



Consultation Strategy

Prepared for
GMGU
on behalf of
AGMA

May 2006

BUSINESS



GROUP

Summary

This report has been informed by Stages One and Two, and details an effective consultation strategy, fully costed and tailored to suit GMGU's available resources. It also sets out additional consultation methods that may be adopted if further funding were to become available.

Mike Harris
Project Director

Business Eco Ltd
76a High Street
Sutton
SM1 1EZ

Tel: +44 (0) 20 8915 0097
Fax: +44 (0) 20 8661 9573
e-mail: info@eco.uk.com
Web: www.eco.uk.com

Consultation Strategy

Prepared for
GMGU
on behalf of
AGMA

May 2006

BUSINESS



Executive Summary

Business Eco has been working in partnership with the Greater Manchester Geological Unit (GMGU) – for and on behalf of the Association of Greater Manchester Authorities – and Environmental Resources Management (ERM) to prepare the Consultation Strategy (CS) for the Greater Manchester Joint Waste Development Plan Document (JWDPD). The JWDPD is required for Greater Manchester (GM) to provide a cost effective strategic, sub-regional planning framework for the full range of anticipated waste management facilities. Development of the JWDPD is being managed by a team located within the GMGU.

The CS has been prepared in three stages and has achieved the following outcomes:

Stage One

- a review of the GM authorities' Statements of Community Involvement (SCI)
- an assessment of the best stakeholder engagement methods, including examples of their effectiveness
- a review of opportunities for coordination on consultation issues within districts and with Wigan and Greater Manchester Waste Disposal Authorities (WDA).

Stage Two

- an effective consultation process throughout the preparation of the plan to comply with regulations
- a detailed project plan with key stages of consultation
- a fully costed proposal for the consultation proposed.

Stage Three

After a review of the Stage Two report, the CS was tailored to fit within the resources available to GMGU to run the process and to comply with minimum statutory requirements, the requirements of the GM authorities' SCI and to target 'hard-to-reach' groups.

The report outlines four key phases of consultation, which are Evidence Gathering, Issues and Options, Preferred Options and Submission Document. Within these phases, the following stakeholder engagement methods are proposed:

- consulting statutory and other consultation bodies includes letters and emails, documents available for inspection in libraries and council buildings and public notices in newspapers
- a project logo and strap line would be developed to brand the process by linking the different consultation methods and material, ensuring familiarity to the process

-
- a dedicated website (to be managed by GMGU) would provide a portal for providing information, e-consultation, publication of consultation documents and frequently asked questions throughout the process
 - a dedicated phone line would be established and operated by the GMGU. If a large number of calls are received, a call centre would be outsourced
 - stakeholder forums would take place primarily at the Issues and Options and Preferred Options stages with follow up events at Submissions to gain an understanding of stakeholder concerns and to provide an opportunity to explore issues in depth
 - door knocking would target the 'hard-to-reach' groups during the Preferred Options phase
 - exhibition stands would be provided to local authorities for display in council buildings, libraries and other public locations to provide exposure to the consultation process
 - the Greater Manchester Chamber of Commerce and Industry's official journal has been identified to promote the consultation to businesses throughout the process
 - leaflets would include consultation information and would be distributed in public places throughout the process and during door knocking
 - posters would be produced for local authorities to put in council buildings and on public boards during specific stages of plan preparation
 - Manchester Online, a popular news website which ties in with the Manchester Evening News paper, would be used to advertise the campaign online
 - additional consultation methods were suggested in the event that further funding became available, including a mobile trailer, cinema and bus advertising, cold calling and branded 'freebies'.

The report details a fully costed CS that meets the needs of the project and provides suggested consultation methods in keeping with the agreed budget of £175,000. It also includes a Gantt chart setting out the 37-month timescale associated with the CS for consultation on specific stages of the JWDPD.

Contents	Page
1 Introduction	1
1.1 Background	1
1.2 Aims and Objectives	1
1.3 Summary of Stage One	2
2 Overview of Consultation Strategy	3
3 Consultation Process	4
3.1 Consultation Process	4
3.2 Other Considerations	10
4 Consultation Methods	11
4.1 Analysis of Engagement Methods	11
4.2 Methodology	18
5 Budget – Financial and Human Resources	25
6 Reporting	28
7 Timescale	29
8 Next Step	34
Figure 1. Consultation Process Outline	3
Table 1 Detailed Consultation Process	6
Table 2 Consultation Methods	12
Table 3 Reporting Process	28
Plate 1. ELWA Focus Group	21
Plate 2. Brent Recycling Leaflet	21
Plate 3. ELWA Campaign Poster	23
Plate 4. Manchester Online Website Advertising	24
Appendix One – List of Consultees on the JWDPD	
Appendix Two – ‘Hard-to-Reach’ Groups	
Appendix Three – SCI Engagement Methods Requirements	
Appendix Four – Documents Reviewed	
Appendix Five – Local Press/Council Magazines	
Appendix Six – Glossary	
Appendix Seven – Additional Consultation Methods	

1 Introduction

Business Eco is working in partnership with the Association of Greater Manchester Authorities (AGMA) through ERM for the preparation of the Consultation Strategy for the Greater Manchester Joint Waste Development Plan Document.

1.1 Background

The Association of Greater Manchester Authorities represents the ten districts of Greater Manchester (GM): Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan. In July 2004, it was agreed to produce a Joint Waste Development Plan Document (JWDPD) comprising detailed development control policies and the identification of sites and preferred areas. The JWDPD should form an integral part of each of the ten authorities' Local Development Frameworks (LDF) and would be managed by a team located in the Greater Manchester Geological Unit (GMGU). A need to prepare a Consultation Strategy (CS) has been identified, to be used throughout the plan preparation process.

1.2 Aims and Objectives

The aim of the project is to prepare a Consultation Strategy for the GM JWDPD that sets out the various methods for community and stakeholder engagement associated with plan preparation. The CS would need to conform with the Statements of Community Involvement (SCI) produced by each of the GM authorities and would set out the minimum standards that are required to meet the legal requirements of the regulations, as well as providing a vision for wider consultation and the establishment of longer-term consultation programmes.

The key principles are:

- Appropriate community involvement related to the level of planning
- Early engagement of all stakeholders and community
- Use of appropriate methods of involvement for stakeholders and community
- Concise easily understood programmes to encourage continuous involvement
- Information available to all
- Clear planning to engage with all stakeholders and community.

The CS would set out the following:

- Methods of consultation to be used relative to the stages of the project
- Details of who would be consulted
- Stages of the process when the community can become involved
- Timescales of the specific stages
- The resources required to complete the CS
- Procedures for reporting on feedback.

The preparation of the CS has been undertaken in three stages:

Stage One

An assessment of the best methods of engaging with stakeholders.

Identify opportunities for co-ordination on consultation issues within districts and the waste disposal authorities (WDA).

Review the GM authorities' SCI, highlighting what needs to be included in the CS to ensure compliance across the GM area and that they meet the requirements of the assessment of soundness.

Stage Two

Detail an effective process for stakeholder engagement throughout the preparation of the plan to comply with the regulations.

Prepare a detailed project plan with key stages of consultation with key milestones.

Provide a fully costed proposal for the consultation proposed.

Stage Three

A fully costed proposal was submitted for Stage Two. After review of the available resources, a consultation strategy was revised to comply with minimum statutory requirements and the minimum requirements of the SCI. This report details a fully costed consultation strategy that meets the needs of the project within the agreed budget of £175,000.

1.3 Summary of Stage One

In Stage One, a review of the available SCI of the GM local authorities was conducted. This process informed what was needed to be included in the CS to ensure: compliance across the GM area; that it met the requirements of the assessment of soundness stipulated in PPS12; and that it identified considerations to be taken into account in the preparation of the CS. Suggestions were also made with respect to the content and format of the CS.

An assessment of the best methods of engaging with stakeholders was carried out to provide a basis for developing an effective stakeholder engagement process for the preparation of the JWDPD in Stage Two. The methods assessed outlined the techniques involved, as well as their benefits and limitations. Examples of their effectiveness were also included in the report. Finally, opportunities for co-ordination on consultation issues within districts and with the WDA were explored.

This report has been informed by Stages One and Two, and details an effective consultation strategy, fully costed and tailored to suit GMGU's available resources.

2 Overview of Consultation Strategy

Figure 1 outlines the JWDPD consultation process, which is estimated to run over a period of 37 months.¹



Figure 1. Consultation Process Outline²

¹ Timeline recommended by Project Plan.

² Based on *PPS12: Preparation of a local development document* p31 Section 4.5

3 Consultation Process

3.1 Consultation Process

Table 1 outlines a detailed consultation process for each of the stages identified in Section 2 – preliminary tasks, evidence gathering, issues and options, preferred options and submission document. The table is shaded to highlight the sequence of events. The consultation process has been designed to comply with the minimum requirements of the Regulations and the GM local authorities' SCI (see Appendix 3). Additional methods, such as door knocking and radio, have been included in the process to incorporate the principles of community involvement (outlined below) and to target 'hard-to-reach' groups. It also reflects the resources available to GMGU to run the consultation. An analysis of the engagement methods to be used in the consultation process is provided in Section 4.

Principles of Community Involvement

The consultation process has been designed in accordance with the Government principles for community involvement:

- i. Community involvement that is appropriate to the level of planning
- ii. Arrangements need to be built on a clear understanding of the needs of the community and to be fit for purpose
- iii. There should be opportunities for early community involvement and a sense of ownership of local policy decisions
- iv. Using methods of involvement which are relevant to the communities concerned
- v. Clearly articulated opportunities for continuing involvement as part of a continuous programme – not a one-off event
- vi. Transparency and accessibility.

Front Loading

Particular emphasis has been placed on the principle of front loading, whereby the Consultation Strategy has been designed to front load preparation of the JWDPD by facilitating early involvement and securing input from the community and all stakeholders. This creates a sense of ownership of local policy decisions and raises the profile of the JWDPD. The GMGU must not wait to finalise the JWDPD before getting those interested – including national organisations, government agencies, regional organisations, developers, local organisations, local community groups and the community – involved. To do so would be contrary to the aim of the new system to produce plans which deliver sustainable communities and have been prepared taking all interests into account.

The GMGU should prepare the JWDPD taking into consideration the process of continuous community involvement. The production process should include consideration of all the alternative options derived through identification of the evidence base, the authorities' awareness of issues relating to Greater Manchester, the views of stakeholders and input from community involvement.

Steering Group

The JWDPD Steering Group would meet on a monthly basis to oversee the project and approve the process and documentation. The Steering Group would approve project tasks prior to referral to the Joint Committee.

Table 1 Detailed Consultation Process

Preliminary Tasks					
Task	Joint Committee	Branding	Website Development	Helpline and Email Support	Database of Consultees
What	Joint Committee (JC) would be established comprising elected members from each district with delegated approval for the executive stages of plan production and disseminating feedback to their respective local elected members.	Develop brand for the JWDPD consultation to be used throughout the process.	Develop website for the JWDPD consultation to be used throughout the process.	Set up a dedicated phone line telephone and email support, which would be operated throughout the process by GMGU.	Establish database of JWDPD consultees.
How	<p>Members of the JC would be trained to assume a role of waste champion, to form the backbone of a network for integrating waste matters throughout all the authorities. They would provide a key link to ensuring that waste is considered alongside other spatial planning concerns and that priorities or issues relevant to their own authority are considered in developing the JWDPD.</p> <p>The JC must be underpinned by the necessary resources to ensure full contribution from all districts, including Member training and the commitment to meetings. Resources would also need to be made available for provision of meeting rooms, administration, access to a committee clerk etc.</p> <p>It is envisaged that the group would meet on a bi-monthly basis and at statutory milestones to approve relevant documentation.</p>	A project logo and strap line would be developed by external consultants with input from the Steering Group and JC to brand the JWDPD consultation.	<p>GMGU would develop a dedicated website with input from the Steering Group and JC and additional support from external consultants.</p> <p>The website would provide a portal for:</p> <ul style="list-style-type: none"> ▪ E-consultation ▪ Publication of consultation documents (Word and pdf) ▪ Providing information ▪ Frequently Asked Questions (FAQs). 	A dedicated phone line and email would be directly linked to the GMGU and would be established for the duration of the plan process. This can be used to register interest in becoming involved in, or expressing any particular query, relating to the JWDPD.	<p>GMGU would compile a database of JWDPD consultees, including contacts in:</p> <ul style="list-style-type: none"> ▪ GMGU database ▪ GM local authorities' development plan consultation databases ▪ GM local authorities' local strategic partnerships, where available.

Pre-Production/ Evidence Gathering			
Task	Stage 1: Initial Engagement	Stage 2: Data Gathering	Stage 3: Prepare and Consult on Scoping Report
What	Make contact with appropriate groups and stakeholders to inform them of the JWDPD and find out how they would like to participate in its production.	Gather data and information to develop an evidence base for the JWDPD.	Develop Sustainability Appraisal (SA) Framework for JWDPD (Stage A of SA Guidance), which would enable the social, environmental and economic effects of plan strategies and policies to be appraised as they are drafted.
How	<p>i. Contact members on GMGU database to seek their involvement in preparing the JWDPD.</p> <p>ii. Adverts would include:</p> <ul style="list-style-type: none"> ▪ Local press (see Appendix Five) ▪ Local business press ▪ Council magazines ▪ Council websites ▪ Posters. 	Make contact with relevant groups and organisations from Appendix 1.	<p>A SA must be carried out on the JWDPD, which would incorporate the Strategic Environmental Assessment (SEA) required by the SEA Regulations 2004. The SA would be embedded into the production of the JWDPD at the start of preparation and updated at each milestone stage. It would play an important part in demonstrating if a local development document is sound by ensuring that it reflects sustainable development objectives</p> <p>Consult with districts and statutory SEA bodies (English Heritage, Environment Agency, English Nature, Countryside Agency³) on the Scoping Report for a period of five weeks. It is advised that the statutory consultees should be provided with a hard copy of the Scoping Report, unless requested otherwise. It may also be beneficial to consult with other bodies, such as neighbouring authorities, for a period of five weeks. This might be all neighbouring authorities (District, County and Unitary Authorities) or might only include those authorities who have planning responsibilities for minerals and waste matters. It is advised that these additional bodies are provided with an electronic copy of the Scoping Report, unless requested otherwise.</p> <p>Address comments received to the Scoping Report.</p>
Ref.		See PPS12 p33 Section 4.11	ODPM (2005) <i>Sustainability Appraisal of Regional Spatial Strategies and Local Development Documents. Guidance for Regional Planning Bodies and Local Planning Authorities.</i>

³ A new organisation called Natural England will incorporate functions from English Nature and the Countryside Agency. Advice on any different consultation arrangements that may be appropriate has not been published to date.

Production/ Issues and Options (I&O) – Reg. 25				
Task	Stage 1: Preparation	Stage2: Identify Issues and Options	Stage 3: Engage with Communities	Stage 4: Representations
What	Engage with stakeholders and invite interested parties to a series of workshops.	Hold stakeholder forums with regard to key principles, location principles and site specific work.	Consult the wider public on the Issues and Options (I&O) report to gain a full appraisal of residents' views in the GM area.	Representations from I&O phase would be reviewed and responded to.
How	<ul style="list-style-type: none"> i. GMGU would contact stakeholders listed in its database of consultees to inform them of the JWDPD, find out how they would like to participate in the consultation process and establish how they would prefer to be contacted. ii. Prepare a series of factsheets based on the data gathered on key principles, location principles and site specific matters to present at each workshop respectively. iii. Update website to include factsheets, information on forums etc. 	<ul style="list-style-type: none"> i. Hold a series of stakeholder forums. A phased approach should be used so that discussion can be focussed on each strand of I&O. Start with key principles, working through location principles to identify site specific matters, whilst recognising interrelationships between each. ii. Prepare a summary of outcomes after each workshop and publish online to inform the next workshop. iii. Compile response to events and identify I&O. iv. Prepare I&O report. 	<ul style="list-style-type: none"> ▪ Documents available in council offices and libraries ▪ Letters and emails sent to statutory consultees ▪ E-consultation on website ▪ Newspapers ▪ Explore linkages with e-gov ▪ Local business press ▪ Roving exhibition stands – one per district and one for GMGU – in public locations, e.g. libraries, shopping centres ▪ Leaflets. 	<ul style="list-style-type: none"> i. GMGU would track representations and responses made in I&O phase in a database. ii. GMGU would compile outcomes of I&O phase and publish: <ul style="list-style-type: none"> ▪ Online ▪ Council offices ▪ Libraries.
Ref.	Frontloads the process to facilitate early involvement and secure input from the community and all stakeholders. It also creates a sense of ownership of local policy decisions and raises the profile of the JWDPD. See PPS12 p33 Section 4.11		Wider response from the community is received to ensure that the results of the focus groups are valid and 'hard-to -reach' groups are consulted. See PPS12 p33 Section 4.11	

