

The Practice of Online Consultation: Process Models and Case Studies

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Introduction

Dialogue by Design (DbyD) runs public and stakeholder engagement processes for the public, private and voluntary sectors. To learn more about us and our work please visit <http://www.dialoguebydesign.net/>.

This paper has three purposes.

1. We want to describe our experience of online consultation in terms of the process models we have developed over the past five years. To illustrate these process models we use examples of both completed and ongoing projects.

This is therefore slightly different from a conventional presentation of case studies. The reason for including ongoing projects is that some of them have pioneering features that are likely to be of considerable interest to others. We believe the opportunity to follow and learn from such work as it continues may be of more value to those who are contemplating such processes themselves than simply reading about them when they are complete.

2. We believe our experience of integrating online and face-to-face processes is particularly relevant for the future of e-democracy, and we would like to encourage others to examine and critique the process models we have developed on the basis of our experience.

3. We want to encourage independent evaluation of different online consultation methods and models. With the exception of two projects (for the Bundestag and Defra) our processes have not been independently evaluated. While the completed evaluation questionnaires we receive from participants at the end of each project are almost uniformly positive, and we are of course always happy to receive them, we would prefer recognition to come from an independent body, and we hope this paper may encourage it.

Format

The paper comes in two parts:

Part 1 outlines the process models Dialogue by Design has developed to use electronic methods or to integrate electronic methods with more traditional methods. The process models described here are:

- A - Open Questions
- B - Consultation on Document
- C - Collaboration on Creating Documents
- D - Issue Identification and Prioritisation
- E - Community Engagement
- F - Citizen and Expert Panels
- G - Integrating Meetings and Questionnaires

The outline of each model is followed by reference to case studies or descriptions of ongoing projects using the model in question.

Part 2 contains detailed case studies.

Part 1: Process models

Electronic methods of engagement are no different, in principle, from other methods. In the same way as someone running a stakeholder workshop may choose to use a flip chart or a Post-It note, so someone designing an engagement process needs to decide whether to use a questionnaire with a freepost reply form or an online process involving several different tasks or some other method that meets their purposes.

All engagement processes must, by definition, be *designer* processes: each one should be individually tailored to achieve specific purposes and the method(s) it uses should be based on the nature and number of the stakeholders, the amount of time available, the type of output required and other similar variables. These process models, therefore, are no more than shells to house the detailed design that comes with the methods used.

Several of these models combine both conventional and electronic methods. Our primary experience is in face-to-face methods, and our use of electronic methods is based on that experience. Why use electronic methods at all? Our experience is that the main advantages of electronic methods are to enable the scale of engagement to be hugely increased without sacrificing the ability to respond to every participant; to reduce the cost of collecting and analysing submissions; to remove the constraints of time and place and - perhaps most significant of all - to provide transparent feedback to participants – building confidence in the results and encouraging people to remain interested.

Combining face-to-face and electronic processes often offers the best of both worlds: immediate and personal contact with no risk of excluding those without access to the technology, but with the parallel ability to involve many more people cost-effectively than could ever be done by face-to-face methods alone.

Understanding the models

The models are described in the form of flow charts with the different shades of box and text designed to show different types of activity at a glance. The text in the boxes also indicates the activity. Patterned boxes indicate shared activity.

Activities by sponsors - those initiating and usually funding the engagement process - are in white text in red boxes

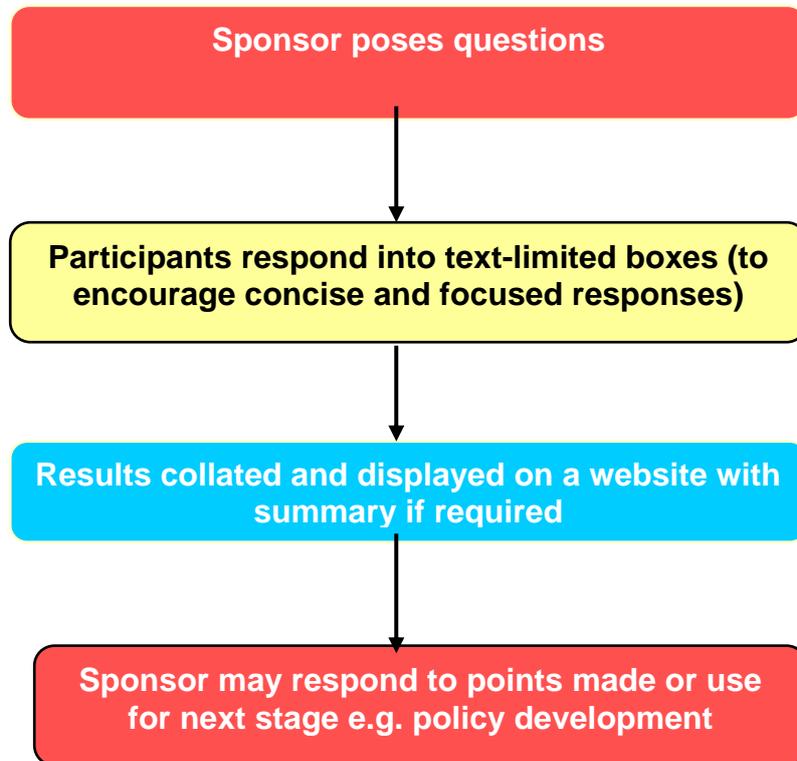
Activities by stakeholders - such as responding to online consultation questions - are in black text in yellow boxes

Activities by process designers and facilitators - such as collating online responses - are in white text in blue boxes

Face-to-face activities - such as workshops - are in black text in green boxes

Model A – Open questions

The sponsors want stakeholders to respond to a series of questions and then be able to display the responses back to stakeholders. Doing this online enables many thousands of responses to be collated and structured so that stakeholders can find the ones that interest them.



Examples

British Association of Fair Trade Shops

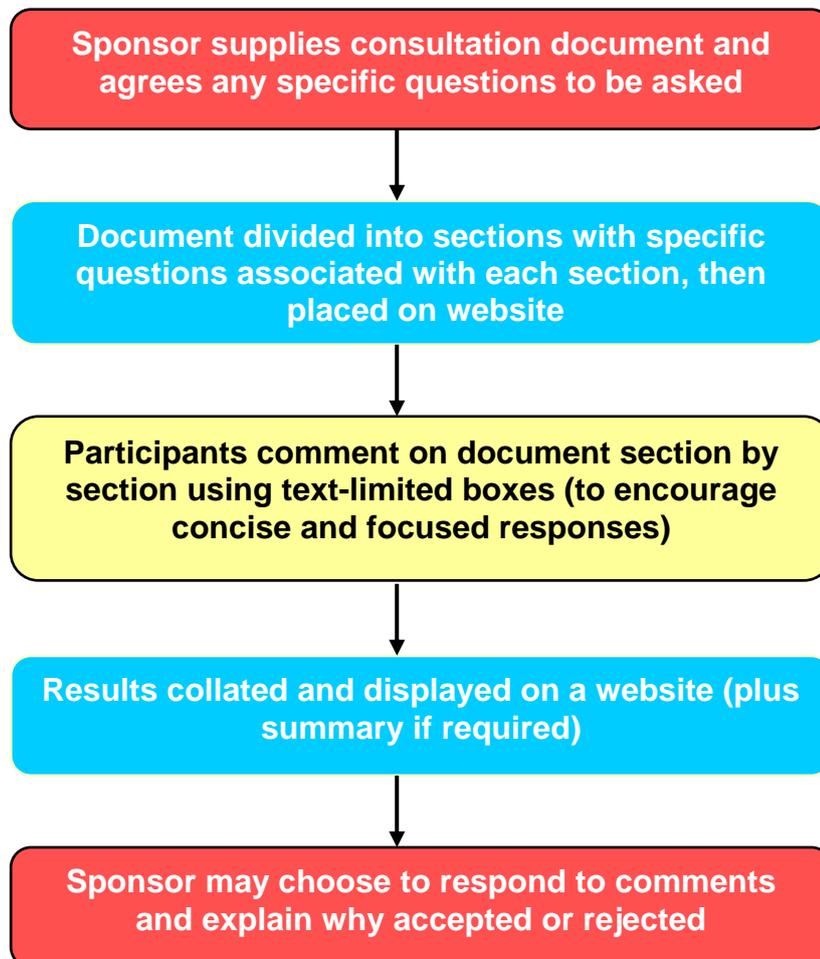
Online consultation to help fair trade organisations and retailers to shape strategic direction

Waste Resources and Action Programme

Online consultation for key stakeholders on strategic development

Model B – Consultation on document

The sponsors want stakeholders to comment on a document and then be able to display all the comments. The same point applies as for the Open Questions model: the larger the number of responses and the more transparent the process has to be, the better sense it makes to do it online.



Examples

Involve

Online consultation around guidelines on public participation for the Home Office

Meridian Institute

Online consultation for US sustainable forestry project to seek refinements and revisions of key criteria and indicators

Meridian Institute

Global public online consultation on the impacts of nanotechnology on the poor

Royal Borough of Kensington and Chelsea

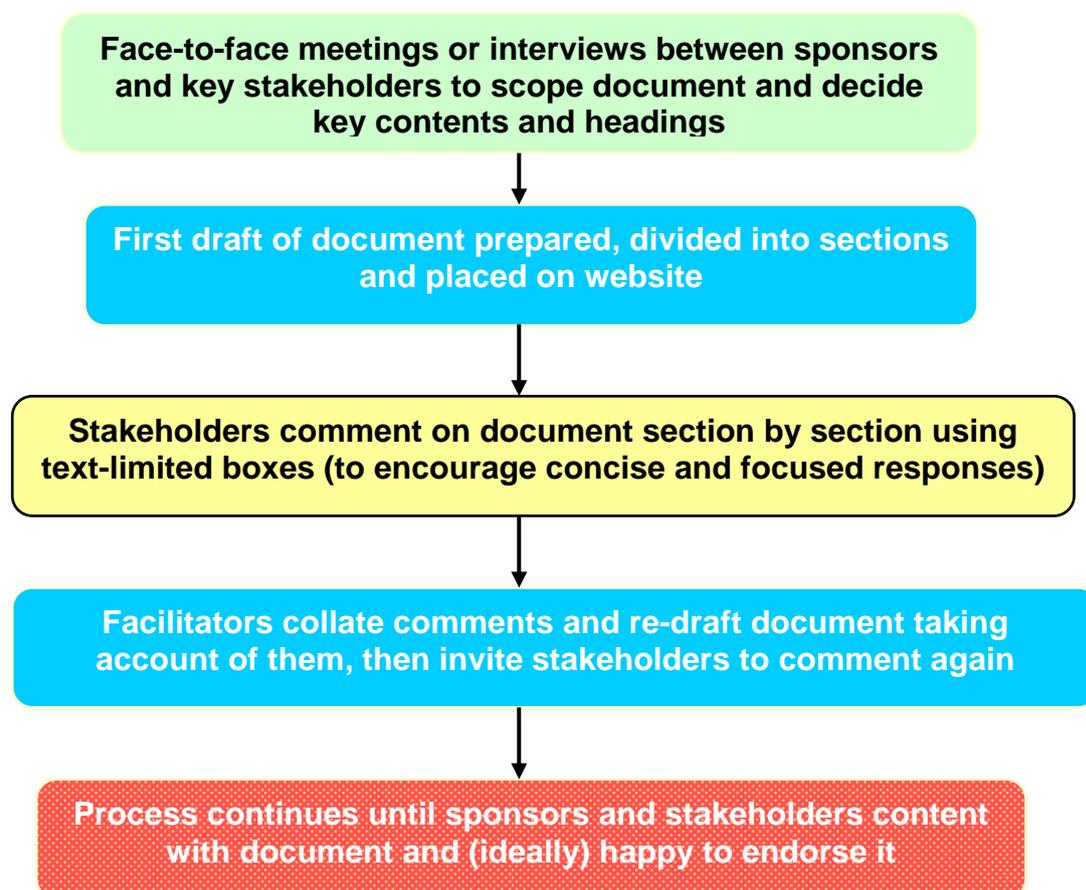
Online public consultation on e-government strategy

Model C – Document development

The sponsors want to work with other stakeholders to develop a document of which everyone feels some ownership. This model has both face-to-face and electronic elements.

Stakeholders meet to produce a scope and brief for the document. A first draft is then produced and stakeholders comment on it. Their comments are used to re-draft it and this process continues transparently through as many iterations as necessary until the document can be approved by all. There may be subsequent face-to-face meetings to resolve particular issues.

This may involve fewer numbers of people - but anyone who has tried to co-draft a document with more than a handful of others knows how difficult it can be. Doing this online helps both editor and participants to keep track of how the document is developing and focus on the areas that need most work.



Examples

British Wind Energy Association

Integrated process to develop and agree a set of guidelines on consultation around offshore wind farm development

[Corporate client]

Integrated engagement process to develop environment, health and safety reporting policy

Environment Agency

'Modernising Consultation' project including online development of good practice guidelines for undertaking consultation

The Environment Council/Minerals Industry Research Organisation

Integrated engagement process to develop guidelines around stakeholder engagement on aggregates issues

The Environment Council/National Waste and Resources Forum

Integrated engagement process to develop guidelines around stakeholder engagement on waste issues

World Business Council for Sustainable Development (WBCSD)

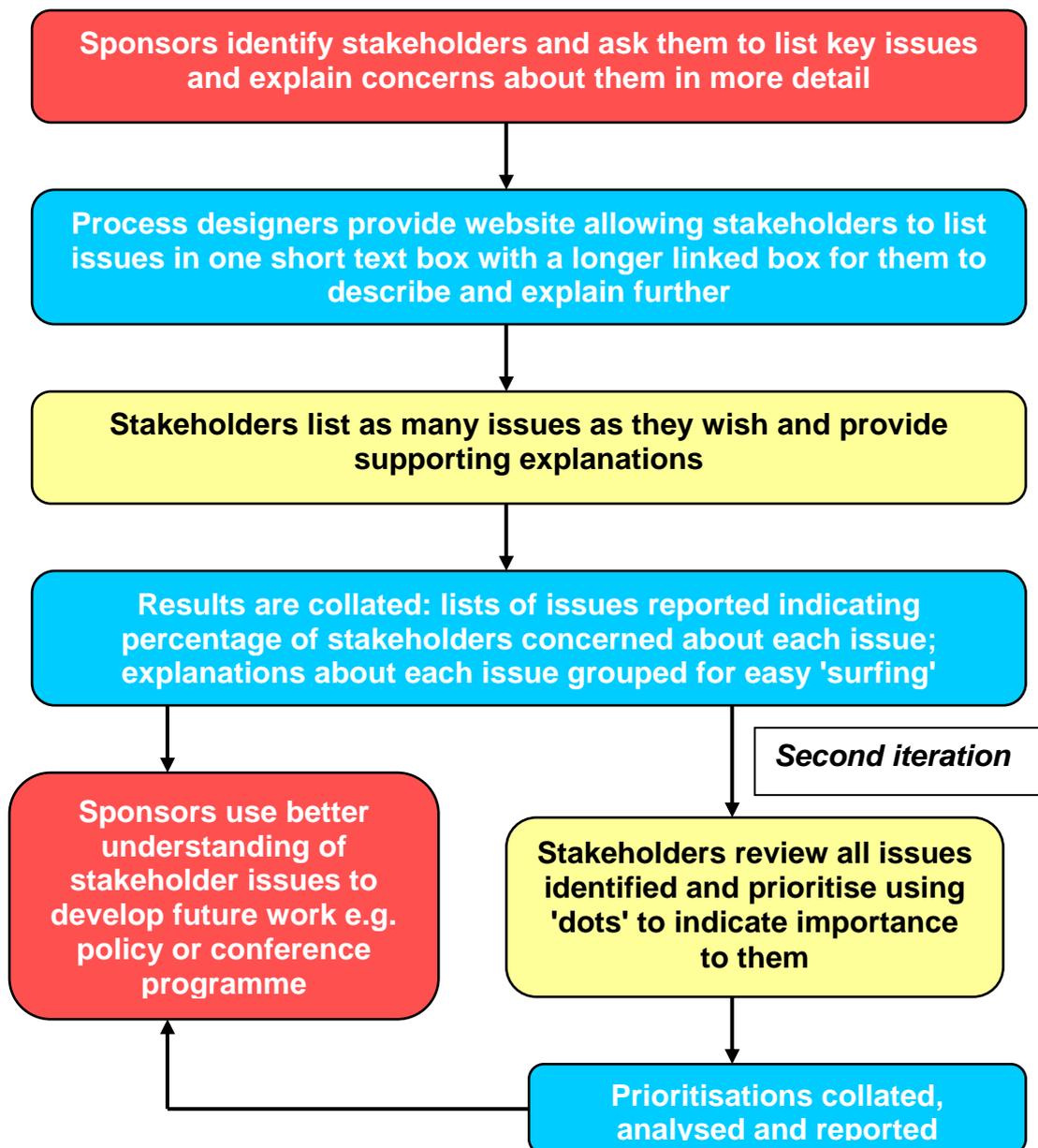
Integrated engagement process to review and agree changes to a set of guidelines for the global cement industry

Model D – Issue identification (and prioritisation)

This model is useful for preparing a conference or meeting where there are many potential issues and not enough time to accommodate them all. It is also useful in the early stages of policy preparation.

Stakeholders identify the issues of particular concern to them and explain why. This could be done in face-to-face meetings but it makes sense to do it online. The results are collated and displayed on a website. In a subsequent stage stakeholders can be asked to review all the issues mentioned and prioritise those they feel are most significant.

This model is not unlike a 'brainstorming' or ideas generation process: the key is to collect as much information as possible before imposing a structure to make sense of it.



Examples

Metropolitan Police Service/Metropolitan Police Authority

Online public consultations on policing priorities 2003-5

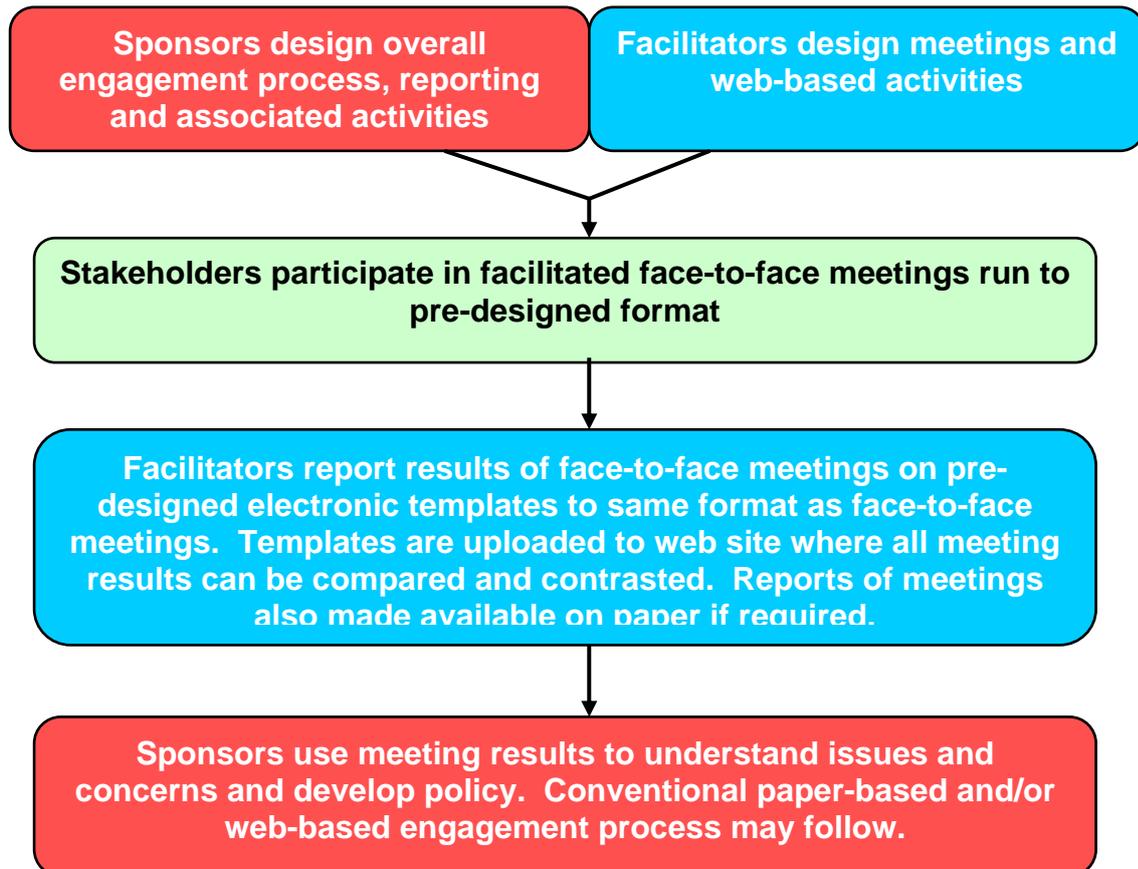
Environmental Resources Management (ERM) Ltd

Online preparation for international conference

Model E – Community engagement

Stakeholder workshops address issues according to a pre-agreed format and/or in response to previously prepared documents describing the issues. The results are reported on an electronic form which is then uploaded to a website. Stakeholders and others can then read the records of their own workshop and compare and contrast them with others.

The value of this process is that it can work in parallel or sequence with other engagement processes, both online and face-to-face.



Examples

Surrey County Council

Integrated engagement process for the development of the County Waste Development Framework, including a community group awareness and consultation package

Committee on Radioactive Waste Management (CoRWM)

Integrated process to pilot community discussion toolkit

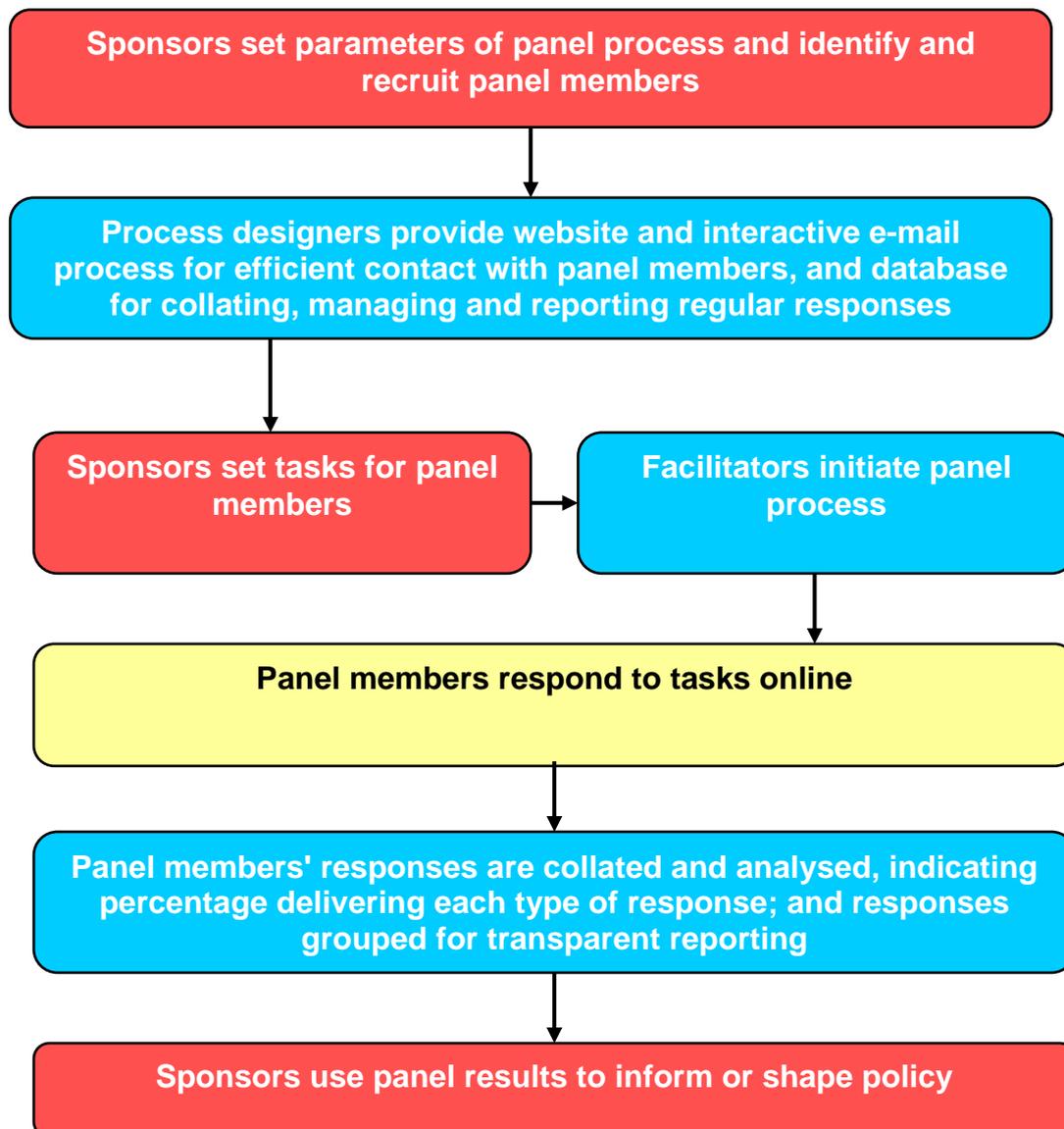
Kent County Council

Integrated engagement process for the development of the County Minerals and Waste Development Framework, including a community group discussion and consultation package

Model F - Citizen and expert panels

Many organisations are recognising the value of using panels to comment on projects or issues. These panels can range from the small and specialist to the large and representative - from a dozen experts meeting once or twice a year to a thousand or more citizens recruited to be representative of the wider population, and asked their opinion on local issues several times a year.

The larger the size of the panel, the more cost-effective it is to use a virtual process. These can also be used in consort with other engagement methods: to supplement stakeholder workshops, or as a way to involve expert stakeholders in parallel with an open public consultation process.



Example

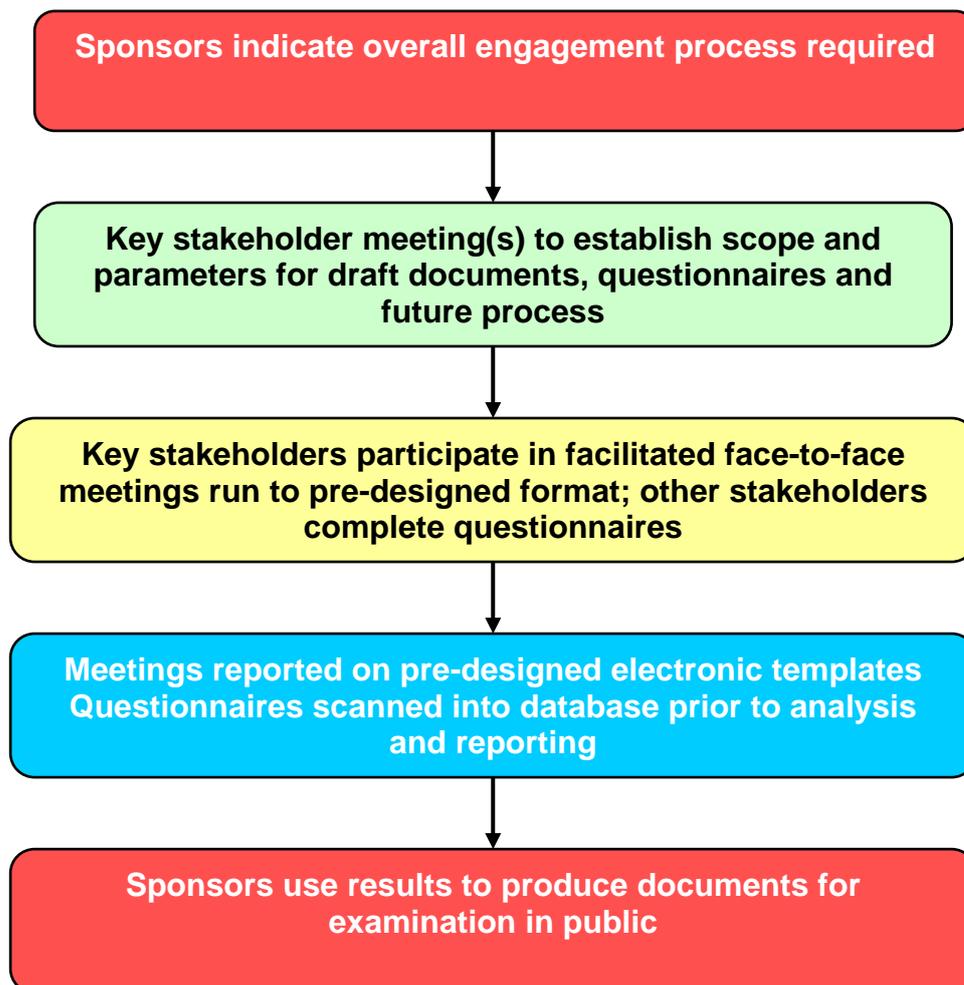
Department for Environment, Food and Rural Affairs (Defra)

Public and 'virtual panel' online consultations on future sustainable development strategy

Model G: Integrating meetings and questionnaires

Scanning technology is still relatively new as regards engagement processes. Dialogue by Design is using scanning to process questionnaires in contexts where the nature of the process and expected participation rates do not necessarily warrant the use of a fully online process.

One such context is the production of Statements of Community Involvement (SCI) as required by the Planning and Compulsory Purchase Act, which introduces new requirements for engagement in the Local Development Framework Process.



Example

Bedfordshire County Council

Integrated consultation around Statement of Community Involvement for Bedfordshire Minerals and Waste Development Plan process

Part 2 - Case studies

Completed projects

Bundestag (German Parliament): guidance on website

Context

The Bundestag previously carried out surveys every two years into the acceptance and evaluation of the Bundestag's web offerings on their website www.bundestag.de. The method used was a questionnaire with closed or half-open questions in order to gain quantifiable results from largish numbers of participants. Apart from the final question asking for any further comments, there were no categories where open-ended answers could be given. The advantage of this method is that it makes it easy to evaluate particularly large quantities of data; the disadvantage is that from the provider's point of view, only known, 'positive' things can be evaluated and analysed. Desires, suggestions and criticisms on the part of the users cannot be investigated in this way.

Task

To seek guidance through active dialogue on the design and content of the Bundestag website as part of parliament's efforts to encourage people to become more closely involved in the political process.

Process

In stage one, participants were invited to enter short responses to the question "*What information, functionalities and content offerings would you like the website of the German Bundestag to provide?*" into a web-based form. Open text boxes were provided for people to enter up to 10 ideas for improvements to the Bundestag website.

In stage two, all the responses were collated, analysed and displayed back on the consultation website. Participants were then asked to review the findings and prioritise all the suggestions. At this stage many participants gave high priority to issues that they had previously not considered – illustrating the value of enabling participants to benefit from, and be influenced by, the opinions and suggestions of others.

In the third stage of this transparent process, all of the prioritised results were displayed online and participants evaluated the process. The Bundestag then published a response to the results explaining how they would address each issue raised.

Participation

Over 1100 people registered to participate and 493 people made 1121 comments in the first stage, with 345 participating in the second stage and 240 completing the final evaluation stage. This was an excellent level of participation given that the subject matter was relatively uncontroversial.

Results

The online consultation process revealed points of criticism and suggestions from Internet users that could not have been identified in advance, and would not have been revealed using previous consultation methods such as forums or questionnaires.

The key to this was the multi-stage, deliberative nature of the online consultation process.

Prof. Dr. Simone Fühles-Ubach, Project director at the University of Applied Sciences, Cologne and author of the report "[How would you like it to be?](#)" states: "*This exercise enabled a truly deliberative approach to consultation with very large numbers of people. We are*

extremely pleased with the participation rates and the results generated. Active cooperation between the Administration of the Bundestag and citizens has begun.”

Context

BWEA adopted the principles of stakeholder dialogue before the first offshore wind farms were even mooted. By working with more than 200 organisations BWEA was able to achieve consensus on how this important technology would be best developed. The need for Best Practice Guidelines on consultation and public participation in offshore wind energy developments was recognised as a result of the stakeholder dialogue process.

Task

To use a participative consensus building process to agree a set of Best Practice Guidelines on consultation around offshore wind energy developments that would be 'owned' by a wide cross section of stakeholder organisations including local communities, local authorities, government agencies and NGOs as well as developers.

Process

A small meeting of around 15 key stakeholders set a brief for the guidelines. Dialogue by Design then drafted a set of guidelines based on inputs from this meeting. The draft guidelines were displayed on the website and participants were asked to comment on each section of the document. The results were collated and the document revised.

The revised draft was put on the website so participants could see it along with all the comments made in the previous session. They were given the opportunity to comment again and another revision was made. Finally, participants were asked to endorse the guidelines with their logos.

Participation

This process integrated the work of the 15 stakeholders who attended an initial working group meeting to set the scope and brief of the guidelines with a larger group of approximately 80 that provided advice and guidance through the web-based process. The final document was endorsed with the logos of 32 organisations.

Results

All the main NGOs, developers and other maritime interests support the document, which was launched in April 2002 and can be found at <http://www.bwea.com/offshore/bwea-bpg-offshore.pdf>

Developing Environment, Health and Safety (EHS) reporting policy [Corporate client]

The name of the client is withheld to protect client confidentiality

Context

This client is a multi-national corporation with manufacturing operations in some 80 countries around the world. In 2002 the group decided it needed to develop a new EHS policy for all its companies and plants.

Task

To design and manage a process to develop EHS reporting policy and guidelines that takes into account the needs of operations in many different countries and cultures, and which builds 'ownership' of the results among managers and staff who will have to implement the new policy.

Process

The process began with Dialogue by Design facilitating face-to-face workshops in Europe and the United States to involve key managers and companies in scoping the new policy and identifying the issues and solutions it would need to cover.

The results of these workshops, and further meetings with suppliers and other stakeholders, were used by the group EHSE manager to draft a reporting policy document. This document was then placed on a dedicated website within Dialogue by Design's Document Review software and comments sought from plant managers and operatives worldwide.

The results of this first review were used to re-draft the reporting policy document and sharpen its guidance. This was then again reviewed and the final policy document produced.

Participation

The overall process involved about 150 people.

Results

A credible and widely respected EHS reporting process.

Department for Environment, Food and Rural Affairs (Defra): 'Taking it on' consultation on UK sustainable development strategy

Context

In 1999 the UK Government published 'A better quality of life', its sustainability strategy, just as Welsh and Scottish devolution began to come into force. The Scottish Executive, the Welsh Assembly Government and the Northern Ireland Administration then developed their own approaches, as did every English region and many local authorities.

This consultation aimed at laying the foundations for a national strategic framework for sustainable development to 2020 that would provide the background to take forward action by each administration, and for action by others.

The consultation document "*Taking it on – developing UK sustainable development strategy together*" was launched on 21 April 2004 by the Secretary of State for the Environment at an event for key stakeholders, representing a diverse and influential set of national and international institutions.

Task

To gather views on what should be in a sustainable development strategy for the UK, and what government and others need to do make it happen.

Process

Online consultation around 'Taking it on - developing UK sustainable development strategy together' began on 28 April 2004 and continued until 31 July.

The online consultation took two forms. A 'General Access' consultation process allowed members of the public and any interested organisations to respond online to the questions in the consultation document. This process was open for 12 weeks, at the end of which the results were collated and the responses made available for scrutiny on the website.

In parallel to this public process, a 'Virtual Panel', representing a cross section of organisations and individuals with an interest in sustainable development, was set up to

provide its views in two stages. During the first stage the panel was asked to respond to the questions in the document by 28 May. Following collation of the interim results panel members were asked to respond, by 31 July, to further questions based on their earlier responses.

Participation

The General Access process generated 8,149 responses from 444 participants; the Virtual Penal produced 2,904 responses from 151 participants. Both processes attracted submissions from businesses, professional associations, government bodies, devolved administrations, local authorities, research and educational institutions, non-government organisations, community groups and individuals.

Results

Defra's own evaluation of the process concluded: *"The online consultation was innovative and successful for those participating in it, despite some frustrations about the process which may have put off some respondents from replying online (e.g. word limits, saving copies of submissions)... The key benefits were that it encouraged a paperless consultation (only 10% of responses were received by post), participants were able to view each other's inputs and it could reach a wider audience. In addition, the online consultation enabled speedy and cost-effective analysis of responses for consideration by policy-makers."*

The Defra report also evaluated the online consultation's cost-effectiveness: *"The online consultation costs are lower than for e-mail/postal replies when the cost of analysing the responses is taken into account, and there are other benefits of using online consultation. Therefore, it is recommended that future consultations should encourage an online element to help to keep costs down, encourage sharing of information and ease of analysis"*.

(An Evaluation of the 2004 "Taking it on" Consultation on the UK's Sustainable Development Strategy Defra 2004)

The final summary of the consultation can be downloaded at <http://www.sustainable-development.gov.uk/documents/publications/finalsummary.pdf>

Department of Trade and Industry: consultation on future energy policy

Context

In June 2001 the Prime Minister asked the Performance and Innovation Unit (PIU) of the Cabinet Office to undertake a review of the strategic issues surrounding energy policy for Great Britain. The PIU published "The Energy Review" on 14 February 2002. In welcoming the PIU report, the Prime Minister said, "The report raises many of the issues we need to discuss as we develop our energy policy. I hope that this report will launch a thorough debate."

The DTI, working with DEFRA and other departments, launched a consultation document 'Energy policy – key issues for consultation' on 14 May 2002. The document built on the PIU's findings, along with those of the Royal Commission on Environmental Pollution (RCEP) and relevant Parliamentary reports. The DTI was keen to ensure that the consultation on energy policy was as full and engaging as possible, and worked with the Institute for Public Policy Research (IPPR), the New Economics Foundation (NEF), the UK Centre for Economic and Environmental Development (UKCEED) and Dialogue by Design. Dialogue by Design's role was to conduct an online consultation

Task

To gather from a wide range of stakeholders their ideas on how to resolve some of the key dilemmas and challenges of an effective energy policy, to reveal the common ground and differences among strategic stakeholders and enable some comparisons with the results of consultations with members of the public, and thereby to inform the forthcoming Energy White Paper.

Process

The process was intended to build on the responses from the focus groups and workshops and to allow a group of invited expert stakeholders to participate in open dialogue on energy policy challenges. The first session of the online process posed a number of key questions to a range of energy stakeholders and brought participants into a structured discussion of issues, based on a set of questions and materials intended to help them to take a fresh view of the field.

The electronic consultation continued with a second session, which enabled participants to review the results of session 1. This included seeing all the comments made for each question and the groupings in which they had been placed by the facilitators. They could also see a summary document prepared by the facilitators.

In Session 2 participants were given the opportunity to answer three subsequent questions asking about their views in the light of the discussion so far, raise any further issues, and to make recommendations on what they wanted from the White Paper.

The summary document was developed and revised based on these comments. A third session enabled them to see the final results and participate in an evaluation process.

Participation

The online consultation process registered approximately 200 specially invited expert stakeholders from across the energy sector including government bodies, academics, energy businesses and consultants and experts. The first online session stimulated over a thousand responses from 156 participants. A total of 178 people went into the website to view the results and 78 people responded to the Session 2 questions.

Results

Over 6,500 individuals and groups took part in the overall consultation - the most significant consultation on energy policy ever undertaken in the UK. As regards the online consultation, results were very positive on the whole, with people welcoming the opportunity to contribute to debates in an online format that limited the length of responses and sought to bring out fresh perspectives on the issues. There was general approval of the website design and the innovative approach to consultation represented by the initiative.

The final summary of the consultation can be downloaded at
http://www.dti.gov.uk/energy/develop/web_based_stake_con_final_rep.pdf

The Environment Agency: 'Modernising Consultation'

Context

The Environment Agency is responsible for the protection and management of the environment in England and Wales by combining the regulation of land, air and water.

While the Agency's national public written consultations are bound by the Cabinet Office Code of Practice, in 2002 it was decided that this Code of Practice needed to be supported by further guidance on managing consultations. In addition, the Agency wanted to consider how consultations could be done using the latest technology.

Task

To review current consultation processes and write, develop and review electronically a set of guidelines, 'Modernising Consultation'.

Process

This project reviewed current consultation practice across The Environment Agency, both electronic and conventional, and used Dialogue by Design's electronic Document Review process to develop Good Practice Guidelines on Consultation.

Following extensive interviews with Agency staff, Dialogue by Design drafted a set of Guidelines. The draft document was placed on a website within the Document Review software and key Agency staff were asked to review it section by section and suggest amendments and improvements.

The document was re-drafted to take account of these points, and the process was then repeated. Following completion of the Guidelines Dialogue by Design delivered a successful training course in designing and managing consultations based on the Guidelines.

Participation

The internal review and development process involved approximately 30 Agency staff.

Results

The consultation process produced a set of Good Practice Guidelines on Consultation, recommendation on developing electronic consultation methods for use by the Agency, and a training course in designing and managing consultation processes.

Energy Savings Trust: best practice programme on energy efficiency

Context

The Energy Saving Trust is a non-profit organisation, funded by government and the private sector. Set up after the 1992 Rio Earth Summit, it has two main goals: to achieve the sustainable use of energy, and to cut carbon dioxide emissions, one of the key contributors to climate change.

In late 2001 the EST reviewed the Energy Efficiency Best Practice programme for energy efficiency in housing. The consultation with a range of strategic stakeholders formed one of the key elements of this review.

Task

To seek views on what a future Best Practice programme could look like, use these views to draft a plan for 2002-05, then provide the opportunity to comment on the plan before it was finalised.

Process

Participants were asked a number of questions regarding their expectations and wishes for a new programme. Their comments were collated and grouped and used by the client to help

draft a plan. A second session gave participants an opportunity to review the draft plan, comment on it, and suggest priority areas of work for the first year.

Participation

Up to 100 stakeholders responded to different parts of the consultation.

Results

Better internal understanding and appreciation of the views and perceptions of external stakeholders.

Environmental Resources Management - Business Integration Forum

Note: this report is limited due to commercial confidentiality

Context

Environmental Resources Management (ERM) is one of the world's leading environmental consultancies with 100 offices in 37 countries employing 2,500 staff.

Task

To conduct a brief online consultation prior to the 2003 Business Integration Forum.

Process

The theme of the 2003 Business Integration Forum was effective implementation - how to best turn ideas into action. The Forum focused around four key areas: emerging risks; performance improvement; governance and assurance; and communication and reputation management.

Delegates were asked to participate in a short process to assess their respective companies' activities in each of these areas, and where they felt the future challenges in effective implementation lie.

The results of this process were distributed prior to the Forum as part of a broader research paper and helped focus the workshop and plenary discussions.

Participation

Figures not available.

Results

Participants identified a range of issues of particular concern and these were used to shape the Forum's agenda.

Involve - Consultation on participation guidelines for the Home Office

Context

Involve is a new initiative to investigate whether new forms of public participation can strengthen Britain's democracy. A network of some 600 individuals and over 200 organisations has been established to draw on experience, expertise, learning and innovation.

In 2004 the Home Office Civil Renewal Unit commissioned Involve to create a public participation guidance document to help people understand more about the practical workings

of participation, so they can do it better, and provide a framework for assessing different techniques so that people can collect their own evidence about 'what works' for them in different circumstances.

Task

To gather comments on an early draft of the document, including comment on the content and structure, and suggestions for case studies.

Process

During the autumn of 2004 Involve ran a series of workshops around the UK (Manchester, Newtown (Wales), Glasgow, and London), bringing together participation practitioners and commissioners from different sectors. These meetings revealed the need for input from a wide range of people with extensive experience and expertise.

The draft document was divided into sections and placed on the web within Dialogue by Design's Document Review software. Participants commented on the text, section by section.

The document was then revised using these comments, and both comments and the revised document were then posted on the website.

Participation

Some 200 people registered to participate in the online process with 43 submitting detailed comments on the draft document.

Results

The document can be downloaded at:

http://www.involving.org/mt/archives/blog_13/Guidance/InvolveCRUDoc.pdf

London Waste Action (LWA): the Mayor's draft municipal waste plan for London

Context

London Waste Action aims to increase co-ordination between the producers of goods, retailers, manufacturers, the public and the statutory local authorities and all concerned with the management of waste and reusable materials and equipment, with the aim of achieving a more sustainable approach to its waste management.

LWA completed a two-part stakeholder engagement process designed to support the development of the Mayor of London's Municipal Waste Management strategy for London. The complete stakeholder engagement process ran from December 1999 to March 2002 and was run by The Environment Council. A second web-based process was supported by Dialogue by Design.

Task

To broaden discussion of the Mayor's draft waste strategy through a web-based process, enabling a wider range of stakeholders, including local authorities, NGOs and industry to comment.

Process

The very substantial document was divided into sections and placed on the web within Dialogue by Design's Document Review software. Participants were invited to submit detailed

comments in response to questions about each section. These comments were collated and grouped, and a response document was prepared.

The results of the process and the response document were then discussed in a meeting of about 25 stakeholders, who went on to develop some specific recommendations for the Mayor.

Participation

Over 80 people participated in the process, including representatives of most London Boroughs.

Results

The report of the process is available at

<http://www.londonwasteaction.org/docs/LondonWasteStakeholderDialogueResponse.pdf>

Meridian Institute: Roundtable on Sustainable Forests

Context

The Meridian Institute is a US-based non-profit organization whose mission is to help people solve problems and make informed decisions about complex and controversial issues.

The Roundtable on Sustainable Forests is an open and inclusive process committed to the goal of Sustainable Forest Management (SFM) on public and private lands in the United States. Roundtable participants include public and private organizations and individuals committed to better decision-making through shared learning and increased understanding.

The Roundtable's primary activity to date has been the implementation of an internationally agreed set of criteria and indicators for the purpose of developing a shared understanding of current forest conditions and a baseline against which to mark future progress toward sustainability.

Task

To seek potential refinements and revisions to the Montreal Process Criteria and Indicators (C&I).

Process

The Roundtable has utilized multi-stakeholder dialogue as the primary vehicle for inquiry, input, and feedback. This process has created a culture of collaboration and shared learning on a subject that is often fraught with gridlock and controversy.

The Roundtable used Dialogue by Design's Document Review method to gather stakeholder feedback on potential refinements to the Montreal C&I.

Participation

95 people collectively provided 944 answers.

Results

The participants provided valuable input on the need for additional indicators, ways to eliminate some indicators, and approaches to indicator measurement. The feedback gathered through the consultation was also a major input to three technical workshops on C&I refinements and participants' submissions were used by a team of scientists and forest management practitioners with knowledge of monitoring systems and available data to develop proposals for refining the indicators.

A report of the results can be downloaded at <http://www.sustainableforests.net/Consultation Document for Workshops FINAL 050329.pdf>

Meridian Institute: National Advisory Council for Environmental Policy and Technology (NACEPT)

Context

The Meridian Institute is a US-based non-profit organization whose mission is to help people solve problems and make informed decisions about complex and controversial issues.

In May 2002, the Administrator of the US Environmental Protection Agency (EPA) announced the formation of a new advisory panel to make recommendations on the role the EPA Superfund should play in addressing the nation's most polluted and costly hazardous waste sites. This Superfund advisory panel was formed as a Subcommittee to the National Advisory Council for Environmental Policy and Technology (NACEPT).

The EPA Administrator appointed 32 senior-level individuals to the Superfund Subcommittee of NACEPT. The members reflected a wide range of interests and viewpoints from academia; business and industry; community and environmental advocacy groups; federal, state, local and Tribal governments; and environmental justice, non-governmental, and professional organizations.

Task

The Subcommittee was asked to have a public dialogue and reach consensus-based recommendations on three major issues: the role of the National Priorities List (NPL) in cleaning up the worst Superfund sites; the role of Superfund at so-called "mega sites" (sites where cleanup costs are expected to exceed \$50 million); and measuring program performance.

Process

This process was designed to enable the Subcommittee to negotiate in detail over the wording of their report. The online method assisted the transparent collation and analysis of responses, which were then used to re-draft the document.

In the final session of the process members were asked to choose, for each section or recommendation, the statement that most accurately reflected their opinion of the text or recommendation. If they could not support or live with a section they were asked to indicate this in a tick box and explain how the text would need to change in order to gain their support.

Participation

32 senior-level members of the Superfund Subcommittee of NACEPT.

Results

The final report of the Superfund Subcommittee of NACEPT is available at <http://www.epa.gov/oswer/docs/naceptdocs/NACEPTsuperfund-Final-Report.pdf>

Meridian Institute: Global public online consultation on the impacts of nanotechnology on the poor

Context

The Meridian Institute is a US-based non-profit organization whose mission is to help people solve problems and make informed decisions about complex and controversial issues.

On 24 January 2005, Meridian released a Paper to raise awareness about the implications of nanotechnology for poor people, both the potential opportunities and risks.

Task

To enable international stakeholders to comment on the issues addressed in the Paper.

Process

Between 24 January and 1 March 2005, people were invited to respond to a number of specific questions about issues addressed in the Paper such as opportunities, risks, challenges for linking nanotechnology and development, and the appropriate roles for various sectors of society (e.g., companies, governments, academics, NGOs).

Participation

Nearly 300 people registered for the consultation and approximately 600 individual comments were submitted.

Results

The results of the consultation are available at <http://nanotech.dialoguebydesign.net/dbyd.asp>

Metropolitan Police Authority (MPA) and Metropolitan Police Service (MPS): online consultations on policing priorities 2003-5

Context

The MPA is an independent statutory body, established under The Greater London Authority Act 1999, and came into effect in July 2000. Members of the Authority scrutinise and support the work of the Metropolitan Police Service (MPS)

An MPA/MPS review revealed that their consultation processes did not give them an in-depth understanding of community issues, and responses tended to be made in isolation at a given point in time and that feedback to participants was also limited. Dialogue by Design ran the first online consultation on policing priorities in 2003, and has run similar processes in 2004 and 2005.

Task

To develop a more sophisticated approach to consultation that enables a deeper understanding of the issues raised, more informed contributions directly relevant to the policing context of London, and transparency and feedback to respondents on how they contributed to the process.

Process

In 2005 The MPA and MPS invited about 1,700 community, local government and other public sector organisations in London to participate in a consultation to identify policing priorities. The results will be used to develop policing priorities for 2006/09.

In Session 1, participating individuals and organisations were asked to identify the key policing issues for 2006/09; each participant could list up to 10 issues.

In Session 2, these responses were displayed in a structured format that enabled participants to explore the issues and develop a deeper understanding of others' concerns. 302 organisations and individuals used up to 7 points to prioritise the issues they considered particularly important. They could also submit additional comments into a textbox. The results of this session were then similarly displayed and participants asked to comment on the results and evaluate the process.

Participation

418 people participated in Session 1 between 4 April and 16 May 2005; 302 organisations and individuals contributed to Session 2 between 31 May and 27 June 2005.

Results

The results of these consultations are published on the MPA and MPS websites. For example, the results of the 2003 consultation can be downloaded at <http://www.mpa.gov.uk/downloads/committees/cc/cc-031113-08-appendix02.pdf>

This work has also led to Dialogue by Design running workshops on designing and managing consultation and community engagement processes for the MPS.

Metropolitan Police Service (MPS): internal review of policing priorities 2004/5

Context

The MPS reviewed internally the results of the 2004 and 2005 online consultations on policing priorities (see above).

Task

To enable the MPS in to respond online to three questions arising from the 2004 and 2005 online consultations.

Process

In 2004 and 2005 participants were presented with the results of the consultations and asked three questions:

1. How is your unit/ Borough currently addressing or planning to address the issues raised [in the consultation]?
2. If there were no restraints, how would your unit/ Borough like to address the issues raised?
3. What key barriers are there for your unit/ Borough in addressing the issues raised?

The responses to these questions were then summarised and reported.

Participation

Police officers in all London Boroughs and some specialist units.

Results

The results of this consultation were reported to the MPS/MPA centrally.

Royal Borough of Kensington and Chelsea (RBKC): implementing e-Government

Context

During February and March 2002 the Royal Borough of Kensington and Chelsea consulted widely their plans for electronic government to see if their vision was supported by residents, staff and other organisations in the Borough. The intention was to use the consultation results as a basis for redeveloping their plans and shaping their e-government strategy.

Task

To consult council staff, the Council's existing residents' panel, strategic partners such as the police and health authority, local businesses and community organisations on the Borough's plans for implementing electronic government.

Process

RBKC decided to use an innovative consultation process because they wanted to see if they could use the Internet to make it easier for a wide group of people to participate in the consultation and to make the consultation process more 'two-way'. The majority of people who took part in the consultation had access to the Internet. However, a number of participants did not and used the Borough libraries to access the Internet; a number had never used the Internet before.

The first stage of the process sought feedback on the Council's e-government strategy by asking a number of detailed questions. In the second stage participants were able to browse all the individual responses held in the database – grouped by question and by theme. RBKC felt that this ability to see the results is a feature that is often lacking in paper-based consultations. Participants were also given the option of downloading a document that summarised the results if they preferred.

Participation

477 people registered to participate in the process and 247 (51.8%) submitted one or responses. In all participants made over 3,000 responses to the 13 questions in the consultation.

Results

The consultation document and the questions asked on it are available at <http://www.rbkc.gov.uk/Consultation/General/consultationdocandquestions.pdf>

The responses can be seen at <http://workshop6.dialoguebydesign.com/dbyd.asp>, and participants' comments on the process can be seen at <http://www.rbkc.gov.uk/Consultation/General/people.asp>

Among the comments made about this consultation were the following:

'The very fact that you are asking for my views without having to go into a crowded room is amazing progress'

'It was encouraging to see that you received so many responses and constructive ideas for working on'

'Very straightforward and idiot proof (and I'm no chip-head).'

'This was the first time I have taken part in a questionnaire on a website by inputting information directly onto pages electronically. I found it quite enjoyable as it was quite a novelty, and a good way of communicating.'

Small Business Service (SBS): DTI Equality and Diversity Online Consultation

Context

The Small Business Service (SBS) is an executive agency of the Department of Trade and Industry. Its purpose is to create and support a culture that prizes and fosters enterprise, and help businesses start and develop as their capabilities grow. It also aims to ensure that government support services (including access to finance) are accessible, relevant and of high quality.

At the time of the consultation the Government was in the process of implementing the European Race and Employment Directives. New legislation would be introduced to outlaw discrimination at work and in vocational training on the grounds of sexual orientation, and religion and belief by December 2003 and on the grounds of age by 2006. The institutional arrangements needed to support the broader equality and diversity agenda were also being considered, and particularly the need to ensure that all organisations covered by the new legislation understood the new requirements.

Task

To seek the views of businesses on the type of guidance and support needed for the new equality and diversity legislation due to come into force in 2003.

Process

The consultation took place between November 2002 and February 2003.

Participation

In total, 1339 businesses visited the online consultation home page, 501 businesses registered to participate in the online consultation, 384 businesses submitted responses to the consultation and 44 completed an evaluation form.

Result

The results of this consultation process are not currently available.

Surrey County Council: consultation on Waste Development Framework

Context

Waste issues are particularly sensitive in Surrey due to a history of campaigns against proposed incinerators. The purpose of the consultation process was to seek as much engagement as possible and create an informed debate as well as encouraging people to contribute to the formal consultation stages.

Task

To enable online consultation on SCC's Waste Development Framework.

Process

For this project Dialogue by Design designed a short two-hour workshop that could be delivered by volunteer facilitators. Training and detailed guidance notes were provided to the volunteers, and a pack of information sheets was also produced for different stages of the meetings.

These sheets were vital to the success of the exercise: they needed to be short, clear and

concise but provide enough information for people to feel they could form judgements about the issues they raised. They also had to be prepared carefully so the facilitator (or County Council) could not be accused of preparing biased information.

The process started in Spring 2004 with a series of community based workshops. Facilitators took groups through a number of short exercises, providing them with information as they went. The results of each exercise were recorded onto flip chart paper by the facilitator. The process was tested and refined a number of times prior to being rolled out.

At the end of each meeting the facilitator used a username and password to type the results into a web-based form. From here the results were automatically posted on a website (see below). At the end of the round of meetings all the results were downloaded into a database, analysed using our data analysis tool, and a summary report prepared.

Subsequently an electronic consultation process enabled comment on an Issues and Options paper developed by Surrey County Council.

Participation

Around 1300 community-based organisations including faith groups, Women's Institutes, Parish Councils, Residents' Associations and environmental groups were offered facilitated meetings to explore issues of concern around waste. Over 40 such meetings were held in the spring and summer of 2004.

Subsequently 1618 participants submitted 3812 responses to the questions in the Issues and Options Paper. 1446 of this total were in the form of a pro forma letter delivered in bulk. 188 of the 582 people registered (32%) submitted online responses.

Results

The County Council will use all the response and comments made to inform the next stage of the Waste Development Framework process. This will be in the form of a Preferred Options paper due to be published in autumn 2005.

