

Engagement and Involvement

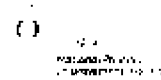
Why do it?

- What is Involvement?
- What is the difference between Involvement and Engagement?

Involved or Engaged



Involvement or Empowerment



• Involvement ≠ Empowerment

- Involvement may not include the power to make decisions

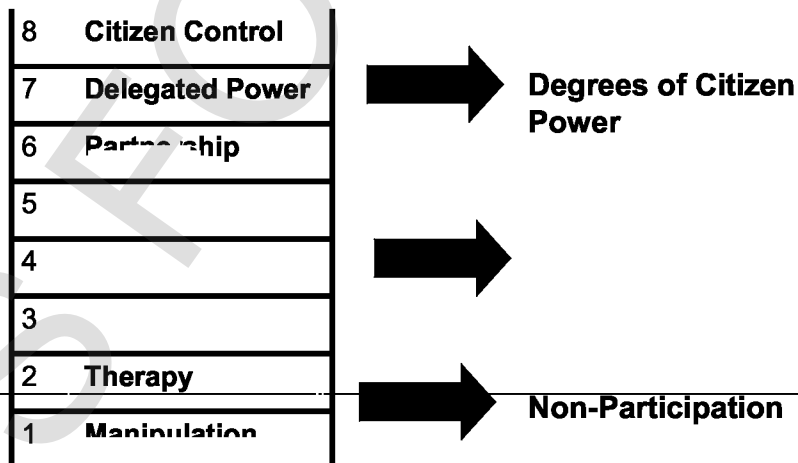
"The cumulative effects of activities which have the initial" purpose of sensitising service delivery to user needs and preferences may have lasting consequences in increasing user empowerment with involvement"

(Grand 1997: 124)

Why involve protestors and the public?

- **Legitimacy**
 - Lessen conflict and resistance to change
- