

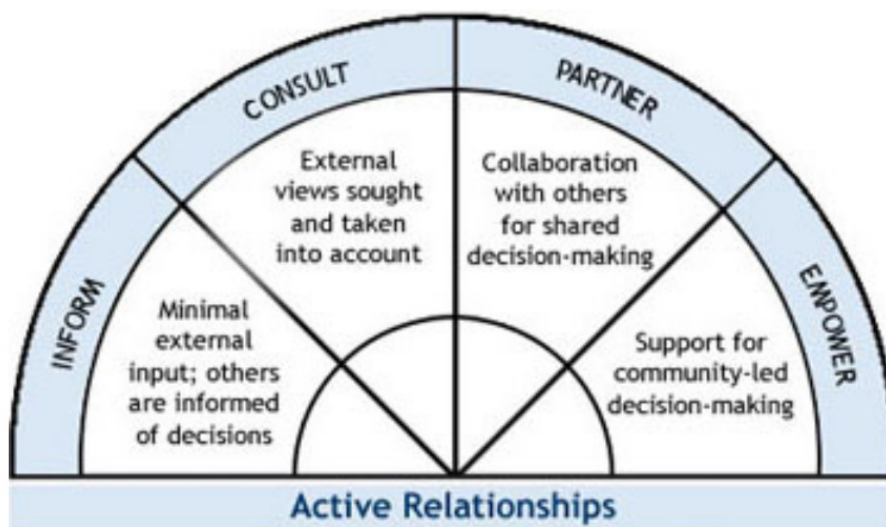
GOOD PRACTICE PARTICIPATE

LEVELS OF PARTICIPATION

To what extent can community, voluntary, iwi and Māori organisations influence government decisions? When can decision-making be devolved to communities?

Spectrum of public participation

The degree of public participation in government decision-making depends on what you're trying to achieve. The diagram below illustrates different levels of community participation in decision-making. When can decision-making be devolved to communities?



Active relationships provide the foundation for effective participation by the community. In any particular relationship, you may want to:

- use one or a combination of processes
- use different processes at different stages of the relationship. For instance, a relationship that begins with information provision may evolve into a partnership.

Not sure where your project fits? Use the [interactive People & Participation Process](#)

[Planner to help plan engagement for your project](#)

Active relationships: the key to involving communities

Active relationships with key individuals and organisations can help you to establish trust among the communities you are seeking to involve in your work.

Building active relationships

Active relationships can open doors

to other sources of information and influence.

You need time to develop effective relationships. You may be in contact with these people over months or even years. To make a relationship work, you need good listening skills and a willingness to share real information. Relationships are based on mutual trust and respect, which must be fostered.

A successful relationship:

- allows for different views but finds areas of common agreement

- is transparent, with the constraints on each party clearly understood.

Defining your community

You need to define the groups likely to be affected by your proposal or work.

Groups may be based on ethnicity, age, gender, employment status, disability, geographical location, issue or interest, or any other number of factors. There are a number of places you can go for advice:

- Talk to colleagues with experience in working with the communities involved.
- Consult networks of other agencies.
- Use information on this site to contact specific population groups and umbrella organisations.
- Use directories of community organisations.
- Ask local authorities about community networks.

[Directory of local authorities](#)

Identifying existing relationships

Most government agencies have some level of interaction with the community and voluntary sector. Relationships between government agencies and the voluntary sector include:

- Agencies with programmes that involve volunteers (eg, NZ Police, Department of Conservation)

- Agencies whose policy work or legislation impacts on the activities of community groups or volunteers (e.g. Department of Labour via the Health and Safety in Employment Act 1992)
- Agencies that provide funding to, or contract services from, community organisations (e.g. SPARC, Ministry of Health)
- Agencies whose key stakeholders or target audiences include community or voluntary organisations (e.g. Ministry of Social Development, Ministry for the Environment)
- Agencies that rely on volunteers and community groups to assist them with disseminating key messages or implementing work programmes (e.g. Ministry of Civil Defence and Emergency Management)
- Agencies whose special interest groups have significant interaction with the community and voluntary sector (eg, Office for Disability Issues, Ministry of Pacific Island Affairs)
- Agencies with policies in place to support the private volunteering activities of their staff (eg, Land Transport NZ, Department of Internal Affairs).
- discuss the advantages of building an ongoing active relationship
- inform participants about what is happening or what is planned
- identify people interested in sharing information, so that you begin to build up a contact list
- agree on some preliminary ways of working together.
- Ministers are elected on the understanding that certain actions will be taken
- in-depth information may already be available from previous public debate
- rapid action is required.

Careful consideration should be given to whether diverse perspectives have been weighed up before any decisions are made.

Open communication will be needed on the implications of the decision. Consider which people will need to know first and how the information will be conveyed.

Resources may be required for responding to public reactions if citizens feel their views have not been taken into account.

Providing information is also important in other quadrants of the engagement spectrum. For instance:

- early in a consultation, information assists people in understanding issues, alternatives, opportunities and solutions
- at the end of a consultation, people will want to know how their input affected the end result, and how things will move forward
- in a partnership, sharing information builds trust and mutual understanding
- community-led decisions can be empowered by sharing your knowledge.

Using active relationships

Active relationships can be used throughout the policy or service development cycle from:

- building a vision of what is desired
- agreeing on the problem to be addressed
- developing and analysing options
- choosing and implementing the preferred option
- monitoring and evaluating.

It is important to consult your community network when identifying the problem or issue. Identifying the appropriate level of participation is something else that people in your network can help you with.

With a few judicious phone calls to key contacts, you can quickly obtain information. Such informal 'research' should be relied on.

Information provision

Providing information in a timely and targeted manner can be a huge benefit to communities if the information reaches the right people in a way they can understand and respond to.

In the first quadrant of the engagement spectrum, decisions are made by the government agency or Ministers, and citizens and communities are advised. External input does not occur or is very selective. This may be because:

Identifying the impact/contact your agency already has is a good starting point to help you define your community, identify your stakeholders and benefit from input from staff within your own agency.

Starting the dialogue

Dialogue may begin in various, often informal, ways. A community group might invite you to a meeting, or you might see a notice in a local paper about a meeting that may be helpful to your work – go and join in!

Or you may invite relevant community groups to an informal meeting. In this case, your goal may be very simple – for example, to:

- identify broad areas of common interest

Informing communities is an important task

At a simple level, you need to be communicating the who, what, when, where and how of an issue.

This requires effective communication planning, where you identify who your audiences are, and target your approach to those audiences. This may impact on the language you choose, the means of communication (written, visual, face-to-face, electronic, etc), your choice

of messenger and timing. In most instances, you will have communications expertise available to assist you through this process - either in-house or from outside advisors - so this website does not go into detail on this topic, but it does offer some pointers for communicating with the community and voluntary sector.

Getting your messages out

Word-of-mouth and viral marketing are particularly active in the community sector, so place your messages in key locations where others can copy and refer them to others.

- Publish your media releases on the New Zealand government website.
- Publish your announcements on CommunityNet Aotearoa.
- Promote your news or events on the Public Sector Intranet if you think other government agencies may have effective networks with community groups or be interested in your issue.
- Contribute content for publication by others in their regular communications and newsletters to the community and voluntary sector.

Newsletters that reach the community sector

This page lists some of the regular newsletters and communications sent to the community and voluntary sector. It includes contact details for the publishers so you can provide content they might be able to be included in their publications.

Get your news distributed to other networks

Many New Zealand organisations are in regular contact with different parts of the community and voluntary sector and the government agencies that work alongside them. This contact can be through regular e-mails, electronic newsletters, printed publications or web alerts.

When your agency needs to reach a wider community audience, you could distribute your messages, or seek feedback on an issue, via others' communications. Factors like timing, relevance, deadlines and editorial policies will impact on what is actually included, but the publications listed below have indicated a willingness to consider content that others submit. It is up to you to make the approach.

Regular newsletters, panui, blogs and messages

[Bulletin Aotearoa \(formerly Rural Bulletin\)](#)

Bulletin Aotearoa is a free national monthly news digest with information set out under the following headings: current consultations; rural; environment; health; education; employment; housing/building; energy; transport & travel; justice/the law; Parliament; public service/local authorities; not-for-profits; business; money matters; Internet; ICT & media; Treaty matters; arts & culture; science & technology; fish & ships; general; conferences & events; and funding, awards, and opportunities.

[Community.Scoop Daily News](#)

This daily alert email service is provided by Scoop Independent News and ComVoices.

[CommunityNet Aotearoa Weekly Update & Panui](#)

The Weekly Update lists items added to CommunityNet Aotearoa in the previous week. Covers events, training and job vacancy listings, news items and website links.

The Panui is a free monthly e-newsletter, full of news and ideas for people involved with community groups. Includes useful community and website tips, and listings of upcoming events and training opportunities. The newsletter is sent out in two versions: plain text format and HTML email format.

To have your information appear in the Update, upload it to CommunityNet Aotearoa. To subscribe to either, e-mail: information@community.net.nz or [enter your details online](#).

[Panui - Funding Information Service](#)

Funding Information Service news with information about the FundView, BreakOut and CorporateCitizens funding databases. Funding information including community funding, scholarships and grants, business philanthropy events and issues in New Zealand, as well as community and voluntary sector news.

[FINZ on E](#)

Published by the Fundraising Institute of NZ. The Fundraising Institute's E-newsletter is written inhouse and people are welcome to send in information they think may be relevant. People are welcome to offer to contribute by contacting info@finz.org.nz.

[Policy Watch](#)

Produced by the NZ Council of Christian Social Services, Policy Watch monitors current policy developments, legislative change and research relevant to the focus areas of NZCCSS – namely poverty, housing, services for older people and issues for children and families.

[New Dialogue](#)

Each issue is based around a topical theme with contributions, news, views and events from across the community sector. The NZFVWO welcomes contributions of news and views on all issues relevant to social services in New Zealand.

[Legal Update](#)

A subscription-based monthly update that provides information and analysis of legislation relevant to the voluntary sector. Case law, legal reports and special features are also included.

Formal one-off consultation

Formal consultation is a form of community participation in which a government agency seeks the views of individuals and community groups on specific issues before making a decision.

Legal obligations

A number of statutes require formal consultation with interested parties. For instance, some legislation requires consultation on draft documents. Your legal staff can tell you which statutes relate to your agency.

One of the leading cases on consultation is *Wellington International Airport v Air New Zealand* (1993), which adopted a useful statement of standards for adequate consultation:

“Consultation must be allowed sufficient time, and genuine effort must be made. It is to be a reality, not a charade. To consult is not merely to tell or present. Nor, at the other extreme, is it to agree. Consultation does not necessarily involve negotiation toward an agreement, although the latter not uncommonly can follow, as the tendency in consultation is to seek at least consensus...”

“Consulting involves the statement of a proposal not yet finally decided upon, listening to what others have to say, considering their responses and then deciding what will be done.

“Implicit in the concept is a requirement that the party consulted will be (or will be made) adequately informed so as to be able to make intelligent and useful responses. It is also implicit that the party obliged to consult, while quite entitled to have a working plan already in mind, must keep its mind open and be ready to change and even start afresh ... In some situations adequate consultation could take place in one telephone call. In other contexts it might require years of formal meetings...”

What consultation is (and isn't)

The outcome of robust consultation is not necessarily consensus or agreement. Consultation is a process that permits and promotes the two-

way flow of ideas and information. Effective consultation is based on principles of openness, transparency, integrity and mutual respect.

Consultation is a valuable check on a proposal - it can identify bugs or problems, and gauge the level of support for and understanding of a proposal. No one person has all the knowledge, so consultation is an opportunity to get feedback and ideas from a wide group of people.

Tapping into a range of knowledge, perspectives and experience can prove powerful in making a proposal work - and can impact both on the proposal itself and the way it is implemented. The benefits of wider participation allow important knowledge and understanding to be gained in the process. The consultation process may confirm the thinking behind the initial proposal, or identify new matters that hadn't been considered. It can also generate submissions expressing a variety of differing views or perspectives.

As a result, people may not see their particular perspective come through because a range of ideas taken together lead to change (or not). This means there is unlikely to be agreement on all matters.

Wide involvement and participation contribute to informed choices, but in any consultation process the responsibility for decisions remains with the decision-makers.

One of the key elements of effective consultation is that it should lead to a better understanding of each other's positions.

It is also vital that you report back to people on how their input has contributed to the final decisions. Otherwise, people are unlikely to see the value in contributing in the future and will make comments such as “well, they'll do what they were going to do anyway” or “the changes they make will only be minor ones”.

Steps in a formal consultation exercise

1. Determine whether consultation is needed

Sometimes community organisations feel over-consulted or that what they have said previously has not been taken into account.

Before you start a formal consultation process, ask the following questions:

- Is the information you seek already available? If so, you may only need to check that the information is still valid or seek additional information.
- Has this sector of the population been consulted recently on this topic? Check what other agencies are currently consulting on, or ask your key contacts.
- Is it too late to make any real changes to the proposed policy or service? In that case, refocus your consultation on aspects that are still open for discussion.

[Check the Policy Development Toolkit on the Public Sector Intranet](#)

[Read the CabGuide section on consultations](#)

Check what other agencies are currently consulting - some are listed at www.newzealand.govt.nz

2. Decide at what stage to consult

Start gathering views at the early stage when problems and objectives are being defined. Communities are a rich source of information and can add depth to your understanding of the issues.

Go back to your community contacts at the stage when you have draft options for tackling the problems. Discuss the feasibility of the solutions you are proposing.

3. Clarify the purpose of consultation

What outcomes are you looking for? A clear purpose will ensure that the participants understand what they can expect from the consultation, and what input they are expected to provide. You need to ensure that all parties agree on what the community feedback will be used for. To what extent will it influence the decision?

Key questions

- What sort of information do I hope to get?
- How will the information be used in the decision-making process?
- How much is negotiable?
- What is not negotiable?

4. Determine the scope of the consultation

The policy or issue under investigation may demand a very wide national consultation process (eg, issues affecting all New Zealanders), or a more limited consultation of organisations with specific interests.

5. Plan the consultation

If you are organising a large-scale consultation process involving a wide range of groups you will probably require some specialist advice.

Check for:

- agencies' guidelines on consultation
- successful consultation exercises that could serve as models for yours
- people who have expertise in consultation exercises, networking and facilitation.

Develop a project plan that outlines each step of your proposed process and allow sufficient time for each step. Depending on the size of your project, you may need to allow several months to prepare for the consultation, including giving interested parties advance notice of the process. You also need to allow sufficient time to analyse the results from the consultation.

Key questions

- Is there sufficient time for the proposed consultation process?
- Will the proposed techniques provide robust information?
- Will the approach allow

representative groups to participate effectively in the process?

- How will you process the feedback generated by the consultation?

6. The consultation itself

You need to inform participants about the issues at stake. The information you provide must be clear, simple, and free of jargon. Give people ample opportunity to respond to this information, by allowing plenty of time, using appropriate techniques and/or venues and taking account of participants' needs.

You can publish your media releases, or details of issues and proposals you are consulting on, online at the New Zealand government website as well as on your agency's own website.

If you do a lot of consulting, consider setting up an RSS feed to do this automatically. RSS (Really Simple Syndication) is a standard format for automating news feeds for syndication. It allows summaries of web content, together with links to the full versions, to be displayed automatically on the New Zealand government website or other websites.

Key questions

If group discussions are to be used:

- Are the facilitators sufficiently skilled?
- Are the people who will record meetings skilled in summarising key points?
- Is the venue appropriate?
- How can you encourage people to participate (eg, by providing childcare, transport and/or cash vouchers as an incentive to attend meetings)?
- Do you have a system for recording attendance and a database of participants for post-consultation follow-up?

7. Analyse and report results

Before you start writing a report, focus on its purpose and audience. It's also a good idea to review the structure of other reports.

Focus on trends, rather than on quantitative results, unless you have a representative sample of people participating.