To see the results of the community workshops:

http://www.surreycc.gov.uk/sccwebsite/sccwspages.nsf/LookupWebPagesByTITLE_RTF/Results+of+community+workshops+on+waste+in+Surrey+May-Oct+2004?opendocument

Responses to the Issues and Options paper can be seen at:

<http://surreywaste.dialoguebydesign.net/dbyd.asp>

The Environment Council/Minerals Industry Research Organisation (MIRO): Good Practice for Stakeholder Engagement in the Aggregates Sector

Context

This project was designed to produce a set of practice guidelines on engaging stakeholders around aggregates sites such as quarries, and on the associated issues that often accompany mineral workings.

Task

To involve stakeholders in the design, drafting and subsequent review of draft guidelines.

Process

A meeting of about 50 representatives of the minerals industry, local government and pressure groups debated the format, content and style of the proposed guidelines. Dialogue by Design then drafted a document based on inputs from this meeting. This was displayed on the website and participants were asked to comment on each section of the document. The results were collated and the document revised.

The revised draft was then put on the website so participants could see it along with all the comments made in the previous session. They were given the opportunity to comment twice more, with the document revised each time. The final document was launched in March 2004 through a series of regional seminars.

Participation

35 people contributed detailed submissions at various stages of the online consultation.

Results

The published guidelines can be obtained from:

The Environment Council
212 High Holborn
London WC1V 7BF
Tel: +44 (0)20 7632 0109
email: publications@envcouncil.org.uk

The Environment Council/National Resource and Waste Forum: Best Practice Guidelines on Public Engagement for the Waste Sector

Context

The Environment Council is an independent UK charity that brings together people from all sectors of business, non-governmental organisations, government and the community to develop long-term solutions to environmental issues. The National Resource and Waste Forum (NWRF) is a unique forum for action where Government bodies have seats alongside representatives of many other organisations and people across the public, private and NGO sectors involved in delivering sustainable waste management. It builds cross-sectoral solutions and promotes sustainable resource and waste management.

Task

To develop through meetings and online consultation a set of Best Practice Guidelines on Public Engagement for the Waste Sector to help local authority officers and project managers to identify, plan and run the most appropriate and effective engagement processes around waste issues.

Process

A small Core Group, made up of a cross section of stakeholder groups, was convened in December 2002 to agree an outline for a first draft of the guidelines. The meeting agreed the structure, format and key points that needed to be addressed by the document.

Dialogue by Design then drafted a first version of the guidelines, seeking guidance from experts and stakeholders in the waste sector. After further amendments, this document was used as the basis for online consultation.

The document was divided into sections and stakeholders asked what improvements they would like to each section. The document sections appeared in the top half of screens, with text boxes in the bottom half into which participants could submit their comments. Comments were then collated and the editors used them to improve the document.

This process was repeated twice, the document becoming increasingly satisfactory with each draft.

Participation

Approximately 60 expert stakeholders were involved at various stages of the project.

Results

The final document is available at

http://www.the-environment-council.org.uk/docs/Waste_Sector_Guidelines.pdf

UK Offshore Operators Association (UKOOA): evaluating drill cuttings from oil rigs

Context

UK Offshore Operators Association (UKOOA) is the representative organisation for the UK offshore oil and gas industry. Its members are companies licensed by the Government to explore for and produce oil and gas in UK waters.

In June 1998 UKOOA launched an initiative to tackle the historical legacy of accumulated drill cuttings beneath offshore installations in the North Sea. The initiative combined research and development with extensive public consultation, with the ultimate goal of identifying the best available techniques and best environmental practice for dealing with these accumulations in accordance with the principles set out by the OSPAR Convention (the Convention for the Protection of the Marine Environment of the North-East Atlantic).

Task

To challenge a group of academics to agree a set of criteria for evaluating drill cuttings from oilrigs prior to a stakeholder workshop seeking solutions to drill cutting management.

Process

Three dialogue sessions were held during the Initiative. The first in November 1998 introduced the parallel science and dialogue process that was proposed varied group of stakeholders and provided an opportunity for the participants raise any issues surrounding the identified management options before the Phase I study scopes were finalised. This was followed in February 2000 by a second event to present and discuss the findings of Phase I at which participants could comment on the outputs and provide their input into the content of the Phase II studies. The final session was held in November 2001, where the results of the total scientific programme were presented.

The web-based process took place before the final meeting. Participants could visit the website, comment on a set of draft criteria, and suggest new criteria or challenge existing ones. These were then collated and a new set of criteria was agreed at the beginning of the stakeholder workshop prior to participants contributing their thoughts on the research conclusions and the different management options.

Participation

Approximately 70 stakeholders attended the dialogue meetings during the process. The web-based process was used by approximately half of the stakeholders.

Results

The final report of the process is available at

<http://www.oilandgas.org.uk/issues/drillcuttings/pdfs/finalreport.pdf>

Waste Resources and Action Programme (WRAP): reviewing new programme areas

Context

WRAP (the Waste & Resources Action Programme) was established in 2001 in response to the UK Government's Waste Strategy 2000 to promote sustainable waste management.

In May 2003 the government announced three new programme areas: waste minimisation, recycling/composting best practice, and raising waste awareness.

Task

To deliver an online dialogue programme designed to engage WRAP's stakeholders in debate and discussion around the strategy of the new programmes.

Process

WRAP was particularly keen to use an online method that would deliver the environmental benefits of reducing travel and waste. The web-based dialogue system also allowed WRAP's stakeholders to provide input quickly and easily, and facilitated the collection of a large volume of responses in a relatively short time span, enabling work to start on the new programmes as soon as possible.

The consultation took place in three phases. The first asked stakeholders to respond to nine specific questions on the new programme areas. The second session then reviewed the responses to the first session and requested input on the more detailed issues of implementation. The third session allowed participants to review the results of the first two sessions and evaluate the dialogue process.

Participation

The WRAP process involved about 250 people from major stakeholder groups including local authorities, NGOs, businesses, academics and community organisations.

Results

The collaborative development of a new work programme.

Ongoing projects

British Association of Fair Trade Shops (BAFTS) [pro bono project]

Context

The British Association for Fair Trade Shops (BAFTS) is an association of like-minded, independent retailers who share a common aim of promoting fair trade retailing in the UK.

The underlying goal is an expanding network of profitable fair trade retailers who are raising the profile of fair trade amongst the UK public, and so further increasing sales of fair trade products in order to grow their own businesses whilst promoting improved livelihoods and poverty alleviation in developing countries of the South.

Task

To enable BAFTS members, importers and partners, and other related fair trade organisations and retailers, to help shape the strategic direction of BAFTS.

Process

BAFTS drafted questions to seek guidance on key policy areas: strategic focus, membership, criteria for importers, and its advocacy and assessment processes.

Participants submitted responses through Dialogue by Design's Open Question consultation format, using text-limited responses boxes.

All responses were then displayed to participants.

Participation

Approximately 30 people actively contributed to the review process.

Results

Development of a new strategy for BAFTS.

Bedfordshire: production of a Statement of Community Involvement

Context

The Planning and Compulsory Purchase Act, which requires the production of Statements of Community Involvement and introduces new requirements for engagement in the Local Development Framework Process, is still relatively new and many local authorities are exploring methods for producing them.

Bedfordshire is taking an innovative and dynamic approach in using a mixture of meetings and questionnaires, together with a scanning and online database approach, to produce an SCI.

Task

To produce a Statement of Community Involvement as the first stage of producing a Minerals and Waste Development Framework.

Process

The process will take place over five phases:

Phase 1: Scoping and framework development

Designing and running a small key stakeholder workshop to agree framework, structure and key elements of SCI.

Developing contact list of key stakeholders and the wider public.

Phase 2: Preparing first draft

Preparing and agreeing first draft and making ready for consultation.

Preparing summary and questionnaire for stakeholder consultation.

Phase 3: Consultation with key stakeholders and wider public

Running questionnaire consultation, setting up scanning system and database to receive and analyse results.

Run small stakeholder meetings with key groups if required.

Phase 4: Analysis and Revision of SCI

Analyse results, provide report.

Agree changes to SCI.

Phase 5: Submission and Examination

Prepare SCI for public examination.

Final revisions.

Participation

Pending

Results

Due summer 2006.

Committee on Radioactive Waste Management (CoRWM): Managing radioactive waste in the UK

Context

At the moment there is no long-term plan for dealing with the UK's radioactive waste. The Government has set up CoRWM to look at the options for managing the UK's radioactive waste and to come up with a long-term solution that will protect people and the environment. CoRWM thinks it is important to involve the public in this process. This pack is designed to get people talking about radioactive waste and how we should deal with it.

Task

The task is to use a process integrating face-to-face and electronic methods to enable stakeholders to participate in discussions to identify their priorities and concerns about the way the UK manages its radioactive waste. The results of this process, along with detailed technical assessments, will help CoRWM to make recommendations to government.

Process

Dialogue by Design has developed a group discussion pack comprising background information, task instructions and reply form. The pack is designed so that participants do not need to have a special interest in radioactive waste to take part. The discussion guide contains some information about radioactive waste and the options for dealing with it, and also where people can find out more.

Group discussions are designed to take about an hour. (People are also encouraged to participate as individuals if they wish.) The results can be reported on a pre-designed reply form which participants return in a freepost envelope or the results can be submitted online.

The results of the discussions will be shown at <http://corwm.dialoguebydesign.net> in the New Year. CoRWM will show how they have used what they have heard from the public in a summary document which will be published in 2006.

Participation

Pending.

Results

Due in 2006.

International Finance Corporation (IFC) - Disclosure Policy

Context

IFC is a member of the World Bank Group and is headquartered in Washington, DC. It shares the primary objective of all World Bank Group institutions: to improve the quality of the lives of people in its developing member countries.

IFC's Policy on Disclosure of Information sets out the policy of the IFC on disclosure of information and describes the materials that will be made publicly available. The policy applies to IFC at the corporate level as well as the disclosure and consultation issues relating to its client companies. Since the policy was last revised in 1998, there has been a shift in expectations regarding transparency and building trust, and IFC procedures and documentation have changed. Recognizing that transparency promotes efficiency of process, accountability, and helps achieve better development outcomes, in 2004 IFC began to conduct a review of its 1998 Policy on Disclosure of Information.

Task

To gather comments on IFC's draft 'Disclosure Policy Framework' from international stakeholders, and then to provide an opportunity for stakeholders to review subsequent drafts of the new Disclosure Policy.

Process

The process began in December 2004 with participants commenting on the first draft of the Disclosure Policy Framework. These comments will be available through March-May 2005 while they are being used to draft the new Disclosure Policy, which is expected to become available for comment during the summer of 2005.

Participation

At the time of writing the consultation has received 155 submissions from 21 participants.

Results

The consultation is ongoing.

International Finance Corporation (IFC) - Policy and Performance Standards on Social and Environmental Sustainability

Context

IFC is a member of the World Bank Group and is headquartered in Washington, DC. It shares the primary objective of all World Bank Group institutions: to improve the quality of the lives of people in its developing member countries.

IFC is reviewing and updating its 1998 Safeguard Policies. The Safeguard Policies, which will in future be known as the Policy and Performance Standards on Social and Environmental Sustainability, are the basis for IFC's leadership position in environmental and social sustainability. They provide the framework to minimize and mitigate environmental and social risk in the projects IFC finances. Guidance Notes for the Performance Standards have also been drafted. By updating its Safeguard Policies, IFC aims to create new Performance Standards that are clear, easy-to-use, address gaps in the coverage of the existing Safeguard Policies, are designed for private sector use, and incorporate the concept of sustainability.

Task

The primary objective of the public consultation process is to determine whether the new policy and performance standards will enable IFC to fulfil its social and environmental objectives and whether they can be implemented by its clients.

Process

Consultation began in September 2004 and is still ongoing. In the first online session participants could comment on the draft Policy and Performance Standards and the accompanying Guidance.

In second and subsequent sessions participants will be able to review the comments received and IFC responses, and comment on further drafts of the documents.

Participation

The consultation is ongoing.

Results

The consultation is ongoing.

Kent County Council consultation on development of the County Minerals and Waste Development Framework

Context

Kent County Council (KCC) must follow the requirements of the new Planning and Compulsory Purchase Act to develop a new Waste Development Framework (WDF).

Task

To run a phased and integrated public and key stakeholder engagement and consultation process involving both face-to-face meetings and online engagement that recognises the challenges of waste management and especially the sensitivity of identifying and agreeing sites for various waste treatment plants in Kent.

Process

The process has progressed through several phases. In the first, a stakeholder analysis process was used to identify strategic and community stakeholders, and where there were gaps in existing stakeholder databases.

Stakeholders then received letters informing them of the engagement process and how they could participate. They were given a number of options to complete a questionnaire on the generic and specific SCI and returning it by freepost or to register an interest in later consultation and indicate how they would prefer to participate. The completed questionnaires were scanned into a computer system and database for later analysis.

The process also recognised that the WMDF cannot be developed in isolation from the County and District Councils' waste strategies, recycling programmes, targets and objectives, and that the consultation process should contribute to developing wide understanding of the land use implications of all waste and minerals activities in Kent.

The process therefore also sought to build understanding among community groups and individuals of the issues facing Kent, including the consideration of solutions and awareness of the individual's role in dealing with waste. Local waste minimisation activities could also be promoted through this exercise.

This element of the process was achieved through use of an interactive discussion guide designed to help individuals and community groups explore a range of waste management issues including the waste hierarchy, waste minimisation, waste treatment and disposal methods and targets for waste reduction. The discussion guide concluded with a quantitative questionnaire. The discussion guide was marketed to community organisations and individuals in Kent via the contacts database and local media campaigns.

In parallel with this process a range of stakeholder meetings, workshops and panel discussions were held, and District and County Councillors were invited to attend briefings at

four key stages throughout the process so that they could be updated on engagement and consultation activities and the overall WMDF process.

The final phase of the process involved a web-based consultation on an Issues and Options (I/O) Paper. Individuals and groups on the contacts database were invited to participate, with anyone unable or not wishing to participate online provided with alternative means on request. Submitted responses were collated and provided to KCC to inform the next stage of WMDF process.

Participation

Begins September 2005.

Results

Due Spring 2006.

North-West Regional Authority: online consultation around the Regional Spatial Strategy

Context

In Summer 2004 the North West Assembly were asked to prepare a Regional Spatial Strategy (RSS) for the North West. This spatial strategy is due to be submitted to Government in September 2005 and its development is guided by Planning Policy Statement 11 (PPS 11) produced by the Government in Autumn 2004.

The Assembly is committed to making the preparation of the RSS as open a process as possible. The draft RSS Project Plan emphasises the need for the continual involvement of key partners (local authorities and others) throughout the process.

Task

To run online consultation at every stage of the RSS process.

Process

The first consultation document was the issues scoping paper which identified for comment the key issues the RSS should address. This took place in October 2004 and the results were disseminated online between November 2004 and March 2005.

Some of the gaps identified in the issues paper consultation were developed in more detail in a conference on 17th November 2004. This included areas such as: reducing demand for transport; providing homes; cross-border issues; health; education; sub-regional issues; links between transport and housing; and managing demand for natural resources. The conference also explored future drivers of change likely to impact on the spatial plan.

Following the issues paper and conference, themes for options papers were selected according to the following criteria: a core theme of the spatial plan i.e. housing, transport, environment; a new theme for the spatial plan i.e. health, education and skills; or areas where key questions needed to be posed i.e. presentation. The options paper is a key stage in the development of the RSS and is a requirement of PPS 11.

The second consultation document was around these options papers and ran from March 7th to April 8th 2005.

The current session presents the results of the options paper consultation and will run until August 1st. The results will then be developed to form a draft of the RSS, which will be ready in September 2005. This draft will be subject to a formal consultation in Autumn 2005. This will be followed by an Examination in Public (EiP) in June 2006, with the final version of the RSS expected to be issued by the Government in May 2007.

Participation

In the first consultation stage invitations were sent to over 3,500 organisations and individuals. Over 1,000 individual comments were received.

Results

The results of the first stage of the consultation highlighted the areas that the spatial plan needed to address. A summary report of the results is available on the NWRA website at http://rpg.nwra.gov.uk/documents/index.php?group_id=78&expand=

For continuous up to date information on the development of the Regional Spatial Strategy, including further consultations, please visit <http://nwra.gov.uk/rpg>

Surrey County Council: consultation on Waste Development Framework

Context

Surrey County Council is drawing up a new plan to respond to the growing amount of waste produced within the County. The plan is called the Waste Development Framework and will be the County's planning guideline up to 2016.

Over the past year Surrey County Council has already been actively engaging with the public across Surrey to develop a debate around waste issues. Two large workshops and 42 community events have allowed stakeholders to discuss the issues in detail.

During this period a number of technical assessments have also been undertaken. The reports for these can all be found at <http://www.surreycc.gov.uk/wasteplan>.

Task

A series of Issues and Options consultation papers have been written as the starting point for the Waste Development Framework. The papers cover the following topics: waste minimisation, re-use, recycling and market development; the 'proximity principle' and development control; landfill; and the identification of sites appropriate for the development of waste related activities.

There are also a number of background papers summarising the findings of the technical assessments: Best Practicable Environmental Option (BPEO), Strategic Environmental Assessment (SEA), Sustainability Assessment (SA) and Waste Treatment Technology Options.

The purpose of the consultation is to enable stakeholders to comment on these documents.

Process

In the first online session the papers, divided into sections, appeared within Dialogue by Design's document review software and participants commented using the text boxes provided. In the second session these comments were made available to anyone interested.

Participation

1,636 people submitted comments in the first session. The second session is ongoing.

Results

Not completed.

**World Business Council for Sustainable Development (WBCSD):
Cement Sustainability Initiative (CSI)**

Context

The World Business Council for Sustainable Development (WBCSD) is a coalition of 175 international companies united by a shared commitment to sustainable development via the three pillars of economic growth, ecological balance and social progress. The Cement Sustainability Initiative (CSI) is a WBCSD initiative with the cement industry worldwide. It was created in 2000 to develop and promote practical ways for the cement industry to improve its performance and contribute to sustainable development.

The cement industry plays a key role in meeting society's needs for housing and basic infrastructure by supplying concrete. The industry employs about 850,000 workers in facilities in 150 countries, producing over 1.8 billion tons of cement a year. It has an estimated annual turnover of \$87 billion and has grown by nearly 4 percent a year over the past decade.

Cement production is energy-intensive - it accounts for 5 percent of global carbon dioxide emissions - and it touches on a wide range of sustainability issues including: climate change, pollution, resource depletion and worker health and safety.

Task

To design and conduct an international consultation to develop global guidelines for the selection and use of fuels and raw materials in the cement manufacturing process, defining a consistent approach to the selection and use of fuels and raw materials in the cement industry, built upon the principles of sustainable development. These guidelines will be the main output of the CSI's Resource Use Task Force.

Process

The first draft of the guidelines were developed in consultation with 16 major cement companies from sixteen different countries in the wake of meetings with stakeholders and experts.

Dialogue by Design has been involved in both stakeholder meetings and the global electronic process to refine the guidelines.

Participation

Ongoing.

Results

The guidelines are still under development. For more information about the project please visit <http://www.wbcdcement.org>.