

Consultation Strategy

2007 – 2009

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1.0 INTRODUCTION

- 1.1 Consultation is a way of seeking information and advice from citizens and communities who have clear views about the issues under consideration. It is a form of community engagement¹.
- 1.2 The County Council consults with its citizens and communities² to help us maintain and improve our:
- Focus on our citizens and communities.
 - Two way relationships with all of our citizens and communities to support service planning, improvement and development.
 - Awareness of local needs, to help enable us to deliver services to meet those needs.
 - Local partnership working that provides high quality services to our citizens and communities.
- 1.3 Since the late 1990s, consultation has been an increasingly important feature of local government service delivery and improvement. For example the Local Government Act 1999 introduced 'Best Value' and the duty to consult.

Most recently, the Local Government White Paper, "*Strong and Prosperous Communities*" (2006) is concerned with reshaping public services around the citizens and communities who use them. It sets out that, to do this, all local councils need to consult with, involve and encourage their citizens and communities to have their say about the sort of service they want. In practice this means that all

¹ Community engagement occurs in a variety of ways as follows: information, where community engagement is minimal; communication; consultation; involvement / participation; and, ultimately, empowerment where community engagement is maximised.

² Communities are becoming more diverse and can be defined in a number of ways. The most obvious way to describe a community is geography, but people belong to different communities at different times in their lives. For example, there are communities of interest (e.g. library users, cyclists, school children); communities of area of place (e.g. neighbourhoods, wards, parishes, districts); demographic communities (e.g. older people, younger people, males, females); black and minority ethnic communities (e.g. Chinese, Polish), and faith communities (e.g. Christian, Muslim, Sikh).

councils in England (including the County Council) will in future need to use consultation and other community engagement tools to:

- Continue to improve the relationships they have with their citizens and communities and engage communities in service planning, improvement and development.
- Continue to raise their awareness of local needs and deliver services to meet those needs.
- Continue to deliver local partnership working that provides high quality services.

This Strategy will help us to respond to these requirements.

2.0 PURPOSE OF THE STRATEGY

2.1 This Strategy provides a plan to help the County Council to consult with our citizens and communities. It sets out:

- Why we consult (see sections 1.0 and 3.0)
- How we do consultation (see sections 4.0)
- What consultation we do (see section 5.0)
- What roles elected Members and officers play in consultation (see section 6.0)
- How we monitor, evaluate and use consultation (see section 7.0)

3.0 CONSULTATION OBJECTIVES

3.1 In practice, we undertake consultation to:

- **Test options** for service changes and **explore public views** on conflicting priorities, key choices and resource decisions.
- **Target services** at what people want and need and **track overall resident and user satisfaction.**
- **Support:**
 - **bids for resources;**
 - the **development and delivery** of the Council Plan, the Sustainable Community Strategy and the Local Area Agreement; and,
 - **devolved ways of working** such as Area Committees.

4.0 CONSULTATION AT THE COUNTY COUNCIL – KEY PRINCIPLES

4.1 We undertake consultation that is:

- Effective
- Equal and Inclusive
- Appropriate and Relevant

When consultation is effective; equal and inclusive; and, appropriate and relevant, it is beneficial to citizens, communities, the council and its partners. To make this possible, we observe a number of key principles when planning, delivering and completing consultation projects. These are summarised below.

4.2 EFFECTIVE CONSULTATION

4.2.1 Effective consultation:

- Is **democratic, timely and accurate and informative**;
- Relates to an **actual decision or situation**; and,
- Leads to **action**.

To ensure this happens, consultation projects require careful planning and co-ordination. Section 6.0 below and the Consultation Toolkit (a link to the Toolkit is provided in Section 7.0 below) provides advice about how to plan and complete an effective consultation project.

4.2.2 When planning and completing a consultation project, two primary concerns are:

- who to consult with; and,
- how to consult with them.