You may have many pro forma submissions: these follow a template, and are sent in by many people. You'll need a policy on how to treat these submissions.

It is important to link viewpoints to submitters, unless you have promised to protect their anonymity. For example, you may need to show the viewpoint being taken by a key NGO working on the issue.

Present the analysis in a form that is easy to read. Be sure to include an executive summary.

Key questions

- Does the report provide an accurate account of what was said?
- Are all viewpoints fairly represented?
- How are pro forma submissions to be treated?
- Does the report show the dominant view of key groups?
- Is the report in a form that is easy to read?
- Does it include an executive summary covering all main points?

8. Provide feedback

Those who contribute to the consultation need to be given feedback. This could be a summary report, with the full report being sent to key groups or deposited in public places such as libraries.

Besides a summary of what was said, be sure to let participants know:

- how the information derived from the consultation was used
- the extent to which their views influenced the final decision
- how any unresolved issues will be addressed.

Key questions

- Will you send a summary of the report to all those involved in the consultation?
- Do the final decisions differ from the ideas they suggested during the consultation? If so, have you explained why?
- How will the relationships be maintained during implementation, monitoring and evaluation?
- As the project continues, how will you keep participants informed?

9. Evaluate the consultation

Plan the evaluation from the beginning of the project. This way you will collect useful information during the process. An evaluation report could include assessment of:

- the aims of the consultation against results
- how effective the planning and implementation was
- how effective the methods used were
- whether risks were identified and well managed
- feedback by participants
- costs compared to budget
- how the information gained impacted on decisions made.

Checklist: formal consultation

Before you begin

- Check whether consultation is necessary.

- Make sure consultation is not a substitute for research and thought.
- Determine resources and time required.
- Clarify what information you are seeking and how you will use it.
- Allow plenty of time to prepare.
- Allow enough time for the consultation process itself.
- Allow plenty of time for people to participate, especially for written submissions or group responses.
- Consider cultural issues: consult colleagues and agencies if you are unsure.
- Make sure you consult the appropriate people; seek advice if unsure.
- Tell participants why they are being consulted and what their answers will be used for.
- Keep all written and spoken communication simple, straightforward and respectful.

For meetings

- Think creatively about how to advertise your consultation.
- Choose an appropriate venue where participants feel at ease.
- Wear appropriate clothing at meetings with community representatives; seek advice if unsure.
- Select a skilled and impartial facilitator.
- Think carefully about how senior the officials attending meetings need to be.
- Plan your meeting agenda thoughtfully.
- Make sure presentations are clear, concise and interesting.
- Start with an open mind about the outcome - if the decision has already been made, this is not consultation.

- Respect all participants and their ideas. Acknowledge their commitment and input.
- Make sure everyone has their say. Don't rush, and don't allow some individuals to dominate a meeting.
- Listen carefully and make sure you understand what people say to you. If unsure, repeat it back to them and check you have recorded their views accurately.

After consultation

- Provide feedback to the people you have consulted through a follow-up letter, a summary of the report or a full report.
- Publish your media releases, or details of issues and proposals you are consulting on on the New Zealand government website.

Collaborative processes and partnerships

In partnerships, the responsibility, authority and decision-making are shared more evenly than in other forms of participation. There is often an agreement between the parties to share risks and benefits.

Definition of partnership

The UK Audit Commission has defined a partnership as a joint working relationship where the partners:

- are otherwise independent bodies
- agree to co-operate to achieve a common goal
- create a new organisational structure or process to achieve this goal
- plan and implement a joint programme
- share relevant information, risks and rewards.

Partnerships of this kind are becoming increasingly common. They may be initiated by government or communities, and may operate at local, regional or national levels. Potential partners for central government agencies include local authorities, business representatives, community agencies, iwi and Māori organisations.

The power and resources of each partner are unlikely to be equal, yet neither partner should dominate. Being in partnership generally means giving up some of your decision-making power and adopting wider goals. Honesty between the partners is essential.

It is quite common for agencies to talk about being in partnership with a community organisation, when they are simply both involved in an activity or government has contracted a service from the community. Careful use of the term 'partnership' can be a good basis for a constructive working relationship - so recognising the type of relationship you have is important. A partnership won't happen instantly, but it may evolve as trust and confidence between the parties grows.

Benefits of a partnership approach

- Partnerships can help solve complex or difficult problems because no one group or agency can fix these alone.
- Working in partnership, government and communities can pool their financial, human and information resources, and work together to achieve shared goals.
- Partnerships can increase local commitment to getting results, as responsibilities for decision-making and management are shared.
- Partnerships can make the best use of community knowledge and resources. Communities know who's who, who's doing what, and which processes work best within their community.

- Partnerships can provide better delivery of services to the community and may lead to greater operational efficiencies.
- Partnerships can build local skills, leadership capacity and institutional development.
- Partnerships can reduce duplication and create a more well-connected, cohesive approach.
- Partnerships help ensure that the 'issue or problem' is correctly identified by looking at the big picture approach and including different perspectives.

Types of partnerships

Partnerships come in all shapes and sizes. They can differ according to:

Their purpose: Partnerships may be created for strategic planning, service co-ordination, information sharing, service/programme delivery, or capacity building.

Their focus: Some partnerships focus on a sector such as health, education, or youth justice. In others, representatives from central government, local government, and community groups come together to work collectively on broad themes such as safer communities, healthy cities, and strengthening families.

Their governance: The possible governance structures for partnerships range from simple informally constituted collectives, to formal legal entities such as charitable trusts, charitable companies and incorporated societies. The parties may also have contractual arrangements between them.

The range of participants: Participants can be drawn from central government, local government, the community and voluntary sector, iwi and Māori organisations, business or industry groupings, or other key interest groups.

Their timeframes: Partnerships can be formed to undertake short term one-off projects, or they can be the basis of an ongoing relationship

between two or more parties, who subsequently undertake a range of projects over the long term.

Their funding arrangements:

Partnerships may be funded by central or local government, co-partner funded, or non-partner funded.

Three essential stages in forming partnerships

Open communication, proper resourcing, careful planning, and time are all important factors in establishing and maintaining a partnership.

Stage 1. Establishing the partnership

Time

The biggest investment when establishing a partnership is time. Time is needed to build trust and respect, and to understand and appreciate differences in backgrounds, perspectives, capacities, expectations and responsibilities. This is especially true if the partners have not worked together before, or if their previous experience of doing so was less than satisfactory.

Funding and training

Some partners may need funding or training to enable them to contribute to the partnership effectively.

Open dialogue

Potential partners need to talk openly to establish common ground and begin working towards shared visions, objectives and values. Limitations and parameters of the partnership should be made clear from the start.

Flexible membership

During the establishment phase, the original partners may realise that other people or groups need to be involved. The right representation from the right partners is the key to success, so it is important that membership of the partnership be flexible.

Terms of reference

Start thinking early about terms of reference for the partnership. It is helpful to formally record the background to the partnership, the partners' aspirations, and basic principles and processes for working together.

Key questions when establishing the partnership

- Why have a partnership instead of some other form of participation?
- What need does the partnership aim to address? How do you know the need exists?
- What processes and resources do you need to begin initial discussions with potential partners?
- What funding, training or practical support might be needed?
- What resources – financial and non-financial – will each partner bring to the partnership?
- What is the best process for developing shared visions and objectives?
- Which groups, agencies and individuals have a role to play in achieving these visions and objectives?
- Which of these groups, agencies and individuals should be formally included in the partnership?
- What are the aspirations, roles, rights and responsibilities of each partner?

Stage 2. Governance and management

The term governance refers to the decision-making processes in the administration of an organisation. Different partnerships will approach the issue of governance in different ways. Three structures are probably needed:

A governance body

Can the partnership be managed by existing staff within an agency or organisation, or is a new entity necessary? If the latter, develop an appropriate process for creating the governance body. Members may be selected or appointed, or a mix of both. It is crucial that this governance body comprises people with the requisite skills, experience and authority.

