



Engagement in Strategy Processes

-A Study Visit

December 2010

Involve

Welcome

Simon Burall,
Director, Involve



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Key people

Simon Burall

-Director

Edward Andersson

-Deputy Director

Ingrid Prikken

-Project Manager

Omar Deedat

-Assistant

Group introductions

- Please find someone you don't already know.
- Find out their *name, role* and *employer*.
- Find out *one thing they associate with London*
- Introduce your colleague to the rest of the group

Aim of Visit

“to learn from the British governmental and nongovernmental experience on stakeholder engagement in developing public policies”

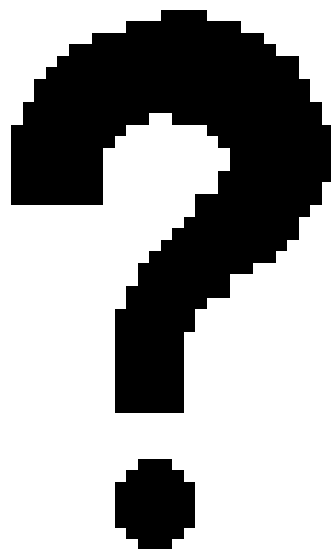
Outline Agenda

Day	Time	Location
Monday	9.30 – 1.00	Introduction, Involve
Tuesday	10.00 – 12.30	National School of Government
Tuesday	2.30 – 4.00	Department for Work and Pensions
Wednesday	11.00– 1.00	Home Office
Wednesday	2.30-4.00	Hansard Society
Thursday	10.00 – 12.00	Department for Business, Innovation and Skills
Thursday	2.00– 3.30	British Council
Friday	9.30-5.00	Evaluation & training, Involve

Practicalities

- Getting around
- Lunch and dinner
- Evening activities
- Key phone numbers
 - Involve Office -02079206470
 - Edward Andersson -07708323351
 - Omar Deedat -07787167932
 - Emergency -999

Any Questions?



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Your expectations

What are you hoping to learn during your time in London?

Discuss with the person next to you

UK Quiz

Please indicate where you think the correct answer lies on the following questions:

- Population of UK
- Year Strategy Unit Established
- Average departmental cuts in next 4 years
- Number of tube stations in London

The UK



A comparison

Data	United Kingdom	Turkey
Population	62,000,000	77,804,122
Area	243,610 sq km	783,562 sq km
Median age	39.8 years	28.1 years
Urbanization	90%	69%
Government	constitutional monarchy	republican parliamentary democracy
GDP per capita	\$34,200	\$11,500
Public Debt	68.2% of GDP	46.3% of GDP

Political structure

- Constitutional Monarchy
- “Westminster system”
- Unwritten Constitution
- Two chambers (Commons and Lords)
- First Past the Post Voting System
- Current Government: Conservative/Liberal Democrat coalition
- Current Prime Minister: David Cameron

Government structure

- 24 Ministerial Departments
- 26 non-Ministerial Departments
- Executive agencies/Arms Length Bodies
- Various levels of Devolution
 - Wales
 - Scotland
 - Northern Ireland

Challenging climate

Currently UK is going through large scale public sector cuts (Spending review)

- Average departmental cuts 19 % over four years.
 - Treasury budget by 33%.
 - Ministry of Defence by 8%
 - Foreign Office by 2%
 - Home Office by 6%
 - Department of Business by 7%
 - Council funding by 7%
- State pension age to rise to 66 by 2020

Strategy brainstorm

On PostIts provided outline:

- Your *definition of strategic planning*
- *Why strategic planning is important*
- What is *challenging about strategic planning*

Strategy

Fr. Ancient Greek στρατηγία (“office of general”)

1. *The science and art of military command as applied to the overall planning and conduct of warfare*
2. *A plan of action intended to accomplish a specific goal*
3. *The art of using similar techniques in politics or business*

Strategic Planning

“a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it acts as it does.”

Olsen & Eadie, 1982

Quotes

“However beautiful the strategy, you should occasionally look at the results”

Winston Churchill

“You have to be fast on your feet and adaptive or else a strategy is useless.”

Charles de Gaulle

Quotes

“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat”

Sun Tzu

“You may not be interested in strategy, but strategy is interested in you.”

Leon Trotsky

Strategic Planning in UK

- Arrived from private sector in early 1980's
- Pioneered by academics
- Consultation Requirements Formalised in 2001
- Prime Minister's Strategy Unit set up in 2002
- Strategy Unit recently abolished