The sample (i.e. the people you consult) and the research methods (i.e. how you consult with them) you use should be carefully considered and chosen to ensure that the consultation project is effective. The Consultation Toolkit provides guidance and advice about selecting your sample. It also summarises a variety of different quantitative (i.e. focusing on providing statistically reliable information using a large sample of people) and qualitative (i.e. exploring people's attitudes, behaviours and motives in more depth) research methods and illustrates the pros and cons of each.

4.3 EQUAL AND INCLUSIVE CONSULTATION

4.3.1 Consultation undertaken by or for us should have proper regard for human rights. A summary of the Human Rights Act (1998) is available at: <http://www.yourrights.org.uk/> .

4.3.2 In addition, the County Council has adopted an Equality Policy Statement (see: <http://intranet/Directorates/Chief/download/pdf/equality.pdf>) which states:

“We are committed to equality and to making fair treatment an important part of everything we do. We make this commitment because we want to provide the best service we can to our community and because we value the contribution our employees make to achieving this”.

4.3.3 Overall, the following issues should be considered when beginning to plan a consultation project. Doing so will help ensure that consultation is equal and inclusive:

- **Communication.** For example, if the language or mode of communication that is used is not relevant, understandable or understood some people will be unable to engage with consultation projects.
- **Physical access.** For example, some people have mobility or sensory impairments so we need to make sure locations and methods are fully accessible.
- **Cultural differences.** For example, young people, people from different faith groups and people from different ethnic backgrounds may work more effectively together in a single rather than mixed group as part of a consultation project.
- **Physical isolation.** For example, people who have impaired mobility, who live in remote rural areas, or those who have caring responsibilities may not have ready access to transport, or may have constraints on the times when they can go out.
- **Invisibility.** For example, lesbians and gay men, Jewish and Irish people and some people with mental health problems/other impairments do not necessarily distinguish themselves as such in a crowd. This should not mean that they are excluded from

consultation.

4.3.4 In addition to the issues checklist above, to help us ensure that all of our consultation work is equal and inclusive, the Consultation Toolkit provides advice and guidance in relation to consulting with the following ‘seldom heard’ groups.

Black Minority Ethnic (BME) people	Older people	Faith groups
Young people	Disabled people	Gender specific
	Lesbian, Gay and Bisexual people	

4.3.5 Equality Impact Assessments (EIAs) will also help you plan and complete a consultation project. They are being completed across the County Council to help us identify whether a function or a service, an initiative, a project, a policy or a procedure and its implementation affects different people in different ways. Corporate and Directorate leads for equality and diversity³ can provide you with relevant documentation. An EIA toolkit has been developed to summarise what an EIA is, how to complete it and what to use it for. It is available from Corporate and Directorate leads for equality and diversity.

Linked to this, the Code on Consultation and Communication within the ‘North Yorkshire Compact’ sets out agreed consultation and communication standards and understandings between signatories across the public and voluntary/community sectors. The Compact is available via the North Yorkshire Strategic Partnership (NYSP) website (please see: <http://www.nysp.org.uk/html/header-links/compact/?PHPSESSID=376fe3030c8d699db6fea680f9484c69>).

4.3.6 The following documents also provide some guidance about equality and diversity. These may also be of particular relevance to individual consultation projects.

³ In BES, Emma Hubert; in CYPS, Dianne McConnell; in ACS, Shanna Carrell; in F+CS, Katy Meban; and, corporately, Pammi Sahota and Trudy Newell.

The Equality Policy
The Social Inclusion Strategy
The Equality Impact Assessment Toolkit
The Voluntary/Community Sector Compact

The Corporate Equality Plan
The Race Equality Scheme
The Gender Equality Scheme
“Getting the Message Across” accessible communication guidance from Adult and Community Services

Service Performance Planning and Guidance
Service Performance Plans (which include equality and diversity actions)
The Disability Equality Scheme

- 4.3.7 HR services have produced a database that provides contact details for ‘seldom heard groups’. This will be accessible alongside the Consultation Project Database. When using this, particular care should be taken to ensure that individuals listed in the database are not continually and repeatedly asked to engage in consultation work. To help with this, the database will record the frequency and date of last involvement in County Council related consultation by different groups. Such information will also help ensure that officers do not ask the same people to be members of consultation forums.
- 4.3.8 Often, external consultants with particular experience of engaging ‘seldom heard groups’ may be used to ensure that consultation is inclusive. In these cases, standard procurement procedures should be followed and Directorate leads for Equality and Diversity advised of the use of external consultants.
- 4.3.9 Finally in this regard, the Consultation Toolkit provides a ‘standard’ equality and diversity monitoring questionnaire as a guide to Consultation Project Managers. Collecting such information helps us better understand our citizens and communities and target our services. Experience suggests however that the questionnaire as presented may not be appropriate for use in all Consultation Projects. Therefore, before using it, please consider if it is appropriate to ask the questions of the individuals that you are consulting with, and, if the questionnaire is used, please take care to ensure that only the most appropriate questions are posed for the Consultation Project in hand.

4.4 APPROPRIATE AND RELEVANT CONSULTATION

4.4.1 Appropriate and relevant consultation:

- Supports **continuous improvement**.
- Is **professional and ethical**.
- Where appropriate, (to avoid / minimise consultation fatigue and unnecessary use of resources) it is planned, undertaken and completed in **partnership**.
- **Efficient**, to ensure that the value of limited resource use is maximised.
- **Co-ordinated** (including, monitored and reviewed) robustly and comprehensively.

4.4.2 Continuous Improvement

To help ensure that we deliver the most effective and efficient services to our citizens and communities, the County Council seeks to achieve continuous improvement across all of its functions, services and units. The Performance Management Framework (see: <http://intranet/Directorates/chief/information/performance/publications/PerfManFrame.pdf>) was developed to help services achieve this. Consultation is a fundamental element of continuous improvement. Feedback from our citizens, communities, partners and employees helps identify areas of weakness and how performance can be improved.

Citizen and community feedback is becoming an increasingly important part of Government's 'Comprehensive Performance Assessment' (CPA). The CPA is a process devised by the Audit Commission which Government uses to monitor our performance improvements. A star rating scale from 0 to 4 stars is used to identify how well a council performs. In February 2007, we were judged to be a 4 star council that is improving well.

From 2009, the CPA will become the '**Comprehensive Area Assessment**' (CAA). At present, we understand that the CAA will serve

the same purpose as the CPA. By contrast, it will however be more proportionate, area based and **focused on outcomes** than the CPA. This revised approach to local authority performance assessment will make it even more important for us to undertake consultation with, understand and respond to our citizens and communities.

4.4.3 Professional and Ethical

While the County Council is not a member of the Market Research Society (MRS), we recommend that the MRS' "*Code of Conduct*" is considered (see: <http://www.mrs.org.uk/standards/downloads/code2005.pdf>) when consultation is being undertaken by or for us. Observing the Code helps ensure that any consultation work is carried out in accordance with professional standards and reassures the general public and other interested parties that research is carried out in a professional and ethical manner.

In brief, the Code sets out that:

Market researchers will conform to all relevant national and international laws

Market researchers will behave ethically (e.g. including providing adequate feedback to consultees) and will not do anything which might damage the reputation of market research

Market researchers will take special care when carrying out research among children and other vulnerable groups of the population

Respondents' cooperation is voluntary and must be based on adequate, and not misleading, information about the general purpose and nature of the consultation project when their agreement to participate is being obtained and all such statements must be honoured

The rights of the respondent as private individuals will be respected by market researchers and they will not be harmed or disadvantaged as the result of cooperating in a consultation project

Market researchers will never allow personal data they collect in a consultation project to be used for any other purpose than consultation

Market researchers will ensure that projects and activities are designed, carried out, reported and documented accurately, transparently, objectively and to appropriate quality

Market researchers will conform to the accepted principles of fair competition

4.4.4 Partnership Working

Partnership working is an essential way to deliver public services. It is widely promoted and referenced in the Local Government White Paper (2006): “*Strong and Prosperous Communities*”.

At the County Council, every Directorate is potentially active in / contributes to / steers numerous partnerships with internal and external colleagues and stakeholders. Across North Yorkshire as a whole, the most high profile partnership is the North Yorkshire Strategic Partnership (NYSP) in which, the County Council, with external partners, is responsible for developing and delivering:

- the Sustainable Community Strategy for North Yorkshire; and,
- the North Yorkshire Local Area Agreement (2007 – 10).

All partnership working requires a degree of consultation work. It is crucial that appropriate steps are taken to ensure that partnership based consultation:

- minimises consultation fatigue and the use of scarce resources; and,
- is as representative as possible. Performance Improvement Officers can provide guidance in this regard.

The pre- and post consultation proformas in the Consultation Toolkit help with this.

4.4.5 Efficiency Savings

The County Council is currently pursuing a comprehensive transformation (change and improve) programme to help deliver the efficiency savings that Government requires each Local Authority to achieve, following the Gershon Review. The objectives for our work in this regard are as follows:

- Improved outcomes

- Improved access
- Cost effectiveness
- Best amongst Local Authorities

Of particular relevance to consultation, one of the ways that we will seek to achieve these objectives is by making better and more innovative use of ICT. The appropriate and effective use of ICT in consultation projects is therefore recommended. The Corporate Performance Team can help you decide what approach may be best in this regard and there is guidance about e-consulting in the Consultation Toolkit.

4.4.6 Co-Ordination

To ensure that consultation can be used to help drive continuous performance improvement across the County Council there is a need for consultation work to be co-ordinated, as well as monitored and evaluated, effectively.

The Corporate Performance Team leads on co-ordinating and monitoring consultation within the County Council using the following approaches / 'tools':

- The **Consultation Project Database** records summary details of planned, in-progress and completed consultation projects. The Database is managed by the Corporate Performance Team. Directorates are required to input information to the Database. The "*Performance Matters*" intranet page (see: <http://intranet/Directorates/chief/information/performance/home.shtml>) provides access to the Database. Directorates also include an 'Annual Consultation Project Schedule' in their Service Performance Plans each year. These Schedules are as comprehensive as possible since they are the primary source of intelligence about planned consultation activity. Importantly, they are developed with the understanding that in-year changes to the Schedule are taken account of as and when they happen.
- **The Corporate Performance Team produces annual forecasts of planned Consultation Projects as well as quarterly reports on the content of the Database.** The annual forecasts provide summary details of Projects that are planned for the entire year. The quarterly reports identify planned, in-progress and completed consultation projects; establish how consultation projects are being used to drive continuous improvement; and, establish the volume, nature and type of consultation work being undertaken across the County Council. In so doing, they take account of any in-year changes to each Directorate's

'Annual Consultation Project Schedule' as it appears in their Service Performance Plans. The quarterly report is provided to the Corporate "*Performance Management*" and "*Communications' Officer*" Groups in the first instance. These Groups ensure that consultation is used to help drive continuous improvement and communicated to stakeholders. The report is also available to everyone in the Council via our "*Performance Matters*" intranet page (see: <http://intranet/Directorates/chief/information/performance/home.shtml>).

5.0 DIRECTORATE CONSULTATION ACTIVITY

5.1 This section briefly summarises what each Directorate does and what consultation work each Directorate undertakes, how it does it and how frequently. This information is provided to raise colleagues' awareness of what consultation work is ongoing to help them identify how they may be able to share and use best practice from across the organisation.

5.2 Chief Executive's Group

The following services are provided by the Chief Executive's Group:

Access to Services

Chief Executive's Office

Committee Services

Communications

HR Services

Corporate Policy

Scrutiny and Corporate Performance

Employment Training Services

Legal Services

The Directorate undertakes a number of consultations each year. In particular, the Corporate Performance Team within 'Scrutiny and Corporate Performance' is responsible for providing the Citizens' Panel.

The Citizens' Panel was developed by the County Council in 2004 to help find out what residents of North Yorkshire think about what we do now and what we should do in the future. It may be used by all services across the County Council and has also been used by

external partners. It is made up of a representative group of 2,000 residents (over 18 years) from across North Yorkshire. Membership of the Panel reflects as much as possible the population of the county and one third is refreshed annually. The panel completes up to four postal surveys each year. When services use the Panel, they are required to pay a small charge to cover the cost. Any Service may use the Citizen’s Panel. For further information about using the Panel, please contact the Corporate Performance Management Officer in the Corporate Performance Team.

The Corporate Performance Team is made up of skilled and experienced researchers and is positioned to help the entire organisation achieve continuous improvement. It can therefore provide more general help and guidance for any consultation project that is being undertaken by / for the County Council. The Communications Unit is also able to provide advice and support for consultation projects, and, for a fee, (particularly, on-line) consultation projects.

5.3 Business and Environmental Services

The Business and Environmental Services (BES) Directorate is responsible for those services which have a major impact on businesses and the environment. The following services are provided by BES:

Trading Standards & Regulatory Services Integrated Passenger Transport	Development and Countryside Services Highways and Transportation Performance and Finance	Waste Management Directorate Support Services
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Consultation projects undertaken within BES are largely driven by the need to secure service improvements and changes, legislation (including, for example, the Best Value regime and also statutory duties) and to improve relationships with communities (for example, Waste Management may seek to improve local communities’ understanding of why new waste treatment facilities are required; and, Trading Standards and Regulatory Services may wish to establish better links with the farming community).

Each service undertakes a variety of different consultation projects every year and some services undertake more than five pieces of consultation in any one year. For example, Trading Standards and Regulatory Services undertake ‘one off’, quarterly, annual and

triennial consultation.

Consultation work is always managed by officers within the relevant service. Where appropriate, external consultants and the County Council Citizens' Panel are used.

5.4 Adult and Community Services

The Adult and Community Services (ACS) Directorate is made up of the following service units:

**Commissioning and Partnerships
Library and Community Services**

Performance and Change Management

**Operations – Adult Social Care
Resources**

The Directorate undertakes a substantial amount of consultation, including, for example:

- The 'New Outcomes Framework' (NOF) and the proposed changes to the Annual Self Assessment Survey include the explicit requirement that, from 2008/09, user experience surveys must be undertaken for each service area on an annual basis;
- Adult Social Care Services undertakes annual user experience surveys;
- Library and Community Services undertakes user satisfaction surveys; and,
- Service User / Carer Involvement, e.g. "*Learning Disability Partnership Boards*" and Service Advisors (Mental Health).

Within the Directorate, the Commission for Social Care Inspection (CSCI) Performance Assessment Framework and the CPA (Comprehensive Performance Assessment) drives a lot of consultation work, requiring the Directorate to achieve measurable outcomes for service users and to base these outcomes on knowledge of the needs and aspirations of service users. Other key drivers behind consultation (and other forms of engagement) with service users include:

- the White Paper, "*Our Health, Our Care, Our Say*";
- the Department of Health; Library Impact Measures; the "*Museums, Libraries and Archives Council*"; and,

- the Local Area Agreement for North Yorkshire (2007 – 2010).

The Directorate will, in future, be further developing its consultation and engagement activities to ensure that service users and other stakeholders are actively involved in development and improvement work.

5.5 Children and Young People’s Service

The Children and Young People’s Service (CYPS) Directorate is made up of the following service units:

<p>Quality and Improvement Children’s Social Care</p>	<p>Strategic Services Learning, Youth and Skills Human Resources</p>	<p>Access and Inclusion Finance and Management Support</p>
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Within CYPS, the following consultation work is done each year:

- The Schools Forum is consulted about proposed changes to the formula used for allocating ‘Individual Schools Budget’ (ISB) to schools. The County Council must be able to demonstrate the financial effect of the changes and tell the Forum what proportions of ISB, or actual amounts, are applied to each formula so that the precise impact of any change can be seen.
- The ‘School Holiday Dates’ consultation project involves schools and each council that borders the County.
- Revisions to the ‘Children and Young People’s Plan’ are completed following consultation with elected Members and partners.

In addition, in 2007/08 and 2008/09, the Directorate will be consulting about ‘ContactPoint’. This initiative was previously given the working name of ‘Child Index’ and will be the quickest way to find out who else is working with the same child or young person, to make it easier to deliver more co-ordinated support. The basic online directory is anticipated to be available from Autumn 2009.

5.6 Finance and Central Services

The Directorate is made up of the following service units.

Central Finance

**Adult and Community Services
Finance (Resources)**

Health and Safety Risk Management

Emergency Planning

**Information and Communications
Technology**

Corporate Finance

Facilities Management

Business and Environmental Services Finance (Performance and Finance)

**Children and Young People's Service
Finance (Finance and Management
Support)**

Every year, the Directorate leads work to consult elected Members, officers and the general public about the following year's budget. The work is supported / undertaken by the Corporate Performance Team.

In addition, the Directorate undertakes the following types of consultation projects:

- Surveys of 'Traded Services' (health and safety; facilities management; insurance; and, payroll), largely with schools (as part of a coordinated approach led by the 'Financial Management of Schools' team within CYPS)
- Internal service accessibility and customer satisfaction
- 'North Yorkshire Pension Fund' surveys of service accessibility and customer satisfaction

6.0 YOUR ROLE IN CONSULTATION

6.1 MEMBERS' ROLES

Much consultation is undertaken by officers, but, Members also have an important role in relation to consultation. Members:

- Act as community or authority advocates and as links with partner organisations for joint consultation
- Help interpret results and take decisions on priorities
- Communicate consultation results back to consultees

Generally speaking, Area Committees, Councillor Surgeries, Parish Councils and Overview and Scrutiny Committees are key to helping Members undertake consultation.

6.2 OFFICERS' ROLES

- 6.2.1 The Corporate Performance team is responsible for producing and coordinating use of this Consultation Strategy. The team also offers support to officers and Members to ensure that consultation across the County Council is appropriate and effective and that, where possible, it is used to inform service improvement. It may also lend support to key partners who are undertaking consultation projects.

The type of support provided by the team depends on the type of support that is required by those completing consultation projects. For example, the team can help you plan your project from start to finish, advise you about and support your data analysis and interpretation. It can also help on individual elements of your project, for example, helping you plan a public meeting as part of your consultation project.

The team has produced two consultation project proformas (available within the Consultation Toolkit) to help you plan and complete consultation work. Directorate leads for consultation⁴, supported by the corporate lead officer for consultation⁵ play a key role in supporting their Directorate colleagues to complete the proformas. When complete, proformas provide the data necessary to populate the County Council Project Database (as summarised above).

The Database is the single source of information about the County Council's planned, underway and completed consultation projects. It is a crucial part of our approach to continuous improvement. The Corporate Performance Team, and within it the corporate lead for consultation, is responsible for managing the Database and produces a quarterly 'Consultation Progress' report for the corporate "Performance Management Group" and also the corporate "Communications Officer Group". As detailed in section 4.4.5 above, these reports set out:

- in-progress and completed consultation projects;
- a schedule of planned consultation projects;
- how consultation projects are being used to drive continuous improvement; and,
- the volume, nature, type of consultation work being undertaken across the County Council.

These reports help ensure that consultation is recorded and monitored; used to help improve performance and outcomes; and, help ensure that citizens and communities are told about what consultation activity we are undertaking, to remind them that their views are important to us. Once received by the Groups, these reports are made available via the intranet at the 'Performance Matters' page.

6.2.2 Across the organisation, generally speaking, officers are responsible for planning, implementing, managing, coordinating and completing consultation projects. Section 7.0 below and the Pre- and Post Consultation Proformas within the 'Consultation Toolkit' provide advice and guidance to help you do this.

⁴ Namely: in BES: Emma Hubert; in CYPS: Kathy Peacock; in ACS: Shanna Carrell / David Glansford; in F&CS: Karen Scott; in CEG: Johanne Parker.

⁵ Currently: johanne.parker@northyorks.gov.uk

7.0 'DOING' CONSULTATION

7.1 Before you start to plan a consultation project, you should ask yourself:

- Why is this consultation project necessary?
- Who within and outside of the organisation will be consulted (i.e. who is my target audience)?
- What are the costs and benefits of consulting with these people for this reason?
- What methods and styles will be appropriate for consulting with these people for this reason?
- Will the people we consult with be invited to feedback on their experience of the consultation project? Why? Why not?
- How will the action taken as a result of the consultation be fed back to the consultees?

7.2 When you can answer these 'checklist' questions, using the pre-consultation proforma within the County Council Consultation Toolkit, you will be able to produce a consultation project plan.

7.3 Once created, it is necessary to ensure that the project plan works in practice. It will therefore be necessary for you to monitor and evaluate progress with the consultation project to ensure that it is proceeding well and is likely to meet your objectives. Over the course of a project, there may be logical times for progress to be reviewed, for example, questionnaire piloted and revised; questionnaire completed and results received; data analysed and interpreted. But, some consultation projects may be more difficult to organise into manageable chunks. In this case, without losing sight of the project as a whole, please give some thought to what you want to monitor and when. The Corporate Performance Team will be able to help you do this.

7.4 Upon completion of your consultation project, using the post-consultation proforma in the County Council Consultation Toolkit, you should produce an Executive Summary note of your project and provide it for relevant people (for example, managers, elected

Members and consultees (those who you consulted with)), including the Corporate Performance Team and the Communications Unit. Section 7.0 of the Toolkit provides more advice about 'using your consultation project' to drive service and performance improvement.

8.0 USEFUL LINKS

8.1 Listed below are links to some websites and documents which you may find useful when planning, developing, undertaking and completing a consultation project.

The Consultation Institute: <http://www.consultationinstitute.org>

Comprehensive Performance Assessment (CPA): <http://www.audit-commission.gov.uk/cpa/index.asp?page=index.asp&area=hpcpa>

Consultation Toolkit: via <http://intranet/directorates/chief/information/performance/home.shtml>

CSCI (Commission for Social Care Inspection): <http://www.csci.org.uk/>

Data Protection Act (1998): <http://www.foi.gov.uk/datprot.htm>

Dialogue by Design: <http://www.dialoguebydesign.net>

Equality Policy Statement: <http://intranet/Directorates/chief/download/pdf/equality.pdf>

Human Rights Act (1998): <http://www.yourrights.org.uk/>

Improvement Network: <http://www.improvementnetwork.gov.uk/imp/core/page.do?pagelId=1900000006>

Innovation and Development Agency: <http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=1>

Market Research Society (UK): <http://www.mrs.org.uk/>. Their 'Market Research FAQ' section is particularly useful: <http://www.mrs.org.uk/mrindustry/faqs.htm>

North Yorkshire Compact: <http://www.nysp.org.uk/html/header-links/compact/?PHPSESSID=376fe3030c8d699db6fea680f9484c69>

Performance Matters (the County Council): <http://intranet/Directorates/chief/information/performance/home.shtml>

Performance Management Framework: <http://intranet/Directorates/chief/information/performance/publications/PerfManFrame.pdf>