Subgroups focusing on specific tasks or issues

With the governance body in place, the partners can set clearly defined goals and objectives. An initial work programme will be developed and tasks or issues may be assigned to sub-groups. It is important to include some concrete tasks that are achievable in the short term. The completion of these first tasks will help to demonstrate the worth of the partnership and keep people motivated in their pursuit of longer term goals.

A formalised agreement

The partners may decide a formal written agreement, such as a Memorandum of Understanding or a contract, can be drawn up and signed.

Key questions about governance and management

- Are the key strategic visions and objectives clearly articulated?
- What activities will take place under each objective and who will undertake them?
- Is it necessary to form a new governance body?
- If so, by what process should members of that body be identified?
- What financial and human resources will this body require?
- What are the respective roles and accountabilities of the partners to each other and to other stakeholders?

- What are the respective roles of, and relationships between, the governance body and other project staff?
- Who will be responsible for monitoring and evaluating progress?
- Is it necessary to establish procedures for dissolving the partnership?
- What are the appropriate:
 - decision-making processes?
 - risk-management strategies and mechanisms?
 - procedures for dealing with conflict?
 - measures or indicators for monitoring and evaluating partnership processes and performance?
 - reporting structures?
 - communication processes between partners, and between partners and other stakeholders?

Stage 3. The partnership in action

After the first two stages, the partners should have a common vision, an achievable set of goals to pursue and a clear allocation of tasks and responsibilities.

During this operational stage, continuous evaluation is needed to ensure the partnership is operating effectively. The ability to change is the sign of a strong partnership.

Key questions about the partnership in action

- What targets and milestones have been met?
- What changes are needed to improve results?
- What changes to governance or management are needed to keep the partnership on track?

- How will partners use performance monitoring and evaluation to inform the future direction of the partnership and their agencies' policies?
- How will good-practice lessons be disseminated?
- Has the partnership come to the end of its natural life cycle? If so, what process is required to dissolve the partnership?
- Is there a need for ongoing support to sustain activity at the local level?
- a network of relationships based around a common identity, such as ethnicity, or interest such as sport or music.
- Holistic ways of operating can be achieved, by bringing together local people from different sectors such as health, education, and housing.

Some partnerships have a limited lifetime; perhaps their original purpose is achieved or becomes irrelevant. At this stage, the partnership needs to change or dissolve.

If a legal entity has been established to run the project, a process is needed for winding up that body and transferring any remaining assets. Ideally, this process will be built into the partnership itself, so that over the partnership's natural life cycle, there will be a gradual transfer of the assets and responsibilities to appropriate partners as required.

In some cases a new body may take over responsibility for advancing the partnership's goals. In this instance, consider what resources will be required.

Community decision-making

Community development empowers communities to identify their needs, plan action, manage projects and evaluate the results of their activities.

Community development and decision-making

Community decision-making is inherent to community development. Community members make their own decisions; they decide how much outside help they want.

A community may be:

- geographically based, such as a neighbourhood, city, or rural town

For a community to take control of its own development, a group of people must be prepared to work together to pursue their goals. Often these groups are legal entities, such as incorporated societies or charitable trusts. Other initiating groups may be small and loosely structured.

Groups vary in how they make decisions. Some groups, especially smaller ones, prefer non-hierarchical structures and collective decision-making. Formal organisations will have paid staff, including managers, and may also have a governing board. In some communities, such as Māori or Pacific communities, the views of elders may be particularly significant.

How government can support community decision-making

Government agencies often have a role to play in assisting communities to achieve their goals, for instance by:

- funding projects, through small grants or more substantial contracts
- providing information that communities need
- mentoring or training members of community organisations
- facilitating community meetings, if asked.

Benefits of supporting community decision-making

- Decisions are likely to be based on first-hand understanding of the issues.
- Projects are tailored to the needs of the community, so are more likely to succeed.
- Community members are empowered.
- Connections and trust between community members are strengthened, building a solid base for future decision-making.

Steps in supporting community decision-making

1. Identify a need

A range of techniques can be used to do this, including hui, fono, focus groups, questionnaires, and more specialised methods.

These government agencies have staff that can assist communities to identify their aspirations and goals.

[Work and Income support for communities](#)

[Te Puni Kōkiri](#)

Key questions to consider when helping a community identify a need

- What exactly is the need?
- Whose need is it?
- What are the options for addressing it?
- Who has been involved in the needs assessment?
- Have any key groups been missed out?
- What does the community hope to achieve?

2. Develop a plan

Developing a plan will require a dedicated group of people. This may be a new group or an existing community organisation. The group will need the backing of its community.

The plan can be as simple or as complex as the community desires. It may include:

- the vision
- objectives, with measurable indicators

- activities needed to achieve the objectives
- governance and management structures
- resources required
- process for ensuring ongoing input from the rest of the community
- process for ensuring accountability to the rest of the community
- monitoring and evaluation procedures.

3. Put the plan into action

A community-development approach means that the organising group for the project has financial and management control, even if the funding comes from external sources, such as government. The group is, however, accountable to its funders and its community.

Public servants can assist community groups to work through any problems that arise in implementing the plan.

Both process and outcome are important in community development. It can take time to solicit widespread input, resolve differences of opinion, and achieve joint agreement on how to proceed. Remember, if a new or small community group is leading the work, it may be reliant on volunteer effort.

Key questions as you help a community implement its plan

- Are diverse voices from within the community being heard and taken into account?
- Are community members satisfied with the process and the progress being made?
- If not, what assistance could the government agency provide?
- Are key members getting the training they need to be effective?
- Is the plan realistic, or is there a need to review it?

4. Monitor

For major initiatives, such as those involving significant financial cost, it is important to build monitoring into the entire life cycle of the project. In a community-development approach, the community organisation that is running the project leads the monitoring work.

Public servants with appropriate skills can facilitate, advise and assist.

Key questions for monitoring a community-driven project

- How will the community know if the project is effective?
- Does the community organisation managing the project have baseline data that will provide evidence of outcomes?
- Have realistic indicators been developed to measure desired outcomes?
- Do the participants need training or mentoring?
- Is there a process for open communication between all concerned?
- Does the monitoring process measure to what extent the project is:
 - addressing the community's needs?
 - meeting objectives or agreed milestones?
 - using resources wisely?
 - having the desired effect?

5. Evaluate

Evaluation ensures that we learn from experience what does and does not work.

The community should consider the method of evaluation from the outset, because this will influence the design of the project. However, collecting data for evaluation is best left until a project has settled.

If the community group lacks this expertise, your agency will probably want to provide skilled evaluators. The appropriate method of evaluation may be participatory (involving the project management team) or independent (conducted by an external person or company).

Key questions for evaluation

- Do you evaluate all the objectives and outputs of the project?
- Can you identify unintended impacts?
- Are you evaluating relevance: did the project meet real needs?
- Are you evaluating efficiency: were resources used wisely?
- Are you evaluating effectiveness: were the desired results achieved?
- Are you evaluating impact: to what extent have project activities improved lives for individuals or the community?

Checklist: Supporting community decision-making

- Be clear about the community you're working with. Is it one loosely formed group or groups, or a specific organisation? Does it work with other groups you may need to involve at some point?
- Consider how best to support and empower the community you are working with, without taking over.
- Respect the views and values of the community.
- Help the community to develop governance structures, if necessary.
- Be certain that the people representing the community are mandated to do so.

- Help the community to refine their priorities, if necessary.
- Help the community to develop a plan.
- Give the community access to government resources.
- Be flexible and, if necessary, change your procedures.
- Offer guidance and advice to the community in a spirit of co-operation.
- Offer your agency's knowledge, skills and expertise as well as funds.
- Take small steps. Allow plenty of time.

Related resources for levels of participation

This page lists more resources related to different levels of participation.

Active relationships

[Community Consultation Checklist](#)

This publication discusses some important issues to consider when planning and implementing the community consultation process. Action Research Resources, Australia, 2000.

[Community Engagement in the CDEM Context](#)

The ability of a community to cope with an emergency is based to a large extent on the measures it takes before the emergency occurs. Getting communities to participate in actions that enhance preparedness and create resilience to disasters has proven to be a significant challenge to the civil defence emergency management sector. This Best Practice Guideline assists with this process and is aimed at local authorities, regional Civil Defence Emergency Management Groups (CDEM) and support services around the country. It is intended to be a practical, hands-on reference, drawing together best practice from New Zealand experience and overseas. New Zealand, 2010.

