<i>To obtain public feedback on analysis, alternatives and/or solutions</i>
Involve	We discuss what the issues and priorities are	<i>To work with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.</i>
Collaborate	We work together to improve and design new services	<i>To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution</i>
Empower	We maintain an equal and effective working relationship	<i>To place final decision making in the hands of the public</i>

Who we will consult with

This strategy covers any consultation, research, engagement or involvement activity with:

- Residents and citizens of Ealing
- Service customers and users
- Non-users and potential users of services
- Businesses and business organisations
- Community, tenant and resident groups
- Interest and pressure groups
- Voluntary groups
- Communities and neighbourhoods
- Groups of people defined by a common factor such as age, disability, gender, ethnicity, faith, sexual orientation.
- Hard to reach groups such as mobile populations, refugee communities, people for whom English is not their first language, or people who need specialist media.
- Public and private sector stakeholders

This strategy does not apply to consultation with staff.

This strategy covers consultation with and involvement of organisations in the public, voluntary or private sectors, including governmental organisations. Where there is project based, partnership or joint working, the council may also develop specific partnership agreements or protocols, in conjunction with the principles of this policy.

The role of Members in consultation and community engagement

This strategy will support the local democratic process, as effective consultation and engagement are valuable to enhancing local participative democracy. Elected members provide channels of communication to and are powerful advocates for local communities and therefore their community leadership role provides them with a major input into the consultation process.

The role of members in consultation goes further than the use of results to inform decision making. In addition to roles as ward members, where elected members need to manage differing and sometime conflicting interests, members also lead on consultation activities, within scrutiny and other initiatives.

In relation to scrutiny, consultation can play an important role in providing good quality evidence to underpin well informed conclusions and soundly based recommendations about the way in which decisions about public services are made.

3. The objectives of the strategy

In order for us to make decisions about services, priorities and performance, it is vital that we have accurate and reliable information derived from research, consultation and community engagement. Therefore the objectives of the strategy are to

1. To improve the planning and coordination of research and consultation between departments and key partners, in order to improve methodology, avoid duplication and provide value for money.
2. To ensure that all communities are supported, enabled and encouraged to participate effectively through the use of appropriate methods of research, consultation and involvement.
3. To ensure that this policy, especially the good practice principles, are put into practice so that research and consultation is timely, effective and meaningful for the people involved and for those using the information;
4. To ensure that consistent standards are applied across the council so that research and consultation work is 'quality assured' and generates reliable data from the use of robust methods.
5. To ensure that the outcomes of consultation and research are used to inform policy and decision-making and that appropriate feedback mechanisms are in place;
6. To ensure that the council meets its statutory and regulatory obligations.

4. Good Practice Principles for Consultation and Engagement

The following good practice principles will be applied to all research, consultation and involvement activities that are covered by the policy. These principles correspond to Ealing's Compact and the Government Code of Practice on Consultation¹, and should therefore be consistent with the practices of other public bodies in Ealing.

1. **Consultation should be needed** Before any new consultation begins, a thorough search will be made to find out whether relevant questions have already been asked of the public. We will avoid unnecessary repetition and duplicates and answers that already exist will be taken into account before any further consultation is undertaken.
2. **Opinion should be informed** Consultation will aim to seek informed public opinion and not just instant reaction. Whenever possible, the council's communication mechanisms will be used alongside consultation to inform and stimulate public interest, particularly in relation to major strategic and city wide issues. Where possible, we will aim for users and residents to jointly design the consultation exercise with the service providers
3. **Decisions should be based on evidence** The council will adopt clear processes of consultation which, wherever possible, produce results that are measurable and can be evaluated objectively.
4. **Purpose should be clear** Any consultation will contain a clear statement describing why it is being carried out and how the results will be used. The way the consultation links to the council's wider corporate aims, work programmes and statutory policy framework will also be described. We will be clear about what the proposals or options are, who may be affected, what questions are asked, the timescale for responses and when a decision will be taken and be clear about the scope for any consultation or involvement to make a difference to the decision, and the limits of the council's discretion. Consult on the basis of shared respect, tolerance and a willingness to listen to alternative viewpoints.
5. **Consultation should be well planned and timely** Consultees will be given adequate time to prepare their response. It is recognised that the length of time will vary depending on the time of year and the level of response that is being sought. Sufficient time will be allowed for the results of consultation to be collated, analysed and considered, so that the results of consultation feed directly into the decision making process. We will strive to allow a minimum of three weeks for consultation, and six weeks for major strategies or service changes.
6. **Consultation should be inclusive** We will actively ensure that all groups with an interest or potential interest are involved. To achieve this, the council will give particular consideration to the needs of people with impaired sight or hearing or who have learning difficulties; people whose first language is not English or who cannot read at all and people who might have problems with physical access such as people

¹ Cabinet Office (2004) *Code of Good Practice on Consultation*. Better Regulation Taskforce.

in wheelchairs and people with pushchairs. In addition, the council will take steps to ensure that the views of younger people, older people, people from ethnic minority communities and others whose views are frequently excluded or overlooked, are actively sought as part of consultation that is inclusive and representative of the community as a whole. Also ensuring that any documents are clear, concise and widely accessible and use plain English.

7. **Methods should be appropriate and well-managed** The council will use a wide range of public consultation methods. They will be used appropriately, reflecting the strengths and weaknesses of each method and will be managed with a clear understanding of the particular skills, knowledge and resources that consultation requires.
8. **Results should be acknowledged and fully considered**
The full range of views expressed during consultation will be acknowledged and attention drawn to areas of agreement and disagreement. The results of public consultation will be weighed carefully together with other evidence and considerations.
9. **Accessible feedback should be given**
Accessible feedback will be provided both on the results of consultation and on how the consultation has influenced the policy, service or other outcome, in order to encourage greater public participation in the future.
10. **Effectiveness should be evaluated**
The effectiveness of major public consultation will be evaluated and the results shared to encourage broader lessons to be learned. Evaluation will consider not only the number of responses received but also the quality, cost and timeliness of the consultation and the overall usefulness of the results in helping to inform decisions.

Council officers should seek expert advice about any planned research and consultation activities. The Research & Consultation Team and local voluntary and community organisations both have expertise on the most effective methods, how to achieve high levels of participation and how to reach all sections of the community or neighbourhood. As part of the design stage of the exercise, lead officers should carry out an equality impact assessment, in line with the council's equality commitments.

The checklist at appendix A will help staff responsible for designing research, consultation and involvement activities to comply with the Council's policy and strategy as will the consultation brief, at appendix B, which all relevant staff will be encouraged to complete

Where a consultation or engagement exercise involves an existing partnership, or a partnership model of working, the Ealing LSP Partnership Protocol and the ECN Elected Representatives Protocol for community representatives should be complied with.

5. Tools, Techniques and methodologies

Consultation and involvement can happen in many ways, and different tools and techniques will be appropriate to different situations and different consultees.

The council will select from a wide range of consultation and involvement techniques. We will select those that are appropriate to the scale and objectives of the consultation exercise and that will enable us to meet the principles contained in this strategy.

As well as conventional customer research methods such as surveys, the council will make use of techniques, which develop longer term deliberation and dialogue such as:

- focus groups
- discussions and meetings in the community
- outreach activities to encourage involvement
- participative appraisals and open space workshops
- “collaborative groups” to work on policy and service improvements
- “user Groups” or forums to design and monitor quality .
- E-forums and online discussion groups or surveys
- Forums and other deliberative events for particular population groups e.g. young people, older people, estate residents.
- Elected representation of voluntary and community groups on partnerships

Ealing has many different communities. The council is committed to ensuring that all residents and communities are enabled to express their views and get involved in decision making in the council. The council will therefore ensure that it uses a wide range of methods of consultation and community engagement to achieve that objective.

The Council and ECN will:

- Publish a practical ‘Ealing Consultation Toolkit’ including good practice advice, case studies, consultation checklists and local help and resources on consultation
- Regularly review, monitor and assess the pros and cons of different consultation exercises through the LBE ECN Voluntary Sector Liaison Forum. It may make suggestions about impact assessments, evaluation techniques and communications strategies

6. Management and Co-ordination of Consultation and Community Engagement

Management and co-ordination

Alongside the corporate principles on the conduct of consultation and engagement work, is the need to provide for council-wide support and co-ordination.

- Effective design, conduct and analysis of research and consultation are essential if we are to generate robust evidence. The Research and Consultation Team will provide this research and consultation expertise and access to advice and skills.
- To avoid duplication and wasted resources in the council, and overload in the community, the council will compile an online Consultation Database, which will contain information on current and past consultation, research and involvement exercises, their scope, the results and the contact person.
- The council will have a Forward Plan of Consultation, research, involvement and communications so that managers who plan consultation work can maximise the co-ordination and timing.
- Research and Consultation Team will be responsible for both the databases, and establish the protocols for the use and maintenance.
- The templates for (a) service planning and (b) service improvement projects will require information on planned research, consultation and involvement work.
- The Research & Consultation Team will manage the developing Ealing Residents Panel.

The implementation plan can be found at Appendix C.

Ensuring quality and consistency

If the council and other partners are to be able to rely on the information gained from consultation and involvement exercises to support decision making and assessment of performance, then those exercises need to be carried out in ways that guarantees quality, consistency and representativeness.

Respondents to consultation and research exercises will be monitored for their demographic and geographical representativeness, to ensure that minority groups are not excluded, and to test the effectiveness of different consultation techniques.

In order to improve comparability and tracking over time, there will be standard demographic questions relating to age, ethnicity, faith, disability, gender, and sexual orientation. There will also be a common research/consultation questions bank compiled by the Research & Consultation Team. This will improve the usefulness, reliability and analysis of the responses.

Staff who are responsible for advising on good practice should have the recognised skills, such as accreditation to the Market Research Society. They should be enabled to build capacity in-house and reduce the reliance on external commissioning.

Shared learning and continuous improvement

A key element of good practice is to ensure that the learning from the consultation and involvement work is fed back.

- Those who are consulted should be told the outcomes of the consultation work, the decision made and the impact of the consultation on that decision.
- Those carrying out the consultation should evaluate the effectiveness of the exercise- what was learnt and what impact did it have. This learning should be shared with colleagues.
- Such evaluation should also reflect on the method of consultation chosen and whether it was the most cost-effective approach.

Ownership of the policy and strategy

The Head of Research & Consultation, in Policy & Performance is responsible for the implementation of this policy, and for undertaking to review it regularly and update it where necessary. It will be published on the Council intranet. A summary of the policy and strategy will be published on the Council website.

The council has specific legal as well as policy obligations that relate to consultation, for instance the Road Traffic Act, and the Town and Country Planning Act. Nothing in this policy will override those statutory requirements.

Appendix A

Checklist for people undertaking consultation and community engagement

- Is it clear what we are consulting on?
- Have we told people about the limits of the consultation, stating clearly what cannot be influenced and why?
- Is it clear why we are consulting?
- Have we sought information advice from Research and Consultation team about this consultation?
- Have we registered the consultation on the consultation database
- Have we identified all groups and individuals likely to be affected or concerned about the matters we are consulting on?
- Alternatively have we drawn a representative sample of individuals affected or concerned?
- Have we decided on the methodology for how to carry out the consultation?
- Does our timetable allow sufficient time for people to respond? The absolute minimum is three weeks for focussed consultations and six weeks for consultation on major strategies or service changes.
- If we are using consultation meetings, does our approach meet the ECN/LSP code for consultation and involvement?

The following points are for consideration when undertaking consultation and community engagement activities:


Do

- Promote appreciation of what each person can contribute
- Encourage open expression and constructive disagreement
- Listen to other people's contributions
- Keep to time
- Focus on the added value of working
- Adopt a 'no surprises' policy
- Aim to fix the problem, not the blame

Don't

- Use jargon or abbreviations
- Make assumptions about other people's views or values
- Don't interrupt or be quick to criticise
- Have hidden agendas
- Compete for credit or control
- Focus on process rather than priorities

Appendix B

	Consultation Brief for:
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Title of Project

Date:

Responsible Officer:

Team / Directorate:

	Questions / considerations	Response
1.	State the information you need to know: (i.e. what do you want to find out and is it clear why we are consulting)	
2.	Does our timetable allow sufficient time for people to respond? The absolute minimum is three weeks for focused consultations and six weeks for consultation on major strategies or service changes.	
3.	What are we going to do with the information - How will the results be used?	
4.	How will we let consultees know how their comments and/or the results of the consultation will be used? How?	
5.	a) Have we identified all groups and individuals likely to be affected or concerned about the matters we are consulting on? b) Who are the target groups? c) Have we / can we draw a representative sample?	
6.	How will you reach the target group?	
7.	How will you engage the non-users? And the "hard-to-reach" groups?	
8.	What is the method of consultation?	
9.	Are you aware of any previous consultation activities undertaken in this area/subject? If so have we co-ordinated this consultation with others taking place at the same time, or covering similar topics or sections of the community?	

10.	Has the corporate Research and Consultation team been consulted regarding this activity? (Please state who and when)	
11.	How will we publicise the results, so people affected know the outcome?	
12.	How will we feedback to participants?	
13.	How will we evaluate the effectiveness of the consultation?	

Consultation commencement date: / /20

Consultation completion date: / /20

Total consultation time: (in weeks)

Are the timeframes linked to a decision making cycle? (e.g. DMT or CLT, audit commission?)

Please state any financial implications:

Date submitted to DMT: / /20

Date submitted to RCT

Signature of DMT member:

Signature of RCT member:

APPENDIX C

Implementation Plan

These proposed actions contribute to the effective implementation of the Strategy. They do not include consultation or involvement exercises that may be needed in relation to specific policy or service developments.

Short term actions

ACTION	RESPONSIBLE OFFICER	COMPLETION DATE	PROGRESS
Agree the aims, objectives, principles and arrangements, which will comprise the council's DRAFT Consultation and Community Involvement strategy.	Corporate Board	5 April 2006	Complete
Consultation Activity			
Report to ECN Steering Group	Research and Consultation Team	May 2006	Complete
Liase with other relevant council groups establishing consultation and community engagement practices		July 2006	Complete
Report to Cabinet, following consultation		September 2006	Complete
Agree the funding, management, resourcing, training and co-ordination arrangements of research, consultation and community eng within S&D.	Strategy & Development	July 2006 (on completion of policy and performance restructure)	Complete
Provide council wide access to research and consultation expertise, advice and skills, so that the expenditure on any research, consultation or engagement activity generates robust evidence and representative legitimacy.	Naomi Hill – Research and Consultation Team	From June 2006	In progress
Publish the agreed strategy on the Intranet, and draw the attention of all staff to the requirements.	Naomi Hill/ Peter Morris	October 2006 (following sign off by Cabinet in September)	Planned

ACTION	RESPONSIBLE OFFICER	COMPLETION DATE	PROGRESS
Publish the core messages and commitments on the Council website, and include an article in Around Ealing.	Naomi Hill/Peter Morris	October 2006	Planned
Set up a consultation virtual network within LBE, based on an email list of those with responsibilities or roles including research, consultation and involvement.	Naomi Hill	October 2006	Planned
Compile a forward plan of consultation and research linked to the annual service planning process, so that managers who plan consultation work can maximise their co-ordination and timing	Naomi Hill	October 2006	Planned
Develop an online consultation database, with information on current and past consultation, research and involvement exercises, their scope, the results and the contact person. This will avoid duplication and wasted resources in the council, and overload in the community.	Naomi Hill / James Ruiz	October 2006	Planned
Integrate the SCI for the LDF into the consultation strategy and database.	Dick Johns & Naomi Hill	October 2006	Planned
Recruit to and establish Ealing Residents panel as a consultation tool An Ealing Residents Panel, will provide the council with a flexible resource of residents who are signed up to participate in a number of different ways (qualitative and quantitative research) will enable all departments in the council to carry out cost-effective consultation exercises.	Naomi Hill	November 2006	Planned
Ensure that the LAA process enables the VCS to be fully involved, and the agreement contains projects that will achieve the mandatory 'stronger community' outcomes.	LAA Working Group	September to December 2006	
Ensure that the Community Strategy delivery plans meet the commitments to active citizens and communities, and to a vibrant voluntary and community sector.	Michael Weaver	October 2006	
As agreed in the Compact, ECN and the council plan to complete the Consultation Toolkit. Build an online library of good practice guides	ECN, Naomi Hill and Nigel Fogg	December 2006	

Medium term actions

ACTIONS	COMMENTS
Ask the LSP to agree a joint consultation and community involvement strategy, and to agree a shared programme of consultation and evidence gathering.	Part of the delivery planning for the Community Strategy. December 2006
Promote the LSP/ECN Partnership Protocol and support its implementation through the review of the LSP and its ways of working.	The Protocol is agreed.
Implement the Peer Review recommendation of a strategic approach to testing customer satisfaction using customer sampling data to identify areas of low satisfaction. This information could be extended to resident satisfaction in the light of the proposal that such local 'quality control' data will inform national regulation. ² Use of systematic annual residents survey	A response and actions will be needed as part of the preparations for CPA Assessment.
Supplement the database of consultation exercises, with information about the resident/user forums and other regular involvement mechanisms that the council currently supports.	This is the second stage of the database development.
In conjunction with ECN and partners, plan a skills and training programme for staff in the council and VCS on good practice consultation and community engagement. Offer the VCS staff the opportunity to participate in council training on new policy or practice initiatives – this is more cost effective and builds trust.	The Research & Consultation Team will consider the in-house training methods.
Consider how to enhance the voice and involvement of the hard to reach and other excluded and marginalised interests. The Council's recent Race Equality Review states that we " <i>will also endeavour to make the consultation process meaningful by examining different ways to meet with the community and seek your views. We will also develop an outreach approach by bringing the consultations to you in a way that meets your requirements</i> "	This is in line with the commitments in the Community Strategy as well as this policy.

² David Miliband MP (18/1/06) Empowerment and deal for devolution. Speech to NLGN Annual Conference