

**STAFFORD BOROUGH COUNCIL**

**CONSULTATION  
STRATEGY**

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## Consultation Strategy

### 1 **Introduction**

1.1 The term consultation is used to embrace a whole spectrum of activities that support the two way communication process between the citizens, partners, staff and the Council. Engagement, involvement, participation and research are all terms that are regularly used to describe customer consultation.

1.2 There are a number of reasons why we should consult. These are:-

- To enable the citizens, partners and staff to influence the Council's decision making processes, service delivery and achievement of performance targets.
- To ensure that in undertaking Best Value Reviews the views of service users/stakeholders are taken into account.
- To inform the Comprehensive Performance Assessment Process.
- To improve services, making them more cost effective and relevant to users' needs.
- To be an effective means of public relations improving the perception and standing of the Council.

In addition there is a statutory requirement for the Authority to consult on a number of its processes and strategies such as the Community Safety Strategy.

### 2 **The Benefits of Consultation**

Appropriate consultation can lead to the following benefits.

2.1 For our citizens, partners and staff:-

- Improved satisfaction with both service provision and the wider Council.
- Increased access to information regarding the Council's role, challenges and how and why decisions have been made.
- Better relationship with the Council.
- Positive effect on staff morale. It is impossible to comprehensively deal with staff communication within this strategy. It is proposed to create a separate Plan to deal with this issue (see project 10 in the Action Plan - **APPENDIX 4**)

2.2 *For individual Council Services:-*

- Meaningful dialogue with citizens, partners and staff.
- Identification of priorities leading to the targeting of limited resources.
- Better facilitated and informed decision making process.
- The building of effective working relationships.
- Identification of reasons for Service demand levels.
- Improvements in the planning and strategic direction of a service.
- Meeting of statutory requirements on consultation.

2.3 For the Council as a whole:-

- Improved accountability/openness.

- Development and strengthening of links with the community, partners and staff.
- Increase in responsiveness to the views of the community, partners and staff.
- Development of cross service working internally, making better use of skills, ideas and knowledge across the Authority.
- Development of participation in local government.
- Support for Members in decision making by providing a balanced view of the priorities and the views of local people, partners and staff on particular services and policies.
- Support and development of the role of the Council and Members as community advocates and leaders.
- Informing citizens, partners and staff of how their views have helped to inform change and improvements leading to improved satisfaction with the Council.

### 3 **Levels of consultation**

3.1 There are different levels of consultation by which the Council can involve its citizens partners and staff:

- *Provision of Information-* This is the simplest level of consultation. However providing information underpins other levels of consultation, as it is essential that participants have details on the issues they are being consulted on. They are then able to make informed and considered choices.

Examples are:-

Newsline Magazine, Council Tax Leaflet, the monthly Executive Summary and the Tenants Newsletter.

- *Market Research-* This is obtaining information on the behaviour (intended or actual), opinions, priorities and awareness of issues through surveys, focus groups , face to face & telephone interviews. It may include comments/complaints, our customer care procedures, staff and customer feedback. This should result in stakeholder views being taken into account in the decision making process. It allows for limited two-way communication but not debate.

Examples are:-

The Heart of England Visitors Survey and the LA21 Employee Survey.

- *Consulting-* This allows for a two way communication or dialogue with our citizens, partners and employees. Information is exchanged and problems debated. Methods used include neighbourhood forums and panels, specific 'interest/ issues' forums, Planning for Real Exercises and tenants forums.

Examples are:-

Area Forums and the Annual Stafford Borough Partnership State of the Borough Debate, Team Briefings and R&Ds.

- *Participation-* providing opportunities and mechanisms for involvement in decision making by the stakeholder. This empowers and allows the stakeholder to be involved in the decision making process rather than asking what they require and then making decisions on their behalf. It allows the public, customers, partners and staff to work in partnership with the decision makers, and be part of the whole process, from setting the

agenda to the final outcome. Involving citizens is qualitatively different from collecting information.

Participants should also receive feedback after consultation has been completed.

Examples are:-

Local Strategic Partnership, Task Groups and Stafford Town Centre Forum.

3.2 These methods are complementary, and are not intended to operate in isolation.

#### 4 **Who will we consult with?**

4.1 Who the Council consults with depends on the purpose of each particular consultation exercise. It is important that people taking part in consultations are representative and inclusive. As far as possible, they should reflect the make-up of the community or section of the community concerned. If the consultation is on a specific service, then it may be best to target current service users for their experience and views. However, it is often important to speak to non-service users too, as they can provide information about why they do not access services. Service providers should consider:-

- how to broaden the range of consultation participants;
- how to meet the practical needs of people taking part in consultation;
- reviewing membership of long-term groups to avoid it becoming static; and
- how to make connections with 'hard-to-reach' groups.

4.2 Examples of Consultees include:-

- Council tax payers
- Service users
- Businesses
- Voluntary organisations and services
- Umbrella organisations acting as advocates for groups in the community
- Hard to reach, disadvantaged and minority groups
- Statutory consultees
- Existing and future working partnerships
- Parish, Town and County Councils
- Community/neighbourhood groups
- Regional forums
- Tenants groups
- 'Interest' related forums e.g., Arts, Environmental and Youth forums
- Elected Members
- Council staff
- Contractors

## 5 ***When should we consult?***

5.1 Consultation should only be carried out where there is an identified need. Typical circumstances where consultation may be necessary are as follows:

- Where there is a statutory requirement or government guidance.
- Where there is a knowledge gap identified in a Best Value Review.
- Where customers, partners and staff want to engage with the Council.
- When designing a particular policy/strategy or initiative which will have implications for citizens/staff.
- As part of a Best Value Review or as a requirement of Comprehensive Performance Assessment.

5.2 **APPENDIX 1** to this Strategy is a calendar of consultation exercises currently undertaken by this Authority. This programme will be reviewed on an annual basis in accordance with statutory and service requirements.

## 6 **What methods should we use?**

6.1 Once consultation objectives and target groups have been identified it is essential that the relevant consultation techniques are used. This is important to ensure that a range of opinions are gathered and not just those of a few vocal stakeholders.

6.2 **APPENDIX 2** to this Strategy outlines the various methods of consultation dependent upon the purpose of the exercises. The Schedule also outlines the advantages and potential problems with individual techniques. Support and advice to service managers in respect of consultation is available from the Policy and Improvement Team.

6.3 It is recommended that in considering a consultation exercise a Project Plan is drawn up in accordance with **APPENDIX 3** to this Strategy.

6.4 There will be occasions when a particular piece or method of consultation is inappropriate due to any or all of the following reasons:-

- The information is already available.
- The area is too controversial and it may therefore serve no useful purpose.
- The approach will not bring about valid results.
- The method used is likely to provoke a self fulfilling result.
- The information will not be used.

## 7 **Monitoring and Evaluation of the consultation initiative**

7.1 It is essential that each consultation exercise is efficiently and effectively structured, delivered, monitored and co-ordinated with other related exercises. A systematic process for monitoring and evaluating the process should be built into the consultation Project Plan from the outset. It is however important to note that the monitoring and evaluation effort should be proportionate to the time and resources that have been committed to the exercise.

7.2 *Monitoring involves an ongoing assessment of the consultation exercise and facilitates fine tuning and adjustment to ensure that objectives are being met and that principles of consultation are being adhered to. Monitoring should take place at every stage of the consultation process. This may involve ensuring that target citizens and are being reached,*

*quotas are met, the timescale is adhered to and that participants are comfortable with the process.*

7.3 *Evaluation involves the final assessment of the exercise to ensure achievement of objectives. In order to evaluate the outcomes it may be necessary to complete an audit trail from disseminating the results through to the development of policies, strategies and service delivery. This helps to ensure accountability and transparency in the decision making process.*

7.4 When monitoring and evaluating projects you need to measure three aspects of your project.

- **Inputs (Resources)**  
These are the resources spent on consultation (time and money) to achieve the overall aim. These are relatively easy to measure and are useful when carrying out cost/benefit analysis.
- **Outputs (Activities)**  
The outputs are the engagement activities that are carried out (examples - number of completed questionnaires or interviews, in line with response targets, the actual results of consultation and reports.) These are easy to measure and meaningful in terms of the project aims and objectives.  
In considering outputs the danger of raising unrealistic consultee expectations should be taken into account.
- **Outcomes (Impact)**  
Outcomes are the impacts or effects of the consultation activities on service delivery, policy and strategy development. Measuring outcomes is the most meaningful exercise in terms of how far the aims of the community consultation initiative have been achieved. However it is also the most challenging in that many outcomes are strategic and are therefore less obvious and can take a long time to realise. Furthermore, it is not always possible to identify the actual impact of consultation. Differentiating between the role of the consultation activity and other external, local or organisational factors that may have influenced the development of policies, strategies or projects, can be difficult, if not impossible.