Production/ Preferred Options – Reg. 26 & 27					
Task	Stage 1: Preparation	Stage 2: Focused Consultation	Stage 3: Statutory Consultation	Stage 4: Targeted Consultation	Stage 5: Representations
What	Prepare Preferred Options document and SA report.	Hold stakeholder forum to validate responses on Preferred Options document and SA report.	Meet statutory requirements of the consultation process and deliver a wide-scale open approach to gain input from interested residents.	Utilise targeted activities to involve stakeholders that are passive to the consultation.	Representations from Preferred Options phase would be reviewed and responded to.
How	<ul style="list-style-type: none"> i. Undertake a SA on outcome of I&O stage in consultation with relevant bodies. ii. Prepare Preferred Options document and SA report. 	Reconvene stakeholder forum.	<p><u>Statutory</u></p> <ul style="list-style-type: none"> ▪ Documents, including SA Report, available in council offices and libraries ▪ Letters and emails sent to statutory consultees ▪ E-consultation on website ▪ Newspapers <p><u>To Meet SCI Requirements</u></p> <ul style="list-style-type: none"> ▪ Consult Full Council of each authority. ▪ Roving exhibition stands – one per district and one for GMGU – in public locations, e.g. libraries, shopping centres ▪ Leaflets ▪ Local business press ▪ Explore linkages with e-gov ▪ Advertising: <ul style="list-style-type: none"> ○ Radio ○ Websites ○ Council magazines ○ Posters. 	Ensure general consultation bodies (Appendix 1) and 'hard-to-reach' groups (Appendix 2) are contacted through letters and emails, leaflets and door knocking.	<ul style="list-style-type: none"> i. GMGU would track representations and responses made in Preferred Options phase in a database. ii. GMGU would compile outcomes of Preferred Options phase and publish: <ul style="list-style-type: none"> ▪ Online ▪ Council offices ▪ Libraries.
Ref.		PPS12 p34-35 Section 4.13	PPS12 p34-35 Section 4.13	Covers the requirements of reaching 'hard-to-reach' groups in the SCI	

Production/ Submission Document – Reg. 28 & 29				
Task	Stage 1: Preparation	Stage 2: Statutory Consultation	Stage 3: Focused Consultation	Stage 4: Representations
What	Prepare Submission Document.	Meet statutory requirements of the consultation process and deliver a wide-scale open approach to gain input from interested residents.	Hold stakeholder forum to validate responses on Submissions Document.	Representations from Submissions Document phase would be reviewed.
How	i. Prepare a summary of representations to inform the preparation of the Submission Document. ii. Prepare Submission Document.	<u>Statutory</u> <ul style="list-style-type: none"> ▪ Documents, including SA Report, available in council offices and libraries ▪ Letters and emails sent to statutory consultees ▪ E-consultation on website ▪ Newspapers <u>To Meet SCI Requirements</u> <ul style="list-style-type: none"> ▪ Consult Full Council of each authority. ▪ Roving exhibition stands – one per district and one for GMGU – in public locations, e.g. libraries, shopping centres ▪ Leaflets ▪ Local business press 	Reconvene stakeholder forum.	i. GMGU would track representations and responses made in Submission Document phase in a database. ii. GMGU would make copies of the representations received including details of who submitted the representation. These would be available at deposit points and to the SoS.
Ref.	See PPS12 p36 Section 4.16	See PPS12 p36 Section 4.16	Evaluation of the document to ensure feedback covered in PPS12 p36 Section 4.16	

3.2 Other Considerations

The CS and JWDPD should be provided in large print, Braille and in translation on request. An interpreter should be provided at consultation events for the JWDPD if this is required. The GMGU should also take into account the advice in the 'Guidelines for Accessible Meetings and Events' document produced by the Disabled People's Network Steering Group when setting up consultation events.

4 Consultation Methods

The consultation methods identified in the consultation process have been informed by the assessment of stakeholder engagement methods detailed in Section 4 of the Stage One report. The assessment was based on the available Greater Manchester authorities' SCI (outlining possible methods of involvement), a review of the NRW 'Best Practice Guidelines on Public Engagement for the Waste Sector' and examples of the use of such methods in other government consultations.

4.1 Analysis of Engagement Methods

Table 2 on the next page analyses each of the methods of engagement to be used throughout the consultation process of the JWDPD.

Key to Table 2

GROUPS OF PEOPLE TO BE CONSULTED	PURPOSE	STAGES IN THE DPD PROCESS
A = Statutory consultees (see Appendix 1) B = General consultation bodies (see Appendix 1) C = Other consultation bodies D = Groups or individuals not previously involved in planning processes, including 'hard-to-reach' groups (see Appendix 2) E = Groups or individuals with some involvement or interest in planning processes	Inform = To provide the public with information to increase understanding and awareness. Consult = To obtain feedback and constructive comments from the public on a draft strategy or proposal. Involve = To work directly with the public, constructively discussing issues and eliciting views. The aim is to understand public concerns and values, and ensure public knowledge is gathered.	1 = Evidence Gathering 2 = Issues and Options 3 = Preferred Options 4 = Submission Document

Table 2 Consultation Methods

CONSULTATION METHOD	PURPOSE	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)	STAGES IN THE DPD PROCESS	POTENTIAL FOR COST SAVINGS (IF ANY)
Letters and Emails	Inform; Consult	Minimum requirement. This method would be used to consult directly with these bodies.	All	Statutory bodies and other consultees	All	Email would be used where possible to reduce postage and paper cost.
Documents Available for Inspection	Inform; Consult	Minimum requirement. To ensure that documents are available for inspection.	All	Interested groups and individuals	All	Documents would be made available online to reduce paper cost where possible.
Newspapers	Inform	Minimum requirement. Raises awareness and informs the wider public about the consultation and opportunities to get involved. Raises the profile of the project.	All	Manchester Evening News = 846,000 readers weekly (equal to 47% of the GM population) The Bolton Evening News = 96,100 readers daily Bury Times = 40,840 readers weekly	All	Adverts in the newspapers can be adapted at little cost for inclusion in council magazines/newsletters.

CONSULTATION METHOD	PURPOSE	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)	STAGES IN THE DPD PROCESS	POTENTIAL FOR COST SAVINGS (IF ANY)
				Leigh Journal = 92,743 readers weekly Rochdale = 59,910 readers (wed) Middleton Guardian = 19,670 readers weekly Heywood Advertiser = 16, 534 readers weekly Oldham Evening Chronicle = 66,500 Oldham Observer = 118,734 Stockport Express = 50,301 Tameside Advertiser 90,344		

CONSULTATION METHOD	PURPOSE	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)	STAGES IN THE DPD PROCESS	POTENTIAL FOR COST SAVINGS (IF ANY)
Regional Business Press	Inform; Consult	Raises awareness and informs the business community about the consultation and opportunities to get involved.	D, E	Estimated readership of 24,000 key decision makers	All	
Branding	Inform	Provides a link between all of the different consultation methods and material, ensuring stakeholder familiarity to the process.	All	Impacts recorded in separate components (leaflets, website, newspapers, radio)	All	Single branding across the authority reduces production costs for all consultation activities.
Website	Inform; Consult	The web is increasingly the first port of call for the public and professionals seeking detailed information. Accessible at any time and documents can be downloaded.	All	Impact of website is dependent on response to branding	All	A single website provides savings in maintenance.

CONSULTATION METHOD	PURPOSE	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)	STAGES IN THE DPD PROCESS	POTENTIAL FOR COST SAVINGS (IF ANY)
Helpline and Email Support	Inform	Helpline supplies another point of contact for those who have reading difficulties or do not have easy access to the internet. Email is often the first port of call for professionals seeking detailed information. Further information can also be provided.	All		All	Using existing helpline staff reduces the cost of setting up an additional line.
Stakeholder Forums	Inform; Consult; Involve	Useful for area-based discussions and presentations of evidence. Helps gain more understanding of stakeholder concerns and provides an opportunity to explore issues in depth.	All	100 participants at each forum	2, 3, 4	

CONSULTATION METHOD	PURPOSE	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)	STAGES IN THE DPD PROCESS	POTENTIAL FOR COST SAVINGS (IF ANY)
Leaflets	Inform; Consult	Informs the general public of the consultation process and provides them with the opportunity to fill in the consultation questionnaire and return.	All	40,000 individuals 30,000 households delivered to during door knocking	2, 3, 4	Bulk production across all authorities reduces costs.
Exhibition Stands	Inform; Consult	Provides exposure to the consultation process in public locations. A good way of finding out the views of significant numbers of people from a wide range of backgrounds, ethnic mix, male and female.	All	Dependent on location of stand, attendance and whether stand is manned or not	2, 3, 4	
Door Knocking	Inform; Consult	Targets the 'hard-to-reach' groups on a one-to-one basis. Can ensure coverage over	D	30,000 households with an estimated 10,000 completed consultations	3	

CONSULTATION METHOD	PURPOSE	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)	STAGES IN THE DPD PROCESS	POTENTIAL FOR COST SAVINGS (IF ANY)
		the consultation area.				
Posters	Inform	<p>A good way of getting a large number of people interested in the consultation.</p> <p>A well-designed poster is eye catching, provides just the right information in an easy to understand way and can be put in a range of locations.</p>	All	Visitors to council buildings and notice boards, dependent on footfall	1, 3	One production across all authorities.

4.2 Methodology

This sub-section outlines how the proposed methods of engagement would work to provide a basis for understanding the financial and human resources budget in Section 5.

Costs have been provided to provide economies of scale; individual elements may incur additional cost.

Letters to Consultation Bodies

All relevant statutory and other consultees on GMGU's database of JWDPD consultees, including those on local authorities' Development Plan Consultation databases, would be notified via letter or email of the consultation as per Regulations.

Documents Available for Inspection

Copies of consultation documents would be made available in local planning offices, libraries and sent to relevant authorities in accordance with planning regulations.

Newspapers

Newspaper advertising would be used in accordance with planning regulations, to brand the consultation and reach residents who are not computer literate, or do not wish to consult at libraries or council offices. In order to satisfy the district SCI's, local press should be utilised where necessary (See Appendix 5).

Manchester Evening News (MEN)

The MEN would be utilised to cover the following districts: Manchester City Council, Oldham, Salford, Stockport, Tameside, Trafford and Wigan. The paper group runs three papers:



The papers target a large readership as outlined in Table 2 and would provide a high profile branding opportunity. A strap line would be run in the Manchester evening news for six weeks at each stage. The advert would be 7 columns by 4 cm and would serve to advertise the campaign and provide statutory notice throughout the consultation period.

Local Papers

Where necessary, local papers have been used to supplement the Manchester Evening News. Due to the additional costs, these have been reduced to single adverts as many of the areas are covered by the MEN. The additional papers have been costed for statutory notices and for branding in the Evidence Gathering and Issues and Options phases. The newspaper coverage can be found in Appendix 5.

Council Magazines

The council magazines would be used as a cost effective way of disseminating information. The same adverts would be run in the council magazines to reach a different audience.

Regional Business Press

The Greater Manchester Chamber of Commerce and Industry's (GMCCI) official journal would be used to promote the consultation to businesses as the Chamber is the largest in the UK and the journal has an estimated readership of 24,000 key decision makers. The magazine contains in-depth reports on current and forthcoming business issues, with comment from the region's leading business figures, and investigation into how legislation, new business practices and the nation's economic standing are impacting on the GMCCI membership. It is distributed to GMCCI members, across all ten GM boroughs, major city centre hotels and two branded dispensers at Manchester Airport.

Costings provided in the budget include four quarter-page colour adverts in each stage of the process.

Branding

Prior to the start of the consultation process and with input from the Steering Group and JC, a project logo and strap line would be developed by external consultants for the JWDPD consultation process that would be used throughout. Branding would be used on: consultation documents, website, all forms of advertising, leaflets, posters etc.

Website

Prior to the start of the consultation process a dedicated website would be developed by GMGU for the JWDPD. The website would be developed through input from the Steering Group and JC, and support from external consultants. The website would be maintained throughout the whole process. The website would provide a portal for:

- E-consultation
- Publication of consultation documents
- Providing information
- Frequently Asked Questions (FAQs)

The website would be updated (including: updating of information; uploading of new documents; design of e-consultations) at the key stages outlined in Section 3 of this report and data would be managed accordingly. It would include the brand established for the process, be user-friendly and include all relevant documents in PDF and Word format. Links from the websites of the ten authorities, the two WDA, and Manchester Online would direct viewers to the JWDPD website. All advertising would include a link to the website.

Telephone and Email Support

GMGU would establish a dedicated phone line which would be a direct line to assess the need for a further staffed helpline. GMGU would respond to calls, emails and textphone services operated by the local authorities. Text phone operation would be suggested in those boroughs with the facility already established. If the calls become increasingly high in number then a helpline would be established, possibly through the use of a call centre.

Stakeholder Forums

A series of stakeholder forums would take place throughout the consultation process, as outlined in Table 1, and are likely to follow a similar format. It is suggested that each event be run by external consultants, GMGU staff and local authorities where necessary. A suggested agenda for each event would flow as follows and would be chaired by an external facilitator:

- i. Arrival tea/coffee and biscuits and networking time
- ii. Opening plenary session to present the topic for discussion
- iii. Buffet lunch and networking time
- iv. Five break out groups of 20 participants each, supported by one facilitator and one note taker
- v. Mid-afternoon tea/coffee and biscuits and networking time
- vi. Closing plenary session to present findings and wrap up the event.

Contacts in the GMGU database of JWDPD consultees, the GM local authorities' Development Plan Consultation databases, local strategic partnerships, area committees, community forums, community liaison groups and community involvement committees should be used to engage with local businesses, major land and property owners, the waste industry, civic and community groups, statutory bodies, parish councils within and adjoining the area, neighbouring local planning authorities, local residents and a variety of other stakeholders previously engaged with to invite stakeholders to the forums. Attendees should also be invited from information gathered through responses to advertising in newspapers, council magazines, websites, local business press, posters and leaflets. This would provide a larger pool of prospective participants from which to choose who are not already involved in council matters but may have an interest in waste issues.



Plate 1. ELWA Focus Group

Suggested costings provided in the budget are based on a quotation received from The Lowry conference venue in Manchester. This includes: hire of three rooms (Compass Room, North Room and South Room) for one day; buffet lunch (selection of closed sandwiches at £9.00 per head); and two tea/coffee breaks (tea/coffee and biscuits at £1.75 per head).

Consultancy support has been costed for three facilitators at each session and the preparation of the material for the event from copy provided by GMGU.

Leaflets

The leaflets would be branded and would include general information on the consultation process. They would be distributed at exhibitions, libraries, other public events and during door knocking.



Plate 2. Brent Recycling Leaflet

10,000 leaflets would be produced for the I&O and Submission Document phases and 50,000 leaflets would be produced for the Preferred Options phase. The additional leaflets would be distributed to the 30,000 households during the door knocking phase.

Exhibition Stands

Each local authority would be supplied with a new branded exhibition stand at each stage of the process. These can be set up at local authority buildings and libraries or transported to other public locations as they have a carrying case.

Stands would be staffed by local authority personnel, who would provide information to visitors and hand out leaflets.

Door Knocking

Door knocking would be utilised in the Preferred Options phase. The campaign would target households around the target area and those 'hard-to-reach' groups. The campaign would target 30,000 households in total, 3,000 in each district, and would aim to achieve face-to-face contact with 10,000 residents.

Door knocking targets 'hard-to-reach' groups by targeting communities on a one to one basis. Recruitment in the local area ensures that the teams reflect the local community and are therefore able to identify with the residents. Specific training would enable the survey team to reach out to all communities.

The door knocking questionnaire could also be distributed to the districts' citizens' panel as they are made up of a diverse group that are distributed across each borough. The group however, would be restricted to residents that have already approached the council and may not cover all 'hard-to-reach' groups, in particular, those that are apathetic to becoming involved.

Advertisements

To provide coverage and branding of the consultation throughout the diverse Greater Manchester communities, a range of methods would be utilised. The different methods used through the campaign reflect the importance of the phase and the required consultation.

Posters

Posters would be produced for local authorities to put up in council buildings and public boards in town during the Evidence Gathering and Preferred Options phases. The posters would direct viewers to consultation material, the website and helpline.



Plate 3. ELWA Campaign Poster

Web Adverts

A short run advert on Manchester Online, a popular news website which ties in with the Manchester Evening News paper, would be used to support the campaign. The website receives hits from a different demographic and attracts the young professional audience. The advert would run as shown in Plate 6 and be utilised for the six weeks of the consultation as a direct link to the consultation website.



Plate 4. Manchester Online Website Advertising

5 Budget – Financial and Human Resources

Costings

The budget presents detailed costings for the consultation process and the number of days attributed to delivering each consultation method, indicating whether tasks would be carried out by GMGU, local authorities and/or external consultants.

The budget has been costed to provide a number of consultation methods that allows the budget to be maintained within the £175,000 available to GMGU to run the consultation process. This ensures that the minimum requirements of the Regulations and the GM local authorities' SCI (see Appendix 3) are satisfied and that 'hard-to-reach' groups are targeted (see section 4 – Consultation Methods), specifically through door knocking.

Note: All costings provided are exclusive of VAT. The table does not account for inflation rises in assumed day rates or reasonable travel expenses, which would be charged at cost.

Consultation Method	Preliminary					Pre-Production					Production										TOTAL						
	External Consultants					Evidence Gathering					Issues and Options					Preferred Options						Submission Document					
	GMGU Days	LA Days	Director Days	EA Days	Cost £	GMGU Days	LA Days	Director Days	EA Days	Cost £	GMGU Days	LA Days	Director Days	EA Days	Cost £	GMGU Days	LA Days	Director Days	EA Days	Cost £		GMGU Days	LA Days	Director Days	EA Days	Cost £	
Project Management					0.00					0.00					0.00					0.00					0.00	0	
Meetings	2	10				2	10				2	10				2	10				2	10					
Management	2	10				2	10				2	10				2	10				2	10					
Establish consultation info.											6	10				6	10				6	10					
Data management						4					4					4					4						
Reports					0.00					0.00					0.00					0.00					0.00	0	
Consultation database	5										2					2					2						
Factsheet											5																
Issues and Options progress report											5																
Preferred Options progress report																5											
Submission Document progress report																					5						
Summary of representations																					2						
Branding					3,400.00																					3,400	
Initial meeting	2		1	1	1,200.00																						
Development				2	1,100.00																						
Virtual presentation	1			1	550.00																						
Design and artwork				1	550.00																						
Websites					1,100.00					825.00					825.00					825.00					825.00	4,400	
Council input coordination	2																										
Website development	5																										
Deployment inc. proofing	2																										
e-consultation	2																										
Copy	3										0.5					0.5					0.5						
Updates						2					2					2					2						
External consultancy support				2	1,100.00				1.5	825.00				1.5	825.00				1.5	825.00				1.5	825.00		
Joint Committee					0.00					0.00					0.00					0.00					0.00	0	
Preparation	1					1					1					1					1						
Update and training	1					1					1					1					1						
Availability of Documents																				1,951.00					1,951.00	3,902	
Printing																				1,951.00					1,951.00		
Stakeholder Forums															21,082.50					7,577.50					7,577.50	36,238	
Set up and invitations											3	15				1	10				1						
Preparation											6			6	3,300.00	2			2	1,100.00	2			2	1,100.00		
Chair											11.25	18.75	3.75	7.5	6,562.50	3.75	6.25	1.25	3.5	2,737.50	3.75	6.25	1.25	3.5	2,737.50		
Report											15					5					5						
Expenses and refreshments															3,750.00					1,250.00					1,250.00		
Venue															7,470.00					2,490.00					2,490.00		
Letters and Emails					0.00					0.00					0.00					0.00					0.00	0	
Letters and emails to JWDPD consultees						4					4					4					4						
Newspaper										11,994.20					11,994.20					15,238.30					15,238.30	54,465	
Copy						1					1					1					1						
Advert design									2	1,100.00				2	1,100.00				2	1,100.00				2	1,100.00		
Manchester Evening News																											
Adaptation design									0.25	137.50				0.25	137.50				0.25	137.50				0.25	137.50		
Advert space (4cm x 7columns 6weeks)										9,912.00					9,912.00					9,912.00					9,912.00		
This is Lancashire Network																											

Consultation Method	Preliminary					Pre-Production					Production										TOTAL					
	External Consultants					Evidence Gathering					Issues and Options					Preferred Options						Submission Document				
	GMGU	LA	Director	EA	Cost £	GMGU	LA	Director	EA	Cost £	GMGU	LA	Director	EA	Cost £	GMGU	LA	Director	EA	Cost £		GMGU	LA	Director	EA	Cost £
	Days	Days	Days	Days		Days	Days	Days	Days		Days	Days	Days	Days		Days	Days	Days	Days			Days	Days	Days	Days	
Adaptation design									0.25	137.50				0.25	137.50				0.25	137.50				0.25	137.50	
Advert space (quarter page one entry)										707.20					707.20					707.20					707.20	
Rochdale, Middleton, Heywood, Oldham, Thameside and Stockport																										
Adaptation design																			0.5	275.00				0.5	275.00	
Advert space (quarter page one entry)																				2,969.10					2,969.10	
Council magazine																										
Advertorial						1					1					1					1					
Regional Business Press										887.50					887.50					887.50					887.50	
Copy						1					1					1					1					
Design									0.25	137.50				0.25	137.50				0.25	137.50				0.25	137.50	
Greater Manchester Chamber										750.00					750.00					750.00					750.00	
Adverts										901.50										6,901.50						
Poster																										
Adaptation design									0.25	137.50									0.25	137.50						
Printing 100x10 posters										764.00										764.00						
Web adverts																										
Copy																1										
Manchester online (front page ad 6 weeks)																				6,000						
Leaflets															1,781.00					2,904.00					1,781.00	
Copy											1					1					1					
Design														2	1,100.00				2	1,100.00				2	1,100.00	
Leaflets x 10,000 (4page A4)															681.00										681.00	
Leaflets x 50,000 incl. door knocking (4page A4)																				1,804.00						
Exhibition Stands										2,189.00										2,189.00					2,189.00	
Copy						1										1					1					
Design									2	1,100.00									2	1,100.00				2	1,100.00	
Banner up display units x 11										1,089.00										1,089.00					1,089.00	
Door Knocking																										
30,000 households (1,000 responses in each district)																										
																				38,392.80					38,393	
TOTAL																									165,183	

6 Reporting

Table 5 outlines the key reports that GMGU would prepare from the results of the consultation taking place at key stages in the process to feed into the official documents required for the preparation of the JWDPD.

Table 3 Reporting Process

PRE-PRODUCTION: EVIDENCE GATHERING	PRODUCTION: ISSUES AND OPTIONS	PRODUCTION: PREFERRED OPTIONS	PRODUCTION: SUBMISSION DOCUMENT
Factsheets Consultation Database	Issues and Options outcomes report Consultation Database updated	Preferred Options outcomes report Consultation Database updated	Summary of Representations Submissions Document outcomes report Consultation Database updated

Factsheets

A series of factsheets would be compiled and would contain essential information regarding key principles, location principles and site specific work collected during the evidence gathering phase. The factsheets would be used to inform stakeholders of relevant information and to initiate involvement in the consultation process.

Consultation Database

To ensure effective dialogue with communities, comments would be fed back by publishing a database of comments received. The database would include comments made from respondents (comments from the community would be non-attributable), and would be updated with the results of the consultation that took place at each stage of the process. This database would contribute to the audit trail of how communities have been involved in the plan making process.

Report on Issues and Options Consultation Responses

The Issues and Options outcomes report would contain an analysis of the responses received from the consultation carried out in the Issues and Options stage and would feed into the Preferred Options document to be consulted on.

Report on Preferred Options Consultation Responses

The Preferred Options outcomes report would contain an analysis of the responses received from the consultation carried out on the Preferred Options stage and would feed into the preparation of the Submissions Document.

Summary of Representations

A report outlining the comments received and how they have been used in preparing the JWDPD may be more appropriate as the database of responses might be too large and unwieldy, or require too great a level of detailed consideration to present prior to the preparation of the Submission Document. The Summary of Representations must be submitted together with the submission JWDPD.

Submissions Document Outcomes Report

The Submission Document outcomes report would contain an analysis of the responses received from the consultation carried out in the Submission Document stage.

7 Timescale

Below is the timescale for the consultation process which has been created using a common computer package. Tasks have been allocated timelines to comply with the Project Plan submitted by ERM. The timeframe for the consultation process is 26 months.

ID	Task Name	Start	Finish	2006				2007				2008							
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1			
1	Preliminary	Mon 02/01/06	Fri 30/01/09																
2	Branding	Mon 02/01/06	Fri 30/01/09																
3	Website	Mon 02/01/06	Fri 30/01/09																
4	Dedicated phone line and email support	Mon 02/01/06	Fri 30/01/09																
5	Pre-Production / Evidence Gathering	Mon 02/01/06	Mon 16/10/06																
6	Initial engagement	Mon 01/05/06	Mon 31/07/06																
7	Data gathering	Mon 02/01/06	Wed 31/05/06																
8	Prepare and Consult on Scoping Report	Wed 01/03/06	Mon 16/10/06																
9	Prepare Scoping Report	Wed 01/03/06	Wed 31/05/06																
10	Consultation	Mon 04/09/06	Mon 09/10/06																
11	Publish of outcomes of Scoping Report	Tue 10/10/06	Mon 16/10/06																
12	Production/Issues and Options	Mon 11/09/06	Fri 11/05/07																
13	Preparation	Mon 11/09/06	Fri 27/10/06																
14	Identify Issues and Options	Mon 02/10/06	Fri 01/12/06																
15	Stakeholder forums	Mon 02/10/06	Fri 10/11/06																
16	Prepare Issues and Options report	Mon 13/11/06	Fri 01/12/06																
17	Engage with communities	Fri 02/03/07	Fri 13/04/07																
18	Send I&O report to statutory consultees	Fri 02/03/07	Fri 13/04/07																
19	e-consultation	Fri 02/03/07	Fri 13/04/07																
20	Manchester Evening News	Fri 02/03/07	Fri 13/04/07																

Project: Gant Chart Date: Wed 24/05/06	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

ID	Task Name	Start	Finish	2006				2007				2008			
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
21	Local press	Fri 02/03/07	Fri 02/03/07												
22	Regional business press	Fri 02/03/07	Thu 29/03/07												
23	Leaflets	Fri 02/03/07	Fri 13/04/07												
24	Availability of documents	Fri 02/03/07	Fri 13/04/07												
25	Roving exhibition stand	Fri 02/03/07	Fri 13/04/07												
26	Representations	Fri 02/03/07	Fri 11/05/07												
27	Track representations	Fri 02/03/07	Fri 20/04/07												
28	Publish outcomes of I&O	Mon 23/04/07	Fri 11/05/07												
29	Production: Preferred Options	Mon 13/08/07	Fri 04/04/08												
30	Preparation	Mon 13/08/07	Fri 14/09/07												
31	Prepare Preferred Options document and SA report	Mon 13/08/07	Fri 14/09/07												
32	Focus Consultation	Mon 07/01/08	Fri 11/01/08												
33	Stakeholder forum	Mon 07/01/08	Fri 11/01/08												
34	Statutory Consultation	Mon 07/01/08	Mon 18/02/08												
35	Availability of documents	Mon 07/01/08	Mon 18/02/08												
36	e-consultation	Mon 07/01/08	Mon 18/02/08												
37	Manchester Evening News	Mon 07/01/08	Fri 15/02/08												
38	Local press	Mon 07/01/08	Mon 07/01/08												
39	Regional business press	Mon 07/01/08	Fri 01/02/08												
40	Leaflets	Mon 07/01/08	Mon 18/02/08												

Project: Gant Chart Date: Wed 24/05/06	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

ID	Task Name	Start	Finish	2006				2007				2008			
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
41	Roving exhibition stand	Mon 07/01/08	Mon 18/02/08												
42	Website	Mon 07/01/08	Mon 18/02/08												
43	Council magazine	Mon 07/01/08	Mon 18/02/08												
44	Targeted Consultation	Mon 07/01/08	Mon 18/02/08												
45	Letters and emails	Mon 07/01/08	Mon 18/02/08												
46	Door knocking	Mon 07/01/08	Mon 18/02/08												
47	Representations	Mon 07/01/08	Fri 04/04/08												
48	Track representations	Mon 07/01/08	Mon 25/02/08												
49	Address responses made to preferred options	Mon 21/01/08	Fri 07/03/08												
50	Use responses and SA to produce submissions document	Mon 21/01/08	Fri 04/04/08												
51	Production/Submission Document	Mon 07/04/08	Fri 30/01/09												
52	Preparation	Mon 07/04/08	Fri 09/05/08												
53	Prepare Submission Document including Summary of Rep.	Mon 07/04/08	Fri 09/05/08												
54	Statutory Consultation	Fri 24/10/08	Fri 05/12/08												
55	Send documents to statutory consultees	Fri 24/10/08	Fri 05/12/08												
56	e-consultation	Fri 24/10/08	Fri 05/12/08												
57	Manchester Evening News	Fri 24/10/08	Fri 05/12/08												
58	Regional business press	Fri 24/10/08	Thu 20/11/08												
59	Leaflets	Fri 24/10/08	Fri 05/12/08												
60	Availability of documents	Fri 24/10/08	Fri 05/12/08												

Project: Gant Chart Date: Wed 24/05/06	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

ID	Task Name	Start	Finish	2006				2007				2008				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
61	Roving exhibition stand	Fri 24/10/08	Fri 05/12/08													
62	Council Magazine	Fri 24/10/08	Fri 05/12/08													
63	Focused Consultation	Mon 01/12/08	Fri 05/12/08													
64	Stakeholder forum	Mon 01/12/08	Fri 05/12/08													
65	Representations	Fri 24/10/08	Fri 30/01/09													
66	Track representations	Fri 24/10/08	Fri 12/12/08													
67	Handling of Representations on submitted JWDPD	Mon 08/12/08	Fri 30/01/09													

Project: Gant Chart Date: Wed 24/05/06	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

8 Next Step

This report has outlined an effective consultation process, including a fully costed proposal, tailored to GMGU's available resources.

Should further funding become available to the GMGU, Business Eco recommends revisiting additional consultation methods suggested in the Stage Two report to increase community involvement and the probability of reaching the 'hard-to-reach' groups. These include the following methods, which are explored in Appendix 7:

- Mobile trailer
- Cinema advertising
- Bus advertising
- Branded 'freebies'
- Cold calling
- Web link to radio station websites
- Radio advertising targeted at ethnic minority groups
- Larger newspaper adverts.

Appendix One – List of Consultees on the JWDPD

Statutory consultees

Government Departments, including:

- i. Government Offices
- ii. Home Office
- iii. Department for Culture, Media and Sport
- iv. Office of Government Commerce
- v. Department for Environment, Food and Rural Affairs
- vi. Department of Health

Regional Assemblies

Regional Development Agencies

Adjoining Local Planning Authorities

The Countryside Agency

The Environment Agency

The Highways Agency

English Heritage

English Nature

Network Rail

The Strategic Health Authority

Relevant Telecommunications companies

Relevant electricity and gas companies

Relevant sewerage undertaker

Relevant water undertaker

Other relevant local authorities

General consultation bodies

- a) Voluntary bodies some or all of whose activities benefit any part of the authority's area
- b) Bodies which represent the interests of different racial, ethnic or national groups in the authority's area
- c) Bodies which represent the interests of different religious groups in the authority's area
- d) Bodies which represent the interests of disabled persons in the authority's area
- e) Bodies which represent the interests of persons carrying out business in the authority's area

Other consultees

Other consultees, to be consulted as necessary, include:

Age Concern

British Chemical Distributors and Traders Association

British Geological Survey

British Waterways, canal owners and navigation authorities

Centre for Ecology and Hydrology
Chambers of Commerce, Local CBI and local branches of Institute of Directors
Church Commissioners
Civil Aviation Authority
Coal Authority
Commission for Architecture and the Built Environment
Commission for New Towns
Commission for Racial Equality
Crown Estate Office
Development Plan Consultation Databases of the ten GM local authorities
Diocesan Board of Finance
Disability Rights Commission
Disabled Persons Transport Advisory Committee
Electricity, Gas, and Telecommunications Undertakers
English Partnerships
Environmental and amenity groups at national, regional and local level, including:

- i. Council for the Protection of Rural England
- ii. Friends of the Earth
- iii. Royal Society for the Protection of Birds
- iv. Wildlife Trusts
- v. National Trust
- vi. Ancient Monuments Society
- vii. Council for British Archaeology
- viii. Society for Protection of Ancient Buildings
- ix. Georgian Group
- x. Twentieth Century Society
- xi. Garden History Society
- xii. Civic Trust
- xiii. Woodland Trust
- xiv. Bowdon Conservation Group

Equal Opportunities Commission
Forestry Commission
Freight Transport Association
Greater Manchester Fire and Rescue Service
Greater Manchester Passenger Transport Authority
Greater Manchester Passenger Transport Executive
Greater Manchester Police
Greater Manchester Waste Disposal Authority

Gypsy Council

Health and Safety Executive

Help the Aged

Home Builders Federation

Housing Corporation

Learning and Skills Councils

Local Agenda 21 including:

i. Civic Societies

ii. Community Groups

iii. Local Transport Authorities

iv. Local Transport Operators

v. Local Race Equality Councils and other local equality groups

Local businesses

Local planning authorities, county councils or parish councils, any part of whose area is in or adjoins Greater Manchester

Major land/property owners

Manchester Airport

Manchester Ship Canal Company

National Grid Company

National Playing Fields Association

Pedestrian groups

Port Operators

Post Office Property Holdings

Primary Care Trusts

Rail Companies

The Rail Freight Group

Regional Housing Boards

Regional Planning Body

Regional Sports Boards

Relevant aerodrome operators

Road Haulage Association

Sport England

Traveller Law Reform Coalition

Water Companies

Women's National Commission

Appendix Two – ‘Hard-to-Reach’ Groups

The following ‘hard-to-reach’ groups have been identified in the Greater Manchester authorities’ SCI:

- Disabled people
- Black, Asian and Minority Ethnic (BAME) groups
- Religious/faith groups
- Women with pre-school children
- Children and young people
- The homeless
- Working age men
- Elderly people
- People with low literacy
- Lesbian, gay, bi-sexual and transgender (LGBT) groups
- Asylum seekers
- People with specific health issues
- Those in specific areas (such as rural areas or peripheral estates)
- Low-income groups
- Gypsies/travellers

Appendix Three – SCI Engagement Methods Requirements

The following consultation methods must be used to satisfy GM local authorities' SCI:

- Development Plan Consultation databases
- Council websites
- Local press
- Deposit of documents at preferred options and submission stages
- Public meetings
- Letters and emails
- Focus groups
- Helpline
- Public exhibitions/displays and roadshows
- Trafford's Citizen's Panel

Appendix Four – Documents Reviewed

The following is a list of documents reviewed to inform the preparation of the Consultation Strategy:

- Planning for Sustainable Waste Management: Companion Guide to Planning Policy Statement 10
- NRW Best Practice Guidelines on Public Engagement for the Waste Sector
- Community Involvement in Planning: The Government's Objectives
- Wigan Consultation Toolkit
- Listening to London – good practice guidance for the GLA group
- Creating Local Development Frameworks: A Companion guide to PPS12
- Diversity and Equality in Planning: A good practice guide
- The Manchester Community Engagement Toolkit
- Planning Policy Statement 1: Delivering Sustainable Development
- Planning Policy Statement 12: Local Development Frameworks
- Development Plans Examination – A Guide to the Process of Assessing the Soundness of Statements of Community Involvement
- The Scottish Office Central Research Unit, (1994) An evaluation of the Scottish Road Safety Campaigns Initiatives in Relation to the Year of the Elderly.
- Manchester Factsheet – Manchester City Council
- London Fire & Emergency Planning Authority (LFEPA) (2004) London Safety Plan.
- Greater London Authority (2002) Clean Air for London. Report of the Public Consultation on the Mayor's Draft Air Quality Strategy.
- Office of the Prime Minister. Local and Regional Government Research Unit (2002) Public participation in local government – a survey of local authorities.
- GMPTE (2004) Consulting with People in Greater Manchester.
- London Borough of Barking & Dagenham (2005) Customer Improvement Survey Environmental Management.
- Greater Manchester Waste Disposal Authority (2004) Municipal Waste Management Strategy.
- Defra (2005) Waste Performance And Efficiency Grant: Advisory Note To Local Authorities
- The Berkshire Unitary Authorities: Joint Minerals and Waste Local Development Scheme

Appendix Five – Local Press/Council Magazines

District	Local Press	Council Magazine/Newsletter
Bolton	<ul style="list-style-type: none"> • Bolton Evening News (mon – sat) 	<ul style="list-style-type: none"> • Bolton Scene (monthly)
Bury	<ul style="list-style-type: none"> • Bury Times (fri/tue) • Prestwich & Whitefield Guide • Radcliffe Times 	<ul style="list-style-type: none"> • Bury Metro News
Manchester City Council	<ul style="list-style-type: none"> • Manchester Evening News (mon – sat) 	<ul style="list-style-type: none"> • Manchester People (quarterly)
Oldham	<ul style="list-style-type: none"> • Manchester Evening News (mon – sat) • Oldham Evening Chronicle (thurs) • Oldham Advertiser (thurs) 	<ul style="list-style-type: none"> • The Oldhamer
Rochdale	<ul style="list-style-type: none"> • Rochdale Observer (wed/sat) • Middleton Guardian (wed) • Heywood Advertiser (wed) 	
Salford	<ul style="list-style-type: none"> • Manchester Evening News (mon – sat) • Salford Advertiser (thur) 	<ul style="list-style-type: none"> • LIFE IN Salford (bi-monthly)
Stockport	<ul style="list-style-type: none"> • Manchester Evening News (mon – sat) • Stockport Express (wed) 	<ul style="list-style-type: none"> • The Review
Tameside	<ul style="list-style-type: none"> • Manchester Evening News (mon – sat) • Tameside Advertiser (thur) • Reporter 	<ul style="list-style-type: none"> • Citizen (quarterly)
Trafford	<ul style="list-style-type: none"> • Manchester Evening News (mon – sat) • Sale & Altrincham Messenger • Stretford & UrmStron Messenger • The Metro News • Area News & Old Trafford News (monthly) • Partington Transmitter (monthly) 	<ul style="list-style-type: none"> • Trafford Today (bi-monthly)
Wigan	<ul style="list-style-type: none"> • Manchester Evening News (mon – sat) • Leigh Journal (thur) • Wigan Observer (tue) 	<ul style="list-style-type: none"> • Borough Life (quarterly)

Appendix Six – Glossary

Community Strategy – In line with the Local Government Act 2000 all local authorities have a duty to prepare a community strategy. The community strategy would aim to enhance the quality of life of local communities thereby making that place more sustainable for the future through actions that would improve the economic, social and environmental well being of each area and its inhabitants.

Development Plan Document (DPD) – These are the statutory planning policy documents that have development plan status and are subject to independent examination. DPD include the core strategy, site specific allocations, area action plans, a proposals map and other Development Plan Documents.

Front Loading – The new planning system incorporates stakeholder involvement from the very beginning of preparing the Local Development Framework.

Independent Examination – A procedure involving means such as discussions and informal hearings, resided over by an Inspector or a Panel of Inspectors appointed by the Secretary of State, to test the ‘soundness’ of the policies and proposals in the local planning authority’s Development Plan Documents. Persons who have made a response at the submission stage have a right, if they so wish, to present their case at the Independent Examination.

Local Development Document (LDD) – These are the planning policy documents within the LDF, comprising DPD and SPD, and the SCI.

Local Development Framework (LDF) – This is the collection of plans or documents known as Local Development Documents and related documents, which provide the planning policy framework for the boroughs.

Local Development Scheme (LDS) – This is a project plan for preparation and review of the LDF. It sets out a 3-year programme for preparing LDD and related documents.

Local Strategic Partnership (LSP) – Non-statutory, non-executive body bringing together representatives of the public, private and voluntary sectors. The LSP is responsible for preparing the Community Strategy.

Planning Aid – Any individual or community group in the North West who cannot afford to pay a planning consultant can receive free advice from the North West Planning Aid service relating either to making comments on a Local Development Document or on a planning application. Planning Aid provides a telephone helpline to give out initial advice, with more complex enquiries being passed on to a qualified Planning Aid volunteer who would provide advice and support by phone, letter or in person depending on the case. The helpline is

open from 9am-5pm on Mondays, Wednesdays and Thursdays on 0870 850 9804. For more information please visit www.planningaid.rtpi.org.uk

Soundness (of plan) – Independent examination of Development Plan Documents and the Statement of Community Involvement would assess whether policies and Statement of Community Involvement proposals are ‘sound’.

Statement of Community Involvement (SCI) – This sets out the standards to be achieved with regard to involving local communities in the preparation and revision of Local Development Documents and development control decisions. It is subject to independent examination.

Strategic Environmental Assessment (SEA) – Local Planning Authorities must comply with European Union Directive 2001/42/EC which requires a high level, strategic assessment of local development documents (DPD and, where appropriate SPD) and other programmes (e.g. the Local Transport Plan) that are likely to have significant effects on the environment.

Supplementary Planning Document (SPD) – These documents give supplementary information in respect of policies in Development Plan Documents. They do not form part of the Development Plan and are not subject to independent examination.

Sustainability Appraisal (SA) – This is a tool for appraising plans, programmes and policies to ensure that they reflect sustainable development objectives. A Sustainability Appraisal must be undertaken for all Local Development Documents. SA incorporates the requirements of the European Strategic Environmental Assessment (SEA) Directive 2001/42/EC.

Regional Spatial Strategy (RSS) – This is prepared by the North West Regional Assembly and sets out regional planning policies for development and use of land.

The Regulations – Town and country Planning (Local Development) (England) Regulations 2004.

Planning Policy Guidance notes (PPG) – These were prepared by the government and set out national planning policy and advice on various topics. Planning Policy Statements (PPS) are progressively replacing them.

Planning Policy Statements (PPS) – These are prepared by the government and set out national planning policy on various topics. They are progressively replacing Planning Policy Guidance notes (PPG).

Appendix Seven – Additional Consultation Methods

CONSULTATION METHOD	PURPOSE	METHODOLOGY	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)
Helpline and Email Support		<p>A freephone helpline telephone and textphone number and an email support service would be set up for business and the general public. Both services would be operational throughout the whole process.</p> <p>These activities can be outsourced, but this may not be resource efficient due to the amount of idle time experienced when employing a designated helpline operator.</p>			
Mobile trailer	Inform; Consult	<p>A mobile exhibition trailer would be purchased and fitted with graphics, lighting and multi-media equipment to make it eye-catching and attract more people to become involved in JWDPD production. It would also be equipped with computers to allow people to fill in a consultation questionnaire whilst visiting the exhibition. The trailer tows easily behind an average car and would be in constant use in a different public location each day, including fetes, schools, council shows, shopping centres and outside</p>	<p>Provides exposure to the consultation process in highly public locations.</p> <p>A good way of finding out the views of significant numbers of people from a wide range of backgrounds, ethnic mix, male and female.</p>	All	28,000 people (estimated at 200 per day)

CONSULTATION METHOD	PURPOSE	METHODOLOGY	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)
		<p>football stadiums.</p> <p>The trailer would be staffed by two people who would be recruited and trained to consult with the public on the JWDPD. In certain instances, the staff would be dressed as 'waste agent' characters to attract and engage with children.</p>			
Cinema	Inform		<p>With the large number of people now visiting the cinema, the big screen is a powerful way of reaching local communities.</p> <p>Since On Screen Posters are exhibited across all screens at chosen cinemas, the consultation would benefit from the pulling power of a wide variety of films, including all the major blockbusters.</p>	All	2.38 million potential viewers

CONSULTATION METHOD	PURPOSE	METHODOLOGY	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)
Bus adverts	Inform		<p>High visibility to pedestrians, drivers and their passengers.</p> <p>High brand domination and impact.</p>	All	<p>For example, in one week in Greater London the following figures were noted:</p> <ul style="list-style-type: none"> ▪ 73% of full time workers ▪ 75% of self-employed workers ▪ 72% of social class C1&2 ▪ 70% of age 60+ ▪ 76% of 18–34s ▪ 82% of students

CONSULTATION METHOD	PURPOSE	METHODOLOGY	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)
Branded 'freebies'	Inform	Material branded with the consultation logo would be distributed free-of-charge to the general public at exhibitions, focus groups and during door knocking. The range would include: pencils, car pens, magnets, key rings, round badges, mouse mats and mugs.	Increases brand awareness and gives the public a reason to approach an exhibition stand.	All	Number of 'freebie' holders + passive viewers
Radio	Inform	Raises awareness and informs the wider public about the consultation and opportunities to get involved.	It is the largest commercial station in Manchester and covers a wide area of the community. The two radio stations would target different demographics. Key targets 15 – 34 year olds and Magic targets 25 – 44 year olds.	All	Key 103 & Magic 1105 = 4,936,446 listeners (All Adults 15+) over 3 weeks
Asian Sound Radio	Inform	Asian Sound Radio is the only Asian radio station in the Greater Manchester area and can advertise in eight different languages. Asian Sound Radio would run eight adverts a day for a six-week period.	Helps reach the 'hard-to-reach' Asian ethnic minority group.	D	Asian Sound Radio = 400,000 listeners (Asian community)

CONSULTATION METHOD	PURPOSE	METHODOLOGY	WHY METHOD COULD BE USED	GROUPS TO BE CONSULTED	IMPACT (IF APPLICABLE)
Cold Calling	Inform; Consult	One person would be recruited and trained to conduct phone questionnaires with 2,000 registered businesses.	To ensure that a representative sample of business input is achieved.	C, D, E	2,000 registered businesses

Key

GROUPS OF PEOPLE TO BE CONSULTED	PURPOSE
<p>A = Statutory consultees (see Appendix 1)</p> <p>B = General consultation bodies (see Appendix 1)</p> <p>C = Other consultation bodies</p> <p>D = Groups or individuals not previously involved in planning processes, including 'hard-to-reach' groups (see Appendix 2)</p> <p>E = Groups or individuals with some involvement or interest in planning processes</p>	<p>Inform = To provide the public with information to increase understanding and awareness.</p> <p>Consult = To obtain feedback and constructive comments from the public on a draft strategy or proposal.</p> <p>Involve = To work directly with the public, constructively discussing issues and eliciting views. The aim is to understand public concerns and values, and ensure public knowledge is gathered.</p>