

Effective Stakeholder Engagement: The Rules of the Game

Gemma Moore

Research Fellow / UrbanBuzz Project Monitor
Bartlett School of Graduate Studies, UCL

gemma.moore@ucl.ac.uk

Why play?

UrbanBuzz Programme Objectives

- exchange of information
- evidence based decisions
- engendering trust
- equitable involvement in decision making

Why play?

Legislative drive

- Sustainable Communities: Building for the Future (2003)
- Sustainable Communities Strategy: People, Places and Prosperity (2005)
- Strong and Prosperous Communities: The Local Government White Paper (2006)
- Communities in Control: Real People, Real Power (2008)

Why play?

The problem

“the waste of information and knowledge in public sector organisations would be a public scandal if it were money”

Leet (1999, cited in Taylor 2003)

Why play?

The problem

- 60% of people do not feel they are given an adequate say on how local services are run.
- Only 37% of people in England & Wales agree that they can influence decisions in their local area.

(DCLG 2008, White Paper: Communities in Control)

Why play?

Poor response to mayoral question

Nottingham and Nottinghamshire are unlikely to opt for an elected mayor after a poor response to a recent public consultation.

Residents were asked if they were in favour of electing a mayor - 89 people replied with 53 in favour and 36 backing a council leader and cabinet.

Councils across the UK are carrying out consultations under the terms of the 2007 Local Government Act.

The county council will recommend a leader and cabinet model in December.

Low response

County council leader David Kirkham said: "I am concerned, as leader of Nottinghamshire County Council, that we get the best value for money for the county's taxpayers. I don't think we're getting value for money with a mayor.

"Fifty thousands pounds a year for an extra politician in Nottinghamshire - is that really what people want?"

"I believe the low response rate to the consultation shows there is little public interest in changing a system that works.

(BBC News 21/11/08)

What is the game?

- Informing
- Consulting
- Supporting action
- Researching
- Involving
- Devolving decisions



Who is playing?

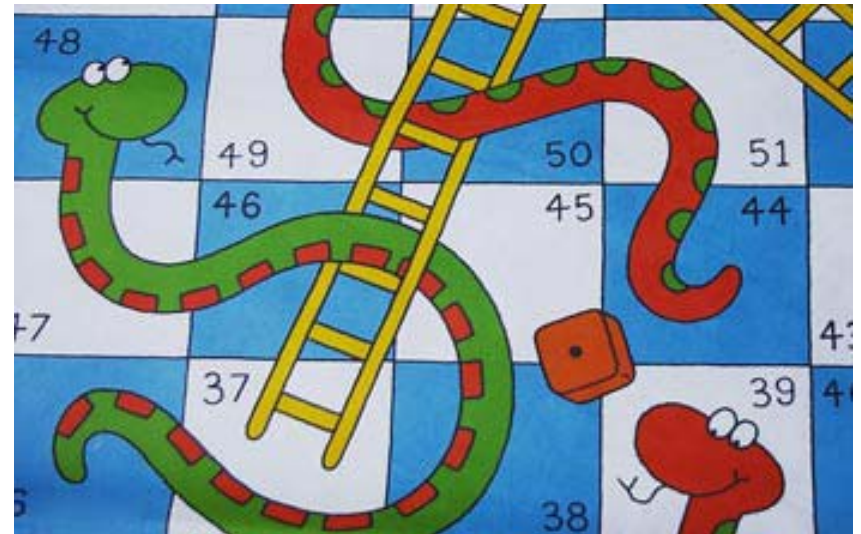
- Academics
- Central government
- Local government
- Public sector
- Voluntary sector
- Private sector
- General public



How to play ...

The Rules of the Game

1. Understand the goal(s) of the game
2. Assemble the materials
3. Commence play
4. Continue playing
5. Complete the game



How to play ...

1. Understand the goal(s) of the game

- Purpose
- Roles
- Structures
- Benefits



How to play ...

2. Assemble the materials

- Planning
- Resources
- Commitment



How to play ...

3. Commence playing

- Questioning
- Conflict / Consensus
- Risk



How to play ...

4. Continue playing

- Creativity
- Learning
- Reflection



How to play ...

5. Complete the game

- Supporting action
- Communicating the results



What is the prize?

- Exchange of information
- Evidence based decisions
- Effective tools
- Trust
- Sustainable change

Mobilising Knowledge – Solving the Interaction Gap between Older People, Planners, Experts and General Citizens within the Thames Gateway

Guidelines, Toolkit and Findings

Dr. Alison Rooke and Gesche Wuerfel

Centre for Urban and Community Research (CUCR)
Goldsmiths, University of London (2007)



CarbonBuzz
an RIBA CIBSE platform

What is the prize?

“Thanks for all your work on this project. I think it’s really exciting that you have got us to where we are now!”

Development Director, Groundwork North
London

Making change happen
Making change last

Groundwork Impact Report 2007/08



What is the price?

- Who decides the game?
- Are there opportunities for challenging and negotiating terms of engagement?
- Skills are needed (being a good “loser”, turn-taking, leadership)



Conclusions

Understand the goal(s) of the game: the purpose and the scope of engagement

Ask yourself:

Why? Who? Then, how?

... be clear and honest with your answers.

Thank you

More information:

www.goldsmiths.ac.uk/cucr/research/res35.php

www.urbanbuzz.org

www.carbonbuzz.org

www.groundwork.org.uk



Thank You