[Factors for Successful Coordination - a Framework to Help State Agencies Coordinate Effectively - February 2008](#)

The State Services Commission (SSC) presents the Factors for Successful Coordination Framework, to help agencies plan coordinated activity. The framework groups nine success factors according to the three dimensions of mandate, systems and behaviours. Ensuring these factors are in place will help agencies coordinate more effectively and achieve success together.

[Linking Local and Central Government to Promote Cultural Well-being](#)

Information from the Ministry for Culture and Heritage about how the ministry can work with local authorities to promote cultural well-being. Includes information about funds and schemes the ministry administers.

[Public Health in New Zealand: Local Government's Contribution to Wellbeing](#)

Copyright Ministry of Health
Local authorities frequently both undertake activities influencing public health and wellbeing and facilitate or support similar activities done by others. This document highlights good practice that is occurring in the sector. By encouraging more effective working relationships between health and local government agencies, it should develop more efficient action at a local and regional level to support people adopting healthier lifestyles.

[Government Community Engagement: Key learning and emerging principles](#)

This paper from the Community Economic Development Action Research Project covers processes for engaging with communities, key challenges in building a meaningful relationship with communities/ community groups and emergent principles of engagement that can be considered in future work.

[Ingredients for Community Engagement: The Civic Pioneer Experience](#)

This research project looks at how local councils have developed approaches to encourage

engagement of local people in the shaping of public policies and services. Ipsos Mori Social Research Institute, United Kingdom, 2006.

[Resource Guide on Public Engagement](#)

The National Coalition for Dialogue & Deliberation (NCDD) is an active network and community of practice centred around conflict resolution and public engagement practices. The NCDD compiled this guide as a companion to a 2010 series of events designed to connect practitioners, public managers and community leaders to build local capacity in quality public engagement. Showcasing NCDD's best work (like the Core Principles for Public Engagement and the Engagement Streams Framework), the guide also recognises a lot of the great work done by others in this field. The guide shares stories and resources with the dialogue and deliberation community, public managers, and anyone else with an interest in public engagement. USA, 2010.

Information provision

[CommunityNet Aotearoa](#)

CommunityNet is a good place to publish announcements for the community and voluntary sector.

[IAP2 Public Participation Toolbox](#)

The International Association for Public Participation (IAP2) has developed a toolbox designed to help agencies share information. It identifies the pros and cons of various methods and offers quick tips to get things right.

[Local Government New Zealand](#)

This organisation represents the national interests of councils of New Zealand. They champion best practice in the local government sector, and provide policy, advice and training to councils. The website can help connect you with local councils who you may wish to consult or work with.

[New Zealand government website](#)

Government agencies can publish media releases on the New Zealand government website to reach community and voluntary groups.

[Plain English Power](#)

Plain English is routinely used in new and revised New Zealand laws, thanks to determined efforts by the Parliamentary Counsel Office and the Law Commission. That's an extraordinary achievement, because the law is obviously a complex and challenging type of communication. If it's possible for statutes to be written clearly, there's no excuse for other confusing messages from Government.

[Plain English Writing Guide](#)

These writing tips from Civil Defence will help to ensure your message is clear and understood.

[Public Sector Intranet](#)

Government agencies can promote news or events on the Public Sector Intranet if they think other government agencies may have effective networks with community groups or be interested in the issue.

Formal consultation - NZ resources

[CabGuide - Consultation: Guide to Cabinet and Cabinet Committee Processes](#)

Those drafting papers for Cabinet and Cabinet committees need to decide early in the process which other departments or agencies need to be consulted. The purpose of that consultation is to ensure that Ministers have all the relevant information in front of them as they take decisions. Departments initiating drafts are responsible for ensuring that appropriate consultation is undertaken, that others are given reasonable time to comment on the draft paper and that their views are accurately reflected in the paper. The Cabinet Office may reject papers where it appears the necessary consultation has not taken place.

[Consultation guidelines](#)

These guidelines from the Department of Internal Affairs are available in the Policy Development Toolkit on the Public Sector Intranet. The Policy Development Toolkit also includes consultation guidelines from the Ministries of Health, Pacific Island Affairs, Women's Affairs and the Office of Ethnic Affairs. New Zealand, 2005.

[Consultation Guidelines for the Ministry of Health and District Health Boards relating to the provision of health and disability services](#)

This document is intended as a guide to the requirements for consultation as legislated for under the New Zealand Public Health and Disability Act 2000. Ministry of Health, Wellington, New Zealand, 2002.

[Consultation Guidelines from the Department of Internal Affairs](#)

This 2005 guidance on how to conduct consultations is available on the Public Sector Intranet.

[Consumer Representation: Consulting Consumers](#)

This brochure from the Ministry of Consumer Affairs gives advice on consultation and ensuring consumer representation.

[Consumer Representation: Recruiting Effective Consumer Representatives](#)

This Ministry of Consumer Affairs booklet is designed to help government agencies set up effective consultation with consumers through consumer representatives. It talks about when to consult, how to consult, the costs of consultation, and, most particularly, how to locate consumer representatives who can give the quality of advice needed.

[The Dilemmas of Engagement: The role of consultation in governance](#)

Politicians and public officials frequently emphasise the need for consultation as an essential element of the deliberative processes underpinning the development of policy or the implementation of programmes and services. This paper maps out the principal approaches used by governments

to consult with and engage affected communities of interest. Stewart critically assesses the available literature to identify the 'good, bad, and the ugly' of engagement, and provides selected case studies. By Prof Jenny Stewart for ANZSOG.

[Department of Conservation Consultation Guidelines](#)

The Department of Conservation's consultation guidelines explain the consultation process and provide guidance to help assess appropriate consultation methods for different issues and levels of complexity.

[Department of Conservation Consultation Policy](#)

The Department of Conservation's consultation policy states that the department is committed to consulting with tangata whenua, associates, and the community, and managing effective and efficient consultation processes, in the interest of getting the best information to make decisions, which are good for both conservation and the people of New Zealand.

[LINZ consultation](#)

Land Information New Zealand (LINZ) is a government department with the purpose of maintaining and building confidence in property rights in land and geographic information, and encouraging land information markets to develop and mature. It has consulted on a range of activities, including the significant work to digitise land information and establish Landonline.

[Way2Go – a case study from SPARC](#)

Way2Go came about through public consultations during the development of the Nelson Tasman Physical Activity Plan, and as a result of SPARC's Obstacles to Action report. New Zealand.

Formal consultation – International resources

[Code of Practice on Consultation \(2nd Edition\) - Britain](#)

This 2nd edition of the code (produced in Jan 2004) was

designed to improve the way the British Government consults with stakeholders. It strengthened the commitment to providing respondents with feedback and to following better regulation best practice in developing policy options.

[Code of Practice on Consultation \(3rd edition\)](#)
- HM Government, Britain

The British Government has had a Code of Practice on Consultation since 2000. It sets out how consultation exercises are best run and what people can expect from the Government when it has decided to run a formal consultation exercise. This third version of the Code (produced in July 2008), is itself the result of listening to those who regularly respond to Government consultations. This Code aims to help improve the transparency, responsiveness and accessibility of consultations, and help in reducing the burden of engaging in Government policy development.

[Consultation Information Hub](#)

The Government of Canada is committed to finding new and innovative ways to consult with, and engage Canadians. Consulting With Canadians provides single- window access to a list of consultations from selected government departments and agencies. Canada. 2011.

[Consultation principles](#)

The Council of Australian Governments (COAG) has published a very comprehensive set of resources designed to ensure best practice consultation is undertaken when policy is being developed.

[Community Consultation and Participation: Resource Kit for Area Health Service Managers and Project Leaders](#)

This kit contains information about consultation principles, techniques, case studies, and evaluation tips. It includes guidelines for working with Aboriginal people and people with disabilities. Australia.