7.5 Although evaluation is not a straightforward task it is essential. The following need to be addressed.

- Has the exercise achieved the overall objectives?
- Were the views of the target audience obtained?
- Did the participants feel that the consultation mattered?
- Was the method the most appropriate?
- How did the outputs of the consultation exercise impact on the key decisions made?
- What lessons learnt can be incorporated into new approaches?

## 8 **Feedback**

8.1 Providing feedback is one of the most important stages in the consultation process. The results and actions should be shared with participants.

It serves the following purposes:-

- Informs consultees of all the main findings.
- Gives the Authority the opportunity to explain how it is going to use the findings.
- Enables the Authority to explain what it has done as a result of consultation.

- Encourages involvement in future exercises.

## 9 **Future Developments**

9.1 **APPENDIX 4** to this Strategy forms an action plan for the development of consultation by the Authority over the next three years. The principal areas will be:-

- To review the Area Forums of the Borough Council and the Parish Forum as a means of effective communication between the Authority and its stakeholders.
- Examine the cost effectiveness of using MORI for our Citizens Panel and evaluate alternative methods.
- Introduce consultation on Council Tax and Budgets in accordance with Government Guidance.
- The development and use of a template for consultation exercises based on **APPENDIX 2**.
- The creation and maintenance of a Corporate Database on Consultation.
- Audit of consultation by other organisations to enable the Authority to consider joint exercises and avoid duplication of effort.
- Review communication processes with employees in the light of recommendations contained within the Peer Assessment Feedback document and create and implement a Staff Communication Plan.
- Develop and publish a communications plan to improve and enhance contact with customers in accordance with the recommendations of the Best Value Review of External Communications and recommendation. NR9 of the Audit Commission review on implementing e-government.

## 10 **Coordination of Consultation**

10.1 The timing of such exercises is obviously crucial so that Heads of Service can coordinate their research requirements for the formulation of policies, strategies and service delivery. In addition training will need to be planned to coincide with the implementation of consultation.

10.2 The Policy and Improvement Team should be informed of consultation being undertaken to allow for: -

- Identifying possible links with other consultation projects.
- Avoidance of consultation overload.
- Advise on undertaking the exercise, identifying examples of best practice where available.
- Inclusion of results/finding in a Corporate Consultation Database.

10.3 For advice on aspects of external communications and marketing contact the Public Relations Officer on ext 208.

## 11 **Review of Strategy**

11.1 This Strategy will be monitored and reviewed annually after its approval by Council.

11.2 Further information can be obtained from Susan Timmis, ext 197 or Norman Jones, ext 199 (Policy and Improvement Service).

**Current Consultation Calendar**

<b>Month</b>	<b>Consultation carried out regularly.</b>	<b>Contact Officer</b>
<b>JAN</b>		
<b>FEB</b>	<b>Walking for Health Programme Survey Staff Travel Survey</b>	<b>Karen Davies ext 408 Karen Davies ext 408</b>
<b>MAR</b>	<b>BVPI Satisfaction Survey 2003 - (triennial) Benefits Planning General Stafford Borough Partnership - State of Borough Debate Questionnaire of half marathon participants</b>	<b>Marian Johnson ext 283 Gordon Fletcher ext 302 Susan Timmis ext 197 Norman Jones ext 199  Lindsey Milligan ext 300</b>
<b>APR</b>	<b>Newsline published and circulated Annual Tourism questionnaire to Tourism Bureau Members Annual Visitor Survey at Tourist Information Centre</b>	<b>Peter Stevens ext 208 Chris Paine ext 346  Chris Paine ext 346</b>
<b>MAY</b>	<b>Consultation with Housing tenants re choice based lettings Consultation on Annual Housing Strategy and Private Sector Housing Renewal Strategy Reader satisfaction survey in Cultural and Leisure Services "Get Out" brochure</b>	<b>Donal Hughes ext 366  John Fraser ext 389  Jane Newport ext 398</b>
<b>JUNE</b>	<b>Youth Theatre participants questionnaire</b>	<b>Dan Shaw tel 253595</b>
<b>JULY</b>	<b>Tenant Satisfaction Survey 2004 (triennial) Questionnaire re Stafford Festival Shakespeare Questionnaire on Stafford Festival</b>	<b>Donal Hughes ext 366 Dan Shaw tel 253595 Lindsey Milligan ext 300</b>
<b>AUG</b>	<b>Public Perceptions Survey - LA21/Sustainable Development Play Scheme Survey Stafford Gatehouse Theatre's Summer School</b>	<b>Karen Davies ext 408  Sally McDonald ext 542 Dan Shaw tel 253595</b>
<b>SEPT</b>	<b>Consultation with Council tenants re proposed new tenancy conditions</b>	<b>Donal Hughes ext 366</b>
<b>OCT</b>	<b>Newsline published and circulated</b>	<b>Peter Stevens ext 208</b>
<b>NOV</b>	<b>Annual Butchers Shop Licensing Survey</b>	<b>Robert Simpson ext 411</b>
<b>DEC</b>	<b>Consultation on Liquor Licensing Policy</b>	<b>Mark Street ext 309</b>