Stage

Random 'solution' generation

Strategic solution generation

Initial problem

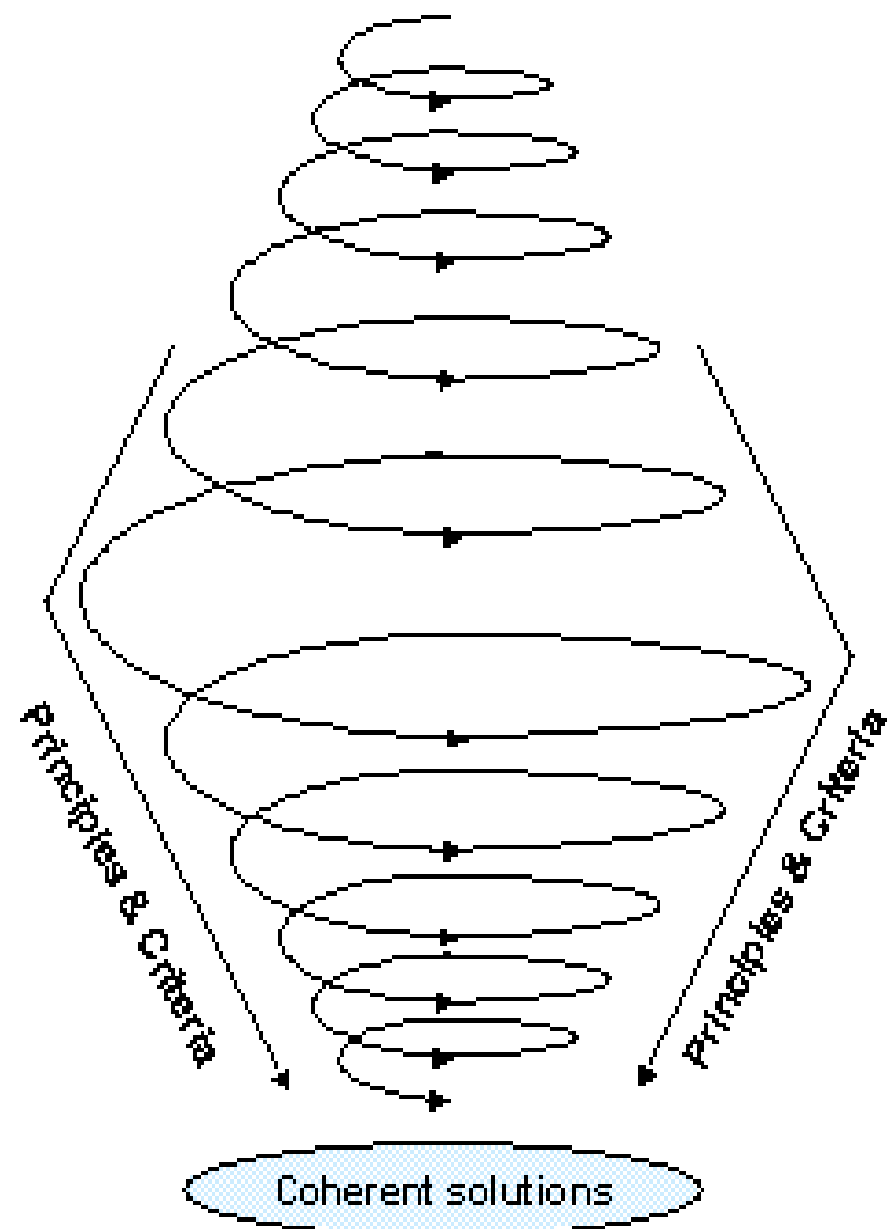
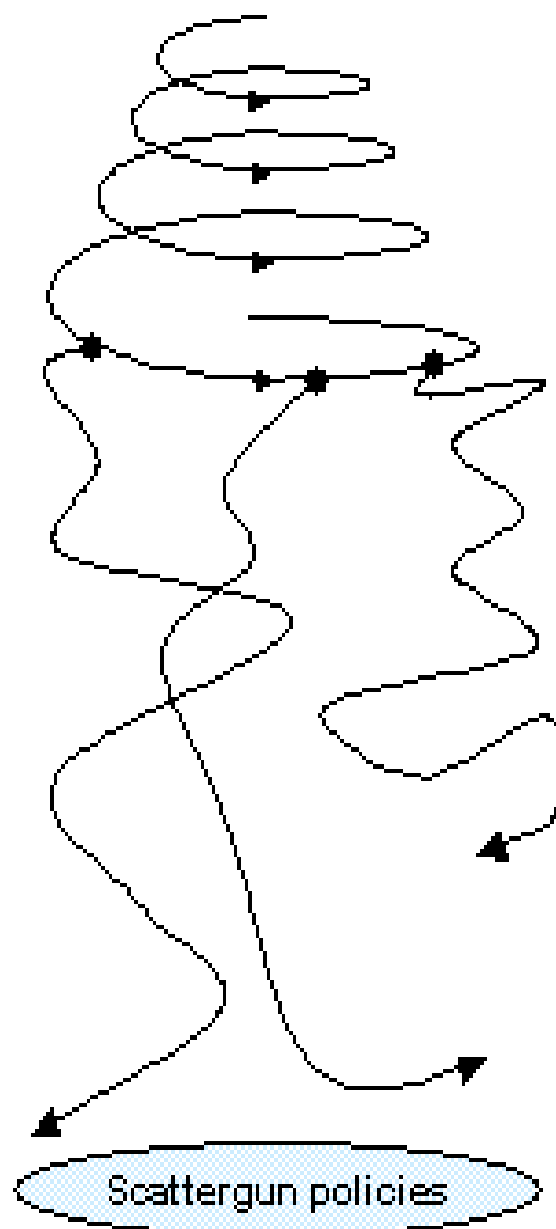
Research &
analysis

Range of possible
solutions

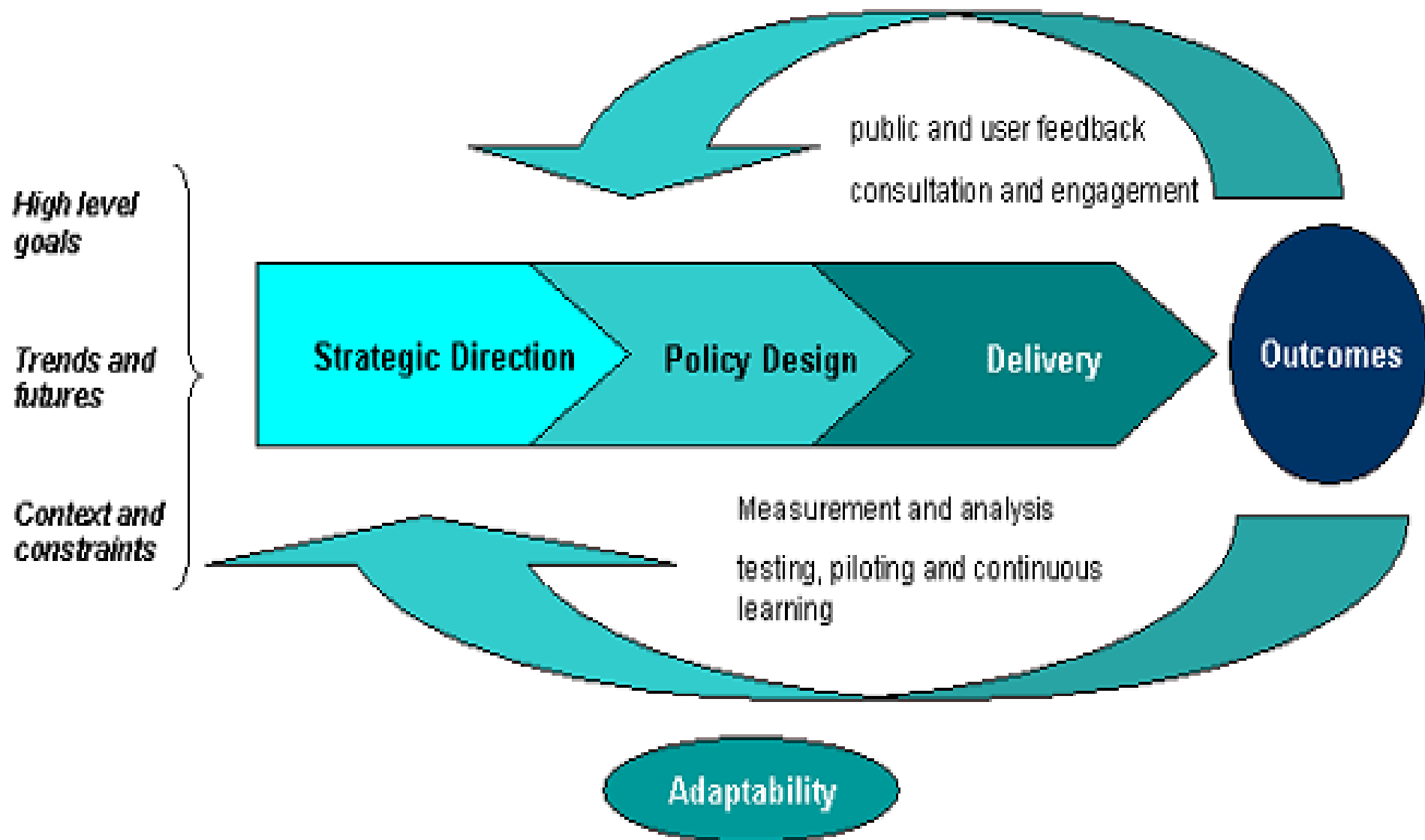
Choices and
trade-offs

Option
appraisal

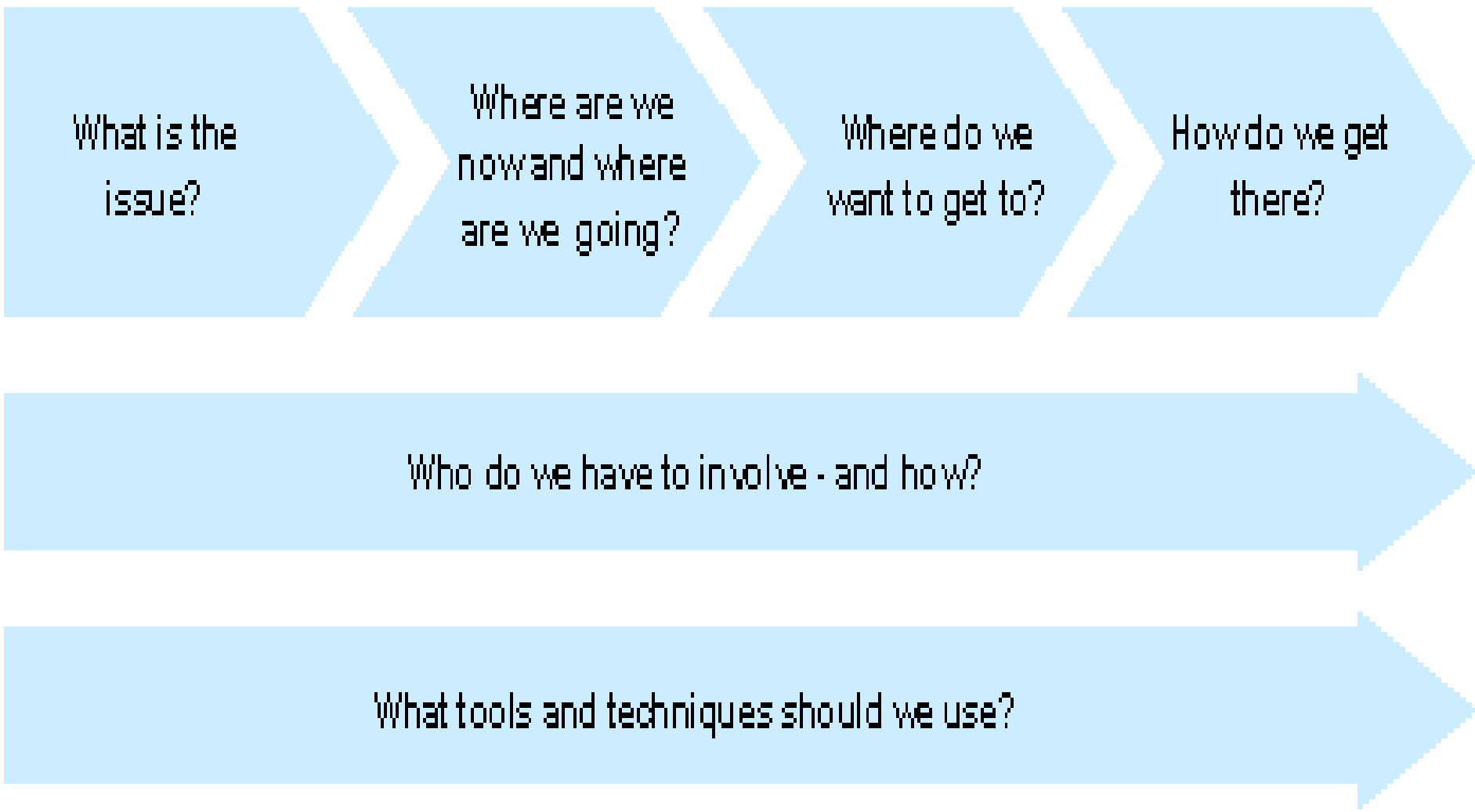
Solution



Policy Loop



Key Questions



What is the issue?

Where are we now and where are we going?

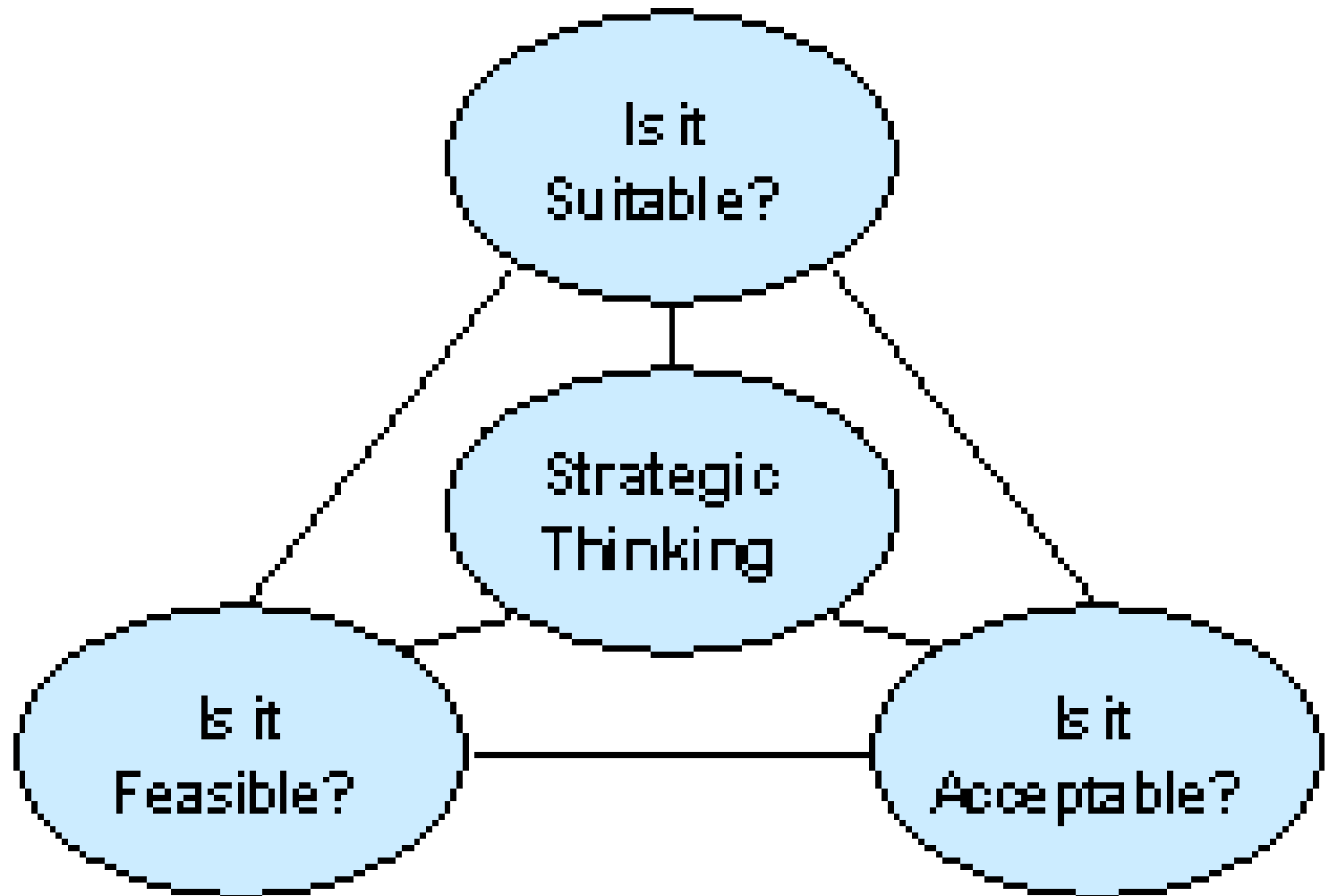
Where do we want to get to?

How do we get there?

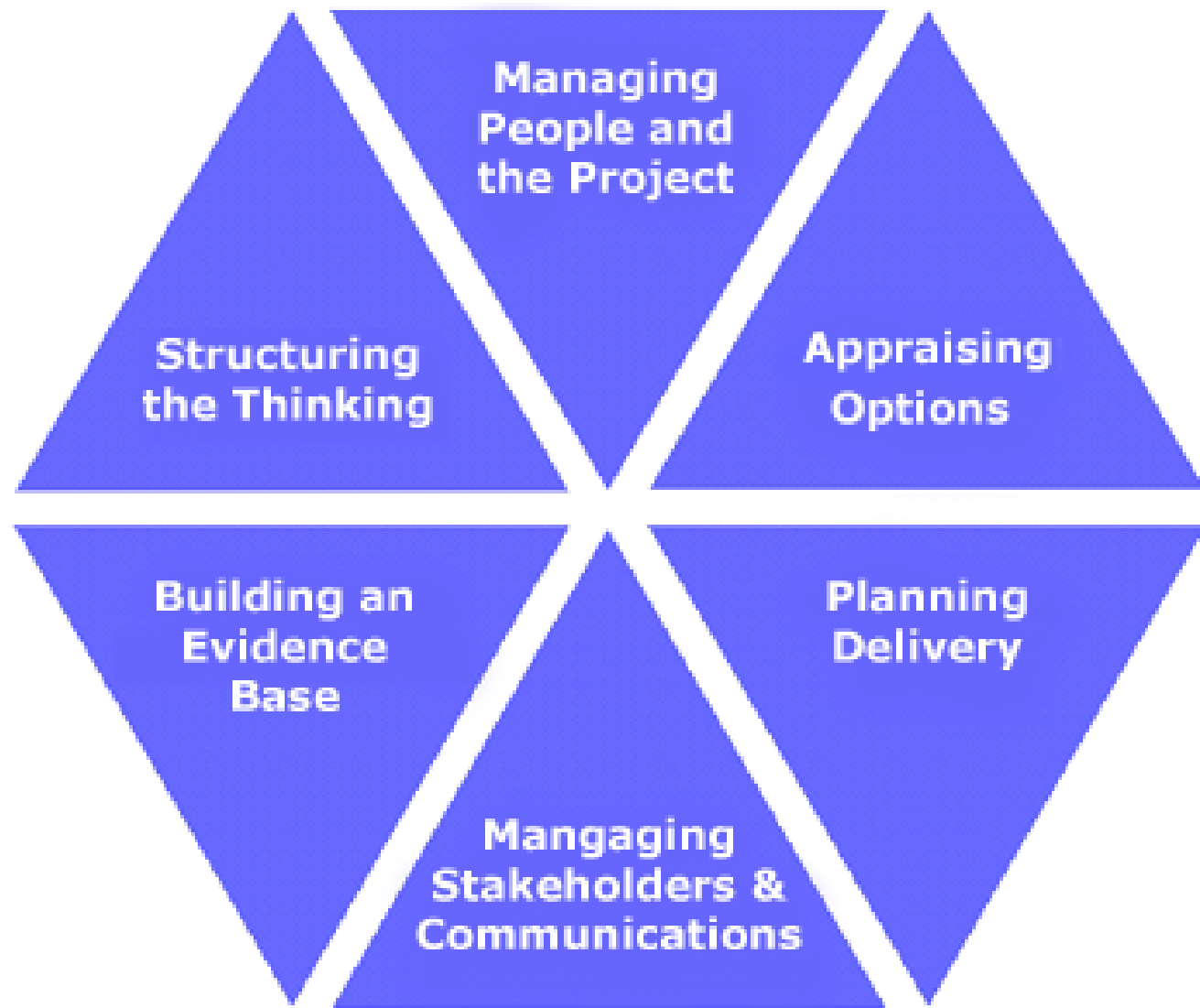
Who do we have to involve - and how?

What tools and techniques should we use?

Possible Gaps



Core Skills



Engagement exercise

- Split into three groups
- Work at the flipchart where you are, at a given time you will be asked to move on
- Over the next 20 minutes you will look at *‘what could go wrong if we don’t’, ‘what could go wrong if we do’* and *‘what could go right if we do’*

Engagement is...

‘the way in which we inform, involve, communicate and work with our stakeholders, customers, citizens and each other.’

In this context, engagement can take two formats:

- Formal, planned engagement activity,
- General communication with stakeholders/citizens as part of day-to-day work

Engage Wales, 2009

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Different motivations

- **Governance** –democratic legitimacy, trust, active citizenship
- **Social cohesion and social justice** –relationships, ownership and social capital; empowering people
- **Improved services** – creating more efficient services that meet real needs and reflect community values
- **Capacity building and learning** – building confidence and skills, and helping to create stronger communities
- **Greater ownership** – building community buy-in to policies, services and service delivery

Methods are only part of the picture



Before deciding *what method* to use:

- *Why* are you consulting? (Purpose)
- *Who* are you consulting? (People)
- *Where* are you consulting? (Context)

Scope and purpose



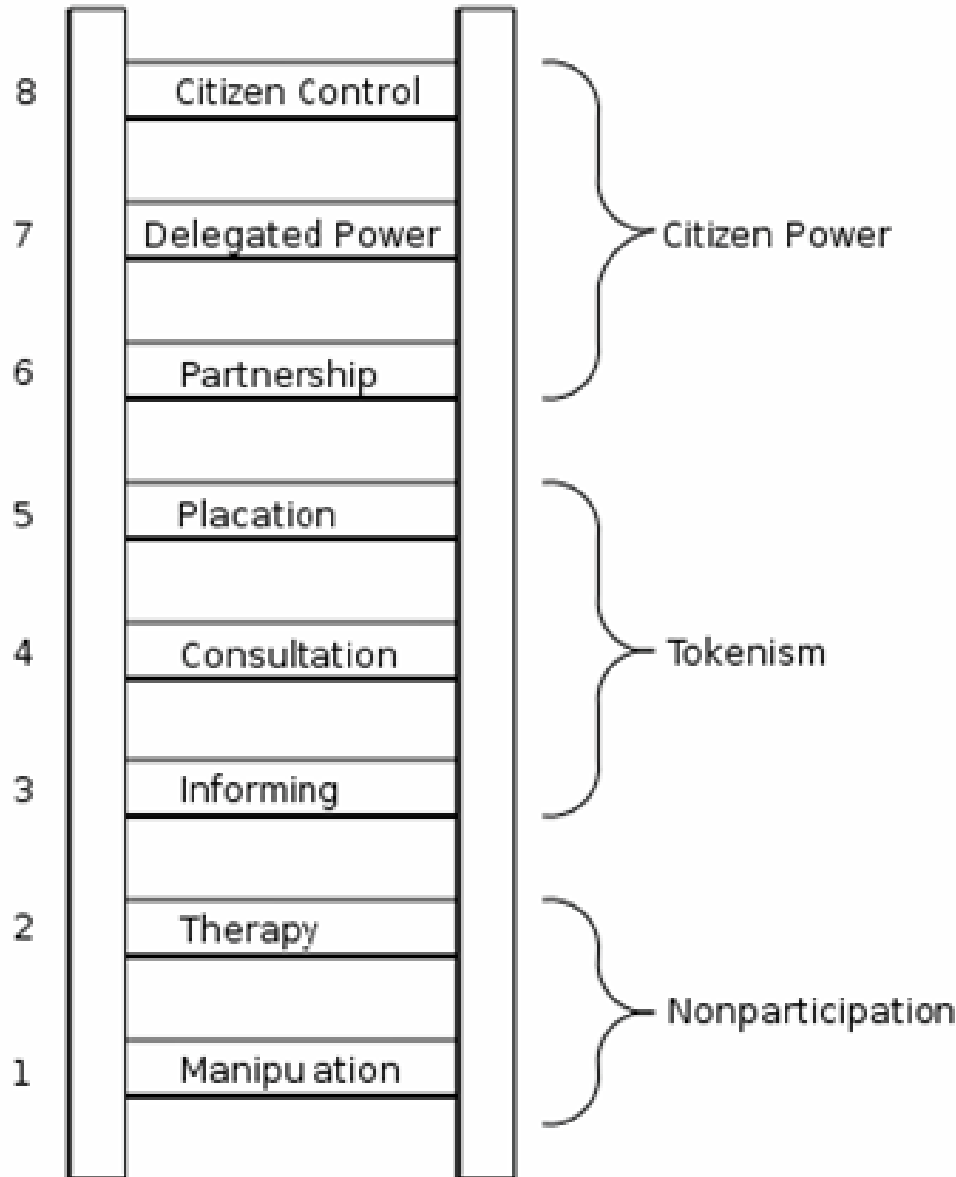
Establishing purpose

Most important step for success

Important to know:

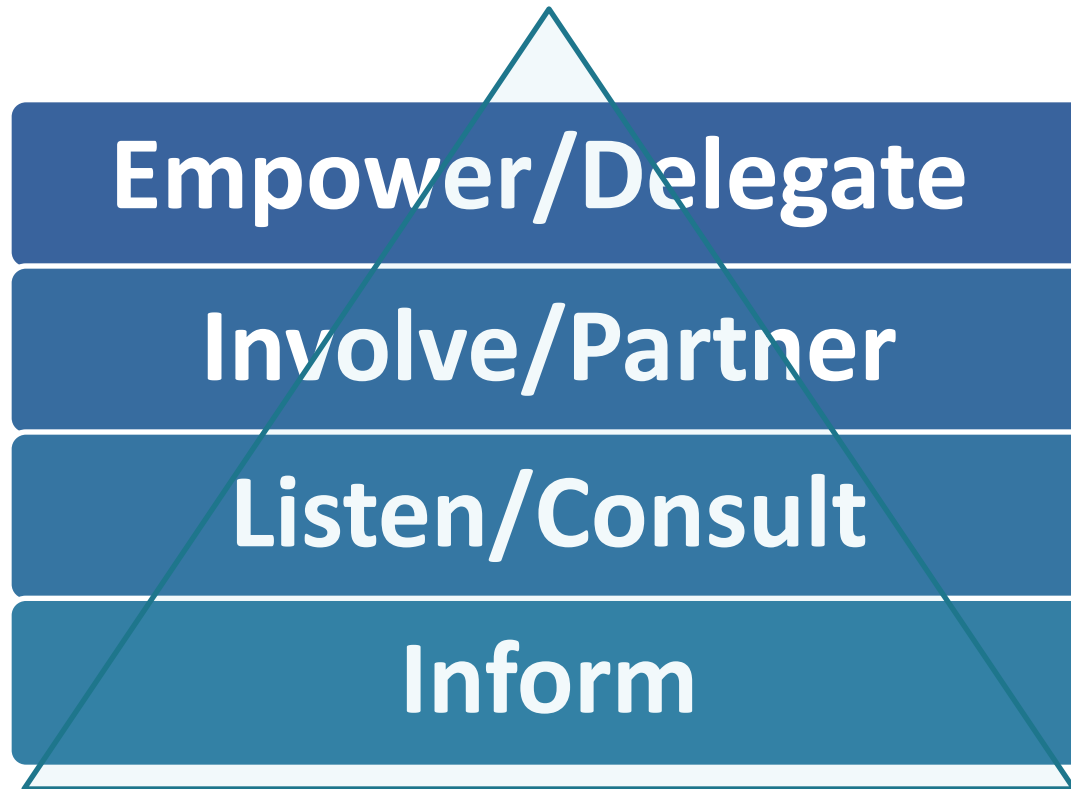
1. Depth of engagement
 - Arnstein's Ladder
2. Timing of engagement
 - Policy cycle

Arnstein's Ladder (1969)



What's wrong with the ladder?

A more useful version

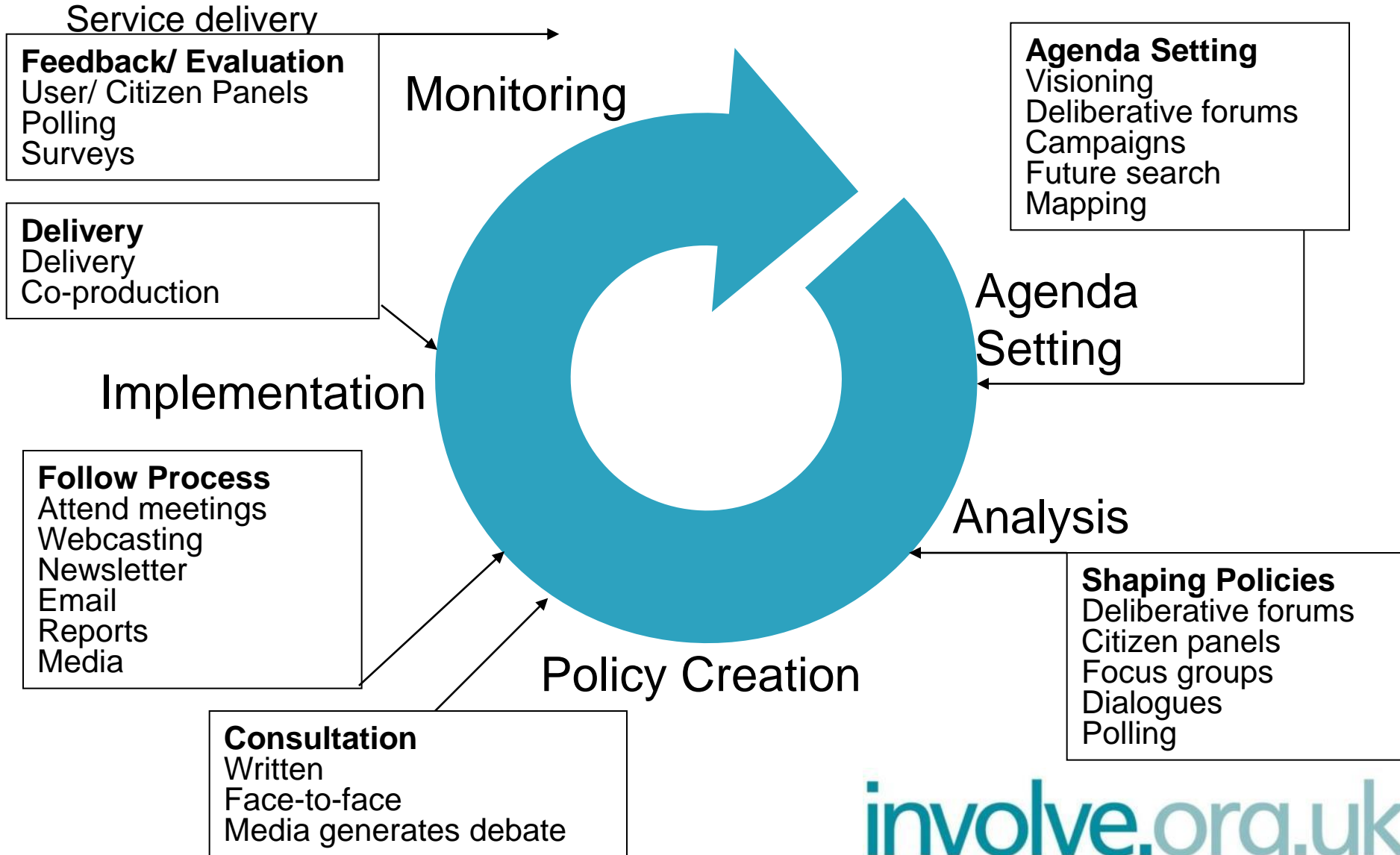


(Engage Wales Model and Engagement Triangle
-John May, 2005)

Number of people involved

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Policy Cycle



Methods



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

User Panels

Citizens' juries

Future Search

Open Space

Deliberative Polling™

Neighbourhood Forums

Participatory Appraisal

Local Involvement Networks

Focus Groups

E-Petitions

Planning for Real™

Participatory Budgeting

Citizens' Summits

Online forums

Wikis

World Cafe

Forum Theatre

Democs™

Citizens' Panels

Opinion Polls

The possibilities are
endless...

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Origin of methods

- Direct democracy
- Market research
- Social research
- Community Development
- Organisational Change
- Online

theory

social
research

market
research

conflict
resolution



practice

citizens'
juries

focus
groups

dialogue



impact

option
assessment

understand
people

build
relationships

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Methods differ according to

- Where from
- Number of participants
- Time/cost
- Level of engagement
- Intensity of discussion

Not just about methods

- Don't forget:
 - Purpose
 - Context
 - Participants
- Methods can be combined
- Elements of methods can be incorporated into others

Decision points

4 Questions you need to ask:

1. **Is** engagement appropriate?
2. **What** do you want to achieve?
3. **Who** are you engaging with?
4. **How** should you engage with participants?

Questions to ask...

1. What level of engagement was sought?
2. What stage of the policy cycle did it contribute to?
3. What were the outcomes or objectives?
4. Who did they seek to engage with?
5. How did they identify/map/segment them?
6. What engagement methods were used?
7. How was the engagement followed up?

Good examples

- National Pensions Debate
- Worries about the future of the state pensions
- Independent pension commission
- Large public consultation
 - Raising awareness of the pension challenges
 - Understanding public views
- 6529 people contributed

Good examples

Northern Ireland Engagement Master Classes

- 2010 Northern Ireland Office devolving powers to the Northern Ireland Department of Justice.
- Required significant changes in governance.
- Engagement key area for support.
- 1/2 day master class
- Series of in depth practical workshops

Good examples

Innovation Fund

- 2006-2008 Ministry of Justice Fund
- Identify and support new ideas for encouraging people to become involved in democracy.
- £150,000 per year
- Maximum of £15,000 per project.

Good examples

Home Office Action Learning Process

- Home Office Partnership Support Unit supporting local Crime and Disorder Reduction Partnerships (CDRPs)
- Devolved budgets
- Focus on community engagement in the budget setting process
- Support offered through action learning sets
- Peer learning networks

Good examples

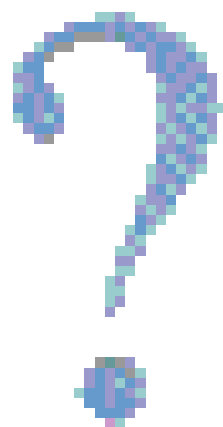
Consultation Coordinators

- National public bodies in England nominate a Consultation Coordinator,
 - Responsible for meeting Code of Practice on Consultation
 - Advise those conducting consultations,
 - Inform across departments
- Network of Consultation Coordinators

What do you want to learn?

- Sit in small groups
- *Determine key questions you can ask each department we visit*

Any questions?



Things to do in London...

Tube Stations in London



Reminder about next day

- National School of Government
- 10.00am – 12.30pm
- 11 Belgrave Road, London SW1V 1RB
- 09.00 meet in Hotel Lobby

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