[Community Consultation and the 'Hard to Reach': Concepts and Practice in Victorian Local Government](#)

The report discusses various models of community consultation and documents why there is currently such enthusiasm for community consultation at the local and state level in Victoria. The report also includes new research about practical approaches in Victoria to reaching people who may be disengaged, disinterested or facing barriers to public participation. Australia.

[Community Consultation: Best Practice](#)

This Australian site includes useful community development resources.

[The Consultation and Policy Appraisal Code: Compact Code of Practice \(1st edition\)](#)

This first edition of the Consultation Code was published in May 2000 to promote effective discussion, and encourage the government and the voluntary and community sector to communicate and work together more effectively. United Kingdom, 2000.

[Consultation and Policy Appraisal: A Code of Good Practice](#)

A very comprehensive document for consultation with the community and voluntary sector within the context of the UK Compact. It contains guidelines on developing a framework for consultation and policy appraisal, ways to consult and how to decide who to consult.

[Council of Australian Governments Consultation principles](#)

The Council of Australian Governments (COAG) has published a comprehensive set of resources designed to ensure best practice consultation is undertaken when policy is being developed. The consultation guidelines are in line with their principles for good regulatory process. Australia, 2009.

[Listen Up: Effective Community Consultation](#)

This is a useful resource on using community consultation in making policy and improving services.

It includes sections on planning consultation, overcoming barriers to effective consultation, the principles of good practice and evaluating effectiveness.

Collaborative processes and partnerships - NZ resources

[Achieving Public Sector Outcomes with Private Sector Partners](#)

Partnering in its various forms is gaining in popularity in other countries as a means of building new infrastructure and delivering public services. There are also signs of increasing interest in this approach in New Zealand, particularly in local government. The experience of other countries suggests there is a need for clear government policy and direction if partnering is to be used to any great extent. This report aims to inform leaders and decision-makers about the partnering issues they need to consider.

[Building Better Contexts for Partnership and Sustainable Local Collaboration: A Review of Core Issues, with Lessons from the 'Waitakere Way'](#)

In Waitakere City, collaborative activity in social sectors is based on a tradition of community activism, interagency collaboration and city council facilitation. Through these processes, a number of lessons have been learned, and a language and new processes of collaboration have been developed. This article outlines the lessons learned.

[Central Government Engagement in Community Outcomes Processes](#)

A paper from The Department of Internal Affairs. This paper addresses how community outcomes processes can promote effective central government engagement with local government. The paper also describes how central government agencies could use information from community outcomes processes, and the outcomes themselves, to improve policy development, programmes and the delivery of services to achieve mutually desired outcomes.

Community Involvement Policy

This policy outlines how Nelson-Marlborough District Health Board keeps the community informed, promotes interest in its activities and facilitates participation in planning and funding decisions.

Deepening Democracy: New Initiatives in Public Participation

This workshop run by Lyn Carson and Anne Pattillo was hosted by the Bioethics Council Secretariat in 2007. A video of Lyn Carson's presentation, Exploring powerful engagement methods: deliberative designs, is available from the website, along with a copy of her PowerPoint slides, a summary of Anne Pattillo's presentation and links to other resources provided in the workshop handbook.

Developing Effective Partnerships between the Department of Conservation and Community Groups

This report identifies the types of partnerships the Department of Conservation has with community groups. This includes the key features of effective partnerships with community groups and the key factors that must be considered when partnerships between the department and community groups are developed. The research is based on seven case studies.

From Seed to Success: Guidelines for community conservation partnerships

This Guide and Toolkit are designed for people involved in community conservation projects. They provide advice about establishing, maintaining, improving and evaluating community conservation projects. Department of Conservation, 2000.

Government-Community Engagement – Key Learning and Emerging Principles

This paper documents researchers' experiences in engaging with communities as part of the Department of Labour's Community Economic Development Action Research project.

Incentivising Collaboration: Blackmail, bribery and arm-twisting on the road to charitable collaboration

This MBA research project by Mark Bentley of Auckland Communities Foundation concludes that while financial incentives have an important stimulus role, skilful and thoughtful application of non-financial incentives is critical for the long term embedment of effective collaboration.

Ministry for the Environment - Partnerships

The Ministry for the Environment works in partnership with other agencies to locate, use and share environmental information, for example, regional and territorial councils, Crown Research Institutes and cross-government agencies.

Models of Community-Government Partnerships and their Effectiveness in Achieving Welfare Goals: A Review of the Literature

This document covers models of community-government partnership, factors affecting government-community partnerships, and examples (mostly from overseas) of partnerships.

Mosaics – Whakaahua Papariki: Key Findings and Good Practice Guide for Regional Co-ordination and Integrated Service Delivery

Mosaics is a resource to help improve the delivery of public services to people in New Zealand by offering practical advice on how multiple government and community agencies can better work together. Produced by the Ministry of Social Development in 2003, it is essentially a toolkit for central government, local authorities, businesses and communities on the best ways of working together to achieve common goals.

NZ Police and Porirua City Council case study

A 2009 IPANZ Gen-i Public Sector Excellence Award winner, the 'Safer Porirua' project won the category for excellence in working together for better services, as well as the supreme award.

Partnership Matters

Partnership Matters is an annual journal that examines current thinking and practice in cross-sector partnering. It profiles new thinking and innovative practice from the perspective of those involved at the cutting edge of the partnership paradigm. Partnerships – From Practice to Theory This was a collaboration between the Social and Civic Policy Institute and the Institute of Policy Studies (IPS) at Victoria University of Wellington and was published as an Institute of Policy Studies Policy paper. It is available from the Institute of Policy Studies, PO Box 600, Wellington. David Robinson (ed.), Social and Civic Policy Institute, Wellington 1999.

Partnerships – From Practice to Theory

This was a collaboration between the Social and Civic Policy Institute and the Institute of Policy Studies (IPS) at Victoria University of Wellington and was published as an Institute of Policy Studies Policy paper. It includes papers on philosophy of partnership, using partnership as a strategy for a caring society and inherent strengths and weaknesses; with an Irish case study; and a chapter on partnerships between business and the community. It is available from the Institute of Policy Studies, PO Box 600, Wellington. David Robinson (ed.), Social and Civic Policy Institute, Wellington, 1999.

The Potential of Partnership: Key Learning's and Ways Forward

This report discusses partnering experiences with the wider social community within Waitakere City. It outlines the concept of partnering with the community, discusses lessons learnt along the way and suggests methods for improving frameworks and capacity building. Local Partnerships and Governance Research Group, University of Auckland, Auckland, New Zealand, 2004.

Resources for working collaboratively

Family and Community Services in the Ministry of Social Development compiled this list of resources to provide an introduction to the practice and theory of partnering and collaboration

[Solving problems through partnerships – the National Community Policing Group S.A.R.A model - Scanning, Analysis, Response, Assessment](#)

The SARA model is a problem-solving tool that can be used to help tackle complex community problems. The model identifies the steps taken to confirm and analyse the problem, make the appropriate response, and assess the response and impact on the problem. The model emphasises identifying partnerships with other community groups. For more information about the S.A.R.A model contact Sergeant Glyn Rowland, of the National Community Policing Group, at glyn.rowland@police.govt.nz or phone (04) 474 9499.

[Strengthening Communities through Local Partnerships](#)

This site contains information on the Strengthening Communities through Local Partnerships Project, funded by the Foundation for Research Science and Technology and undertaken by the University of Auckland, Waitakere City Council and Christchurch City Council/Sustainable Cities Trust. The site also contains papers from an April 2002 symposium on partnerships hosted by the University of Auckland.

[Tatou Tatou – Working Together: A Model for Government / Non-Government Collaboration in Social Policy Journal of New Zealand \(Issue 18: 2002, pp 79 – 91\)](#)

This paper discusses some of the challenges and constraints experienced when working collaboratively on the development of Te Rito, the New Zealand Family Violence Prevention Strategy. K Maynard and B Wood, Ministry of Social Development, Wellington, New Zealand, 2002.