Consultation carried out as and when required.

(a) For Policies and Strategies

- Community Plan
- Local Development Framework
- Annual Food Plan
- Affordable Warmth Strategy

(b) For Best Value Reviews

- as per Best Value Review Programme

(c) For specific issues

- Focus Groups for various leisure centres
- Eco-Schools
- Farmers Market Producers and Customers
- Community Action Pack
- Faith for the Future
- Taxi Fare Adjustments
- Tourism Visitors Survey (every 3 years)

(d) For individual services

- Food Hygiene Visits
- Food Hygiene Courses
- Pest Control and Dog Warden Services
- For planning applications and various licences eg public entertainment and sex shops licenses issued by the Authority
- Waste and Recycling initiatives
- Heritage Sites
- Sports Development - ongoing throughout the year - surveys of course participants and year 9 pupils
- Play area refurbishment
- Summer Playscheme
- Annual users survey for Riverside Recreation Centre
- Customer comment and assist forums for Riverside and Westbridge Park.
- Arts Development and Culturegen - project participants and customer satisfaction surveys
- Tourism - questionnaire of visitors and potential visitors in annual Visitor Guide publication

## DIFFERENT METHODS OF CONSULTATION

METHOD	WHEN TO USE	ADVANTAGES	PROBLEMS	EXAMPLES
Leaflet/ Newsletter	For facts and figures	Concise	Response not immediate Expensive May not be read	Council Tax Leaflet
Exhibition	Complex proposal/s	Officer/Customer interface. Encourages debate	Self selecting Apathy	Publicising new traffic calming
Public Notices	To give information	Concise Easy to produce on site	May not be read Response not immediate Difficult to monitor impact/number of people informed.	Election results
Consultation Documents	Detailed or complex information	Can be widely distributed.	May not be read Often not user friendly. Access	Town Centre Vision
Interactive Website	Need a response from person	Quick	Access to technology Informative rather than truly interactive.	SBC Website.
Referendum	When you need public to be fully involved	Involves all those on the electoral register Can be legally binding	Expensive Influenced by selective provision of information. Undermines role of elected representatives.	Whether to create a parish for a particular area.
Opinion Surveys users and non users (Interview Method)	If repeated periodically can investigate trends For comparisons within or between authorities.	Statistically valid hard data. Easy to understand Can show prompts for further investigation Higher response rate than from postal surveys	High Costs The structure can influence response. Not good on attitudes Less good at reaching excluded or hard to reach groups.	Stafford Residents Survey (Mori)
Community Panel.	Looking at continuous improvement	Can explore attitudes over time in a structured way. Participative	Keeping panels intact difficult. (as people move etc.) Need to ensure the members are representative. Creates a group of pseudo experts.	SBC Citizens` Panel.
Focus Groups a group of people who deliberate an issue	When you need discussion on a subject area	Quick Accesses difficult to reach groups. Enables process to be explained in depth Good at exploring choices	Data may not be statistically valid Hard to interpret.	Development Control Focus Group.

<b>METHOD</b>	<b>WHEN TO USE</b>	<b>ADVANTAGES</b>	<b>PROBLEMS</b>	<b>EXAMPLES</b>
Telephone Surveys	For establishing simple answers to question	Lower cost than face to face Reduced interviewer bias Quick	Some target groups are not on the phone	Survey of trust status for recreation centres
User Satisfaction Surveys	To find out users views	Easy to implement Can concentrate on essentials	Ignores the needs /views of non users Less good at reaching excluded groups.	Bulky waste collections survey
Monitoring complaints	Continually	Cheap	Information may not be representative Self selecting respondents	Comments, Complaints and Compliments Form Including Web Site
Learning from front line staff through questionnaires interviews etc.	Continually (as part of liP)	Boosts staff motivation and morale	Staff impose their own biases.	Internal communications survey
Mystery Shopping	Setting standards In tracking performance.	Cheap Quick First hand account of service user	Limited focus Open to researcher bias Staff need to accept method	Checking the length of queues at reception desks/quality of advice given.
Advisory committees and groups.	When you need regular and consistent approach	Familiar with council report procedures Base on established working relationships.	Perceived as council led may alienate some people Tend to be umbrella forums	Area Development Services Committee
Public Meetings	When open dialogue required	Held in familiar environment Focus on local issues Two way dialogue	Apathy Confrontational Not representative	Area Forum
Postal Questionnaire	When you need to consult a number of customers	Cheap Statistically valid Accesses difficult to reach groups	Low response Self selecting	DETR Benefits & Planning. Surveys.

**RECOMMENDED PROJECT PLAN, FOR CONSULTATION EXERCISES**

Project Plan to contain:-

- 1 Objectives of Exercise.
- 2 Cost and Budget availability
- 3 Responsible lead Officer.
- 4 Timetable, to include:-
  - delivery of the exercise
  - collation of results
  - report and recommendations to appropriate decision making body
  - feedback to the participants
- 5 Who is to be consulted
  - sample size and groupings taking into consideration the required statistical accuracy of the response
- 6 What has been done elsewhere
  - Identify examples of best practice
  - Identify links with other consultation projects if possible
  - Avoid duplication of consultation.
- 7 What back ground information needs to be provided to enable participants to give meaningful feedback and make informed decisions
- 8 Which consultation method(s) will be most appropriate.
- 9 The systems to be used to record and analyse results and skills available in house.
- 10 Which outputs will be used to evaluate the exercise including details of when and how results/information will be directed into managerial and decision-making processes.
- 11 When and how feedback will be given
- 12 How will action arising from consultation exercises be monitored/tracked?
- 13 Referral of findings/results to Policy and Improvement Team for inclusion in the Authority's corporate consultation database.

CONSULTATION - FUTURE DEVELOPMENTS

<u>Project</u>	<u>Outcomes required</u>	<u>Milestones/Timescale</u>	<u>Responsible Officers</u>
1 Review the existing Area Forums in terms of their effectiveness in engaging with the community.	<ul style="list-style-type: none"> <li>- Budget Provision for Area Forums reduced by half in accordance with 2002/03 Budget Review.</li> <li>- A reduction from 22 to 11 Forum meetings per year.</li> <li>- Define areas to be covered by the reduced Forum numbers together with frequency and their operation.</li> <li>- To retain or increase the members of public attending and participating in Area Forum meetings.</li> </ul>	<ul style="list-style-type: none"> <li>- <u>January 2004</u> Reduce Forums and frequency of meetings.</li> <li>- <u>May 2004</u> Review numbers of public participating in Forum proceedings.</li> </ul>	Steve Cripps
2 Review the need for a Parish Forum taking into account other means of dialogue between the Authority and Parish Councils.	<ul style="list-style-type: none"> <li>- Ensure continuity of dialogue between Parish Councils and the Authority.</li> <li>- Enhance channels available to Parish Councils to influence the decision of the Borough Council.</li> </ul>	<ul style="list-style-type: none"> <li>- <u>September 2003</u> Complete consultation with Parish Councils and determine channels of influence to be enhanced.</li> <li>- <u>December 2003</u> Inform Parish Councils regarding the future of the Parish Forum.</li> </ul>	Steve Cripps

<u>Project</u>	<u>Outcomes required</u>	<u>Milestones/Timescale</u>	<u>Responsible Officers</u>
3 Examine the cost effectiveness of using MORI for our Citizens Panel and evaluate alternative methods of providing a Citizens Panel.	<ul style="list-style-type: none"> <li>- To determine whether MORI should be retained on a cost/quality basis or use an alternative provider - external/internal.</li> <li>- To determine the number of surveys to be undertaken each year together with their timing in the light of the Best Value Review Timetable.</li> </ul>	<ul style="list-style-type: none"> <li>- <u>December 2003</u> Complete review and implement any new arrangements.</li> <li>- <u>February 2004</u> Determine timing of such exercises in the light of Council approving its 2004-5 Best Value Programme.</li> </ul>	Norman Jones Sue Timmis
4 Develop a template for Consultation Exercises	<ul style="list-style-type: none"> <li>- Template designed and staff informed and trained to use it.</li> </ul>	<ul style="list-style-type: none"> <li>- <u>September 2003</u> Template approved as part of the Borough Council's Consultation Strategy.</li> <li>- <u>December 2003</u> Ensure all Officers undertaking consultation exercises are aware of the Template and know how to use it.</li> </ul>	Norman Jones Sue Timmis

<u>Project</u>	<u>Outcomes required</u>	<u>Milestones/Timescale</u>	<u>Responsible Officers</u>
5 Introduce consultation on Council Tax and Budget in accordance with Government Guidance.	<ul style="list-style-type: none"> <li>- Determine the consultation required to meet Government expectations and the method to be used - possibly via MORI survey.</li> </ul>	<ul style="list-style-type: none"> <li>- <u>September 2003</u> Determine the extent of consultation ie questions to be asked together with method of communication.</li> <li>- <u>February 2004</u> Feed results of consultation into Council debate on the budget.</li> </ul>	Malcolm Vickers Norman Jones
6 Create and maintain of a corporate database of consultation exercises and results - possibly as part of a 'Knowledge Management System'. (Data wave basing).	<ul style="list-style-type: none"> <li>- Determine the extent of consultation throughout the Authority and gather the information.</li> <li>- Design database and include all information on it.</li> <li>- Go live with database via the Intranet.</li> </ul>	<ul style="list-style-type: none"> <li>- <u>June 2003</u> Complete consultation calendar and audit.</li> <li>- <u>September 2003</u> Design database for consultation results.</li> <li>- <u>December 2003</u> Corporate Consultation Database to go live on the Intranet.</li> </ul>	Norman Jones Sue Timmis

<u>Project</u>	<u>Outcomes required</u>	<u>Milestones/Timescale</u>	<u>Responsible Officers</u>
7 Audit of consultation exercise undertaken by other Partners (especially Governance Partners) in the community.	<ul style="list-style-type: none"> <li>- Gather information from other Partners regarding their consultation exercises.</li> <li>- Ascertain relevant information to be included in our Corporate Consultation Database.</li> <li>- Share our information with Partners.</li> </ul>	<ul style="list-style-type: none"> <li>- <u>January 2004</u> Request information from Partners.</li> <li>- <u>April 2004</u> Determine information to be included in Corporate Database.</li> <li>- <u>June 2004</u> Enter agreement for ongoing exchange of information.</li> </ul>	Norman Jones Sue Timmis
8 Develop and publish a Communication Plan for external customers (to include Hard to Reach Groups)	<ul style="list-style-type: none"> <li>- Review existing external communication levels with customers.</li> <li>- Create a Customer Communication Plan.</li> <li>- Implement plan.</li> </ul>	<u>October 2003</u>  Plan created and implemented.	Malcolm Vickers Alistair Welch Peter Stevens
9 Implement a Training Programme for consultation.	<ul style="list-style-type: none"> <li>- To increase internal expertise in undertaking consultation exercise leading to quality information for decision making.</li> </ul>	<ul style="list-style-type: none"> <li>- <u>April 2004</u> In consultation with the Training Officer determine the needs of the organisation and provide training programme using internal/external training providers.</li> </ul>	Norman Jones Neville Raby Sue Timmis All Heads of Service
10 Create and Implement Staff Communication Plan	<ul style="list-style-type: none"> <li>- Review existing communication channels with staff.</li> <li>- Create a Staff Communication Plan.</li> <li>- Implement plan to ensure better informed staff.</li> </ul>	<u>September 2003</u>  Plan created and implemented.	David Pinnock Neville Raby Valuing People Working Group