[Who gets born? How did NZ's Bioethics Council arrive at its recommendations?](#)

A critique of the Bioethics Council's processes and findings from the Who Gets Born? project. Journal of the New Zealand Medical Association, Vol 122, No 1294, 8 May 2009.

Collaborative processes and partnerships – International resources

[Talking the Walk: A Communication Manual for Partnership Practitioners](#)

Talking the Walk is a toolkit for partnership practitioners from all sectors, to enable them to understand the importance of good communication to their work, and to help them develop techniques to improve their communications - both inside, and beyond, the partnership.

[Achieving Better Social Outcomes in New Zealand Through Collaboration: Perspectives from the United States - Lynne Dovey - September 2003](#)

This paper examines the topic of improving social outcomes in New Zealand through collaboration between government and communities where children, young people and families are at risk.

[Active Governance: The Value Added by Community Involvement in Governance through Local Strategic Partnerships](#)

This UK study explores participants' views of the value added by community involvement in governance through Local Strategic Partnerships. The benefits, costs and difficulties identified hold lessons for community engagement in other governance structures, particularly those also including professionals and multi-agency groups.

[Assessing Strategic Partnership: The Partnership Assessment Tool](#)

This partnership assessment tool is valuable in describing the elements of a good partnership. While based on work in the United Kingdom with local government, it will be helpful in building and assessing any cross-sectoral partnership.

[Citizens as Partners: OECD Handbook on Information, Consultation and Public Participation in Policy-Making](#)

Produced by the Organisation for Economic Co-operation and Development, this handbook contains examples from a range of countries of good practice, innovative approaches and promising tools for engaging citizens in policy making.

[Community Development Exchange. United Kingdom: Community Development Exchange](#)

The Community Development Exchanges mission is to be a strong and effective voice for community development. It has a diverse membership including local authorities, policy-makers, academics, non-profit organisations and 'grass roots' workers throughout the UK. It aims to bring about positive changes towards social justice and equality by using and promoting the values and approaches of community development. The website has substantial resources relating to community development as well as case studies.

[Community Engagement in Policing](#)

This website details the partnership venture between the Home Office and the Association of Police Authorities and seeks to gather knowledge around – and support improvements in – the effectiveness of police service engagement, consultation and involvement with the public it serves. The website is intended to act as an information exchange for those involved with the project and others with an interest in community engagement. Association of Police Authorities/The Home Office, United Kingdom.

[A Conversation with the Future](#)

This article details the implementation of Imagine Chicago, which is a non-profit organization that helps people develop their imagination as city creators. It encourages partnerships between diverse groups and details how it has overcome differences in age, ethnicity, income, and culture while developing and facilitating collaborative intergenerational partnerships. It also includes a

Keynote speech to a PLUS (Partners in Long-Term Sustainability) network meeting in Vancouver. B Brown, Imagine Chicago, Chicago, USA, 2006.

[Deliberations about Deliberative Methods: Issues in the Design and Evaluation of Public Participation Processes in Social Science and Medicine \(Vol 57: 239.251\)](#)

This article discusses the need for new approaches in public participation. It reviews public participation generally, and then focuses on the health sector in particular. It finishes with guidelines that can be used in the design and evaluation of public involvement processes in the health sector. J Abelson, P Forest, J Eyles, P Smith, E Martin and F Gauvin, 2003.

[Effective Local Partnerships: A Checklist for Local Practitioners in the Public and Voluntary Sectors](#)

This pamphlet was developed by voluntary and community organisations together with public sector bodies in the United Kingdom to strengthen and build upon good practice in local partnerships. It sets-out a checklist for those engaged in partnership working at the local level to consider either in the development or enhancement of local compacts, or in specific partnership arrangements.

[Government as Partners – The Role of Central Government in Developing New Social Partnerships](#)

This research, conducted by Britain's Ashridge Business School with The Copenhagen Centre, aims to provide a better understanding of how and why national governments across Europe are seeking to work with business to promote social cohesion and combat social exclusion – in short, to develop new social partnerships.

[Healthy Democracy: The Future of Involvement in Health and Social Care](#)

This anthology brings together some of the leading thinkers in the area of encouraging patient and citizen participation in the NHS. It details activities that have been used in the public, private and voluntary sector to encourage participation.

E Anderson, J Tritter and R Wilson (Eds.) *Involve* and NHS National Centre for Involvement, London, United Kingdom.

[Local Partnerships: A Successful Strategy for Social Cohesion?](#)

This 1998 report by the European Foundation for the Improvement of Living and Working Conditions presents the results of a research project to analyse in depth one specific approach – the local partnership – its structures, working methods and results.

[Making Partnerships Work: A Practical Guide for the Public, Private, Voluntary and Community Sectors](#)

This publication takes the reader through each stage of the partnership development process and highlights factors that help or hinder successful management practice. Available on interloan from the Department of Internal Affairs Library. A. Wilson and K. Charlton, YPS, York, England, 1997.

[The Nature of Social Collaboration: How Work Really Gets Done in Reflections: The SoL Journal \(Vol 6: 2-3\)](#)

This article discusses social collaboration and how to develop social capital within an organization. It includes diagrams for formulating and understanding social connectedness and how to preserve social connectedness when implementing change. It is an excellent resource for understanding the concepts involved in building social capital and social connectedness. D Sandow and A Allen, Society for Organizational Learning, United States of America, 2005.

[OECD guide to successful partnerships](#)

Members of the OECD Forum for Partnerships and Local Governance have produced this manual on forming and maintaining strong partnerships. The aim of this guide is to serve as a practical manual for both the practitioners and policy makers involved in partnerships. It provides practical advice based on experience, for people involved in creating and maintaining

partnerships, rather than theoretical frameworks. One of the examples used is from NZ - the Marlborough Regional Development Trust.

[Partnering For Results: A User's Guide to Intersectoral Partnering](#)

This document reflects a synthesis of ideas from the US Agency for International Development's New Partnerships Initiative Resource Guide. While focused on international development, it is a toolkit that can be used by anyone interested in developing a cross-sectoral partnership.

[The Partnering Toolkit](#)

An essential guide to cross-sector partnering. Written by Ros Tennyson, Senior Advisor, Partnerships, International Business Leaders Forum.

[Partnership Matters](#)

The University of Cambridge's annual 'thought leadership' publication on cross-sector partnership, co-produced with IBLF, is designed to: Exemplify cutting edge partnership thinking and practice; Provide thought leadership for the partnership movement; Consolidate the learning for past and future PCCP participants.

[Partnerships: The Good, the Bad and the Uncertain \(pdf, 61kb\)](#)

This paper describes the research in partnerships that the Caledon Institute has conducted over the course of its Social Partnerships Project. Four major categories of partnerships are described: public education, social marketing, community investment and social change.

[Perspectives on Partnerships](#)

This is a collection of readings on collaborative working arrangements. It looks at partnerships from different viewpoints ranging from the payoffs and pitfalls for voluntary organisations engaging in collaborative initiatives to the idea of collaboration from the viewpoint of a large social services agency. Caledon Institute of Social Policy, 1998.

Public officials and community involvement in local services

An examination of community involvement in the governance of local services, with an emphasis on the role of public officials. The Joseph Rowntree Foundation, United Kingdom, 2008.

Us Now

Us Now is a film about the power of mass collaboration, government and the internet. The video shows how technology is giving more power to people to make decisions, work together, provide funding or appoint football teams!

When does collaboration make sense?

The March 2011 issue of Alliance magazine explored the buzzword of the moment 'collaboration' and explores a range of views on the topic. USA, March 2011.

Community decision-making - NZ resources

Community-led Development in Wairoa

A community developer's account of efforts by a rural community to confront local issues by developing a long-term social development strategy. The author describes attempts by a group of community representatives to adopt a community-led approach to planning and implementation, the obstacles met, the ultimate outcome of the project, and the "salutary lessons" learned. Tools, methods and models used in the project are included. Terrence M Loomis, New Zealand, 2011.

Heartland Services

Heartland Services is an across government initiative to improve access to government services for people in provincial and rural New Zealand.

Inspiring Communities

Inspiring Communities offers insight on community-led development, with a number of practical examples you can learn from. Their principles and framework include:

- Community-led and community driven - priorities determined and 'visioned' by those who live, work, care, connect and invest in local community of place – principle of 'ahi ka'
- Work together – across boundaries and silos deliberately develop the 'strength of 'loose ties' among sectors that don't normally connect – residents, business, iwi, government and NGOs - unleashing creative solutions, unexpected resources and greater understanding of each other's perspectives
- Asset/strength-based – working with community strengths while understanding, but not dwelling on the problems
- Learning and adapting – understanding that change in one area impacts on other areas, learning how to adapt quickly together
- Demonstrating change and developments – creating and celebrating specific and tangible change – together
- Whole systems change – contributing to policy and legislative change, commercial systems, organisational.

Paths of victory

Paths of victory Funded through the NZ Families Commission Innovative Practice Fund, this publication is a case study of Victory Village. Victory Village is a partnership between Victory Primary School and Victory Community Health Centre that led to the establishment of a physical 'community hub' at the school. The research report explores the innovative practices and outcomes associated with the convergence of health, education, social and community development goals at Victory Village. It looks at the difference Victory Village is making for families and its community, and how it is making this difference.

Strategies for Change

This provides discussion of theoretical knowledge on community development, with New Zealand examples. It is available on interloan from the Ministry of Social Development Information Centre. R. Munford and W. Walsh-Tapiata, Massey University, Palmerston North, 2001.

What we are learning about community-led development in Aotearoa NZ

This first publication from the Inspiring Communities team includes practical tips, lessons and examples about four aspects of community-led development: Community building, leading in and leaderful communities, working together in place and creating and sustaining momentum.

Working together in Thames-Coromandel: Guidelines for Community Planning

The report analyses the community planning process used to resolve environmental issues in the town of Whangamata. It also provides guidelines on how to make the planning process work.

Community decision-making - International resources

Citizenscape

Citizenscape, a website operated by the Western Australia state government, provides information on citizenship-related organisations, activities, resources and projects. It covers issues relating to citizenship, governance, democracy and human rights advice, and techniques for organising and facilitating meetings, getting funded, working with the media and writing grant applications.

Civic Engagement and the Restoration of Community

This booklet presents a way of shifting thinking about building community. It features a set of tools designed to foster conversations and restore and reconcile community. The shift is to recognise that creating an alternative future rests on the nature of our conversations and our capacity to relocate where cause resides. A Small Group, USA, 2007.

[Community Consultation: Best Practice](#)

This Australian site includes useful community development resources.

[Community Development Journal](#)

Published four times a year, the Community Development Journal covers a wide range of topics including community action, local and regional planning, community studies and rural development. Available on interloan from the Department of Internal Affairs Library. *Community Development: Community Based Alternatives in an Age of Globalisation* An Australian textbook on community development and practice, grounded in ecological, social and political theory. Available on interloan from The Ministry of Social Development Information Centre. J Ife, Pearson Education, French Forest NSW, Australia, 2002.

Community Development: Community Based Alternatives in an Age of Globalisation

An Australian textbook on community development and practice, grounded in ecological, social and political theory. Available on interloan from The Ministry of Social Development Information Centre. J Ife, Pearson Education, French Forest NSW, Australia, 2002.

[Community Engagement: Practical lessons from a Pilot Project](#)

Recognising the importance of involving communities in tackling crime and disorder, an East Midlands city formed nine Community Safety Groups (CSGs) to engage local people with relevant service providers in order to identify and tackle issues in their local area. This report documents the lessons learnt from a pilot community engagement programme undertaken in April 2004, when three consultants worked with the CSGs for one year to enhance the level of community engagement within these groups and support them in identifying and tackling local problems. The report is also intended as a resource for practitioners setting up programmes to enhance local community engagement. United Kingdom, 2007.

[Community Planning.Net](#)

This website is designed to assist in planning and sets out clear advice on a whole range of ways people can get involved - using everything from models, to photos, to computer maps. It is designed in such a way that it can be used to help people shape their cities, towns and villages in any part of the world. It covers general principles, methods, scenarios, projects and case studies. The content of this site is taken largely from the Community Planning Handbook published by Earthscan in 1990, and was developed with funding from the UK Department for International Development. United Kingdom.

[Community Problem Solving: Strategy for a Changing World](#)

For many issues, problem-solving capacity must be created and put in motion at the local or "community" level. This site is created by the Art and Science of Community Problem-Solving Project at Harvard University. It provides tools to help you be more strategic about who you work with, which problems you decide to tackle, and how you go about this.

[Designing Citizen-Centred Governance](#)

This research looks at governance initiatives in Birmingham that utilise citizens as well as service users and the voluntary and community sectors. It offers valuable insight into the problems disadvantaged communities can experience when participating in this type of governance. It suggests using the two design principles of local knowledge and local representation when designing citizen-centred governance and illustrates these through the use of case studies. M Barnes, C Skelcher, H Beirens, R Dalziel, S Jeffares and L Wilson, Joseph Rowntree Foundation, United Kingdom, 2008.

Developing Communities for the Future: Community Development in Australia

This Australian textbook discusses principles, issues and dilemmas in community development work and provides case studies. S Kenny. South Melbourne, Australia, 1999.

For Communities to Work

This book is adapted from an earlier work titled Community Politics. It looks at how to engage communities and the benefits of having engaged communities. It has been written as a starting point for civic organisations that want to look at the state of the public in their communities. D Mathews, Kettering Foundation Press, Ohio, United States of America, 2002.

[Framing Issues for Public Deliberation: A curriculum guide for workshops](#)

This guide was developed as a reference tool for participants in a workshop on "Framing Issues for Public Deliberation". It has a step-by-step guide to the issue framing process with examples. The Kettering Foundation, United States of America, 2002.

[Making Assets Work: The Quirk Review of community management and ownership of public assets](#)

This independent review proved "a most helpful document" in guiding how England went about the process of asset transfer to communities - with every recommendation from the report implemented over time. It concluded that organisations can realise tremendous potential by taking on the management and ownership of community assets. The Review looks at the barriers that may be standing in the way of more communities managing and owning assets, and recommends ways to create an environment to encourage more community management and ownership of assets. United Kingdom, May 2007.

[Making Choices Together: The Power of Public Deliberation](#)

This guide provides information on the basic ideas behind the practice of deliberative democracy and has guidelines for developing deliberative democracy. D Matthews and N McAfee, The Kettering Foundation, Ohio, United States of America, 2003

Neighbourhood Initiatives: Working with Communities. United Kingdom

The Neighbourhood Initiatives Foundation has been involved in helping residents to play an active part in the regeneration of their neighbourhoods and the development of their communities. Through the use of interactive, hands-on tools and techniques, such as “Planning for Real”, and by supporting them individually and collectively as they learned new skills and developed their own assets and strengths, NIF has shown that people can make a real difference. This website documents those techniques and has case studies showing the effectiveness of the techniques used. Neighbourhood Initiatives Foundation, United Kingdom.

- Start by understanding the system you are trying to change
- Involve both funders and non-profits as equals from the outset
- Design for a network, not an organisation—and invest in collective infrastructure
- Cultivate leadership at many levels
- Create multiple opportunities to connect and communicate
- Remain adaptive and emergent—and committed to a long-term vision.

Promoting Intergenerational Understanding through Community Philosophy

This study looks at how Community Philosophy can open community conversations within and between generations about ‘nuisance’ behaviours and the fear of crime. It considers Community Philosophy in a in an intergenerational and residential environment. It describes Community Philosophy and examines emerging themes as well as discusses issues faced by Community Philosophy practitioners. S Porter and C Seeley, Joseph Rowntree Foundation, United Kingdom, 2008.

Transformer: How to build a network to change a system

This in-depth US case study shares recent research into the power of networks to accelerate systems change. It shows how RE-AMP, a network of 125 nonprofits and funders across eight Midwestern states, has built the capacity of activists, increased funding for its cause, created a number of shared resources, and developed stronger relationships between funders and nonprofits. The Monitor Institute identified six key principles used by RE-AMP that can give other groups interested in building a collective network a roadmap to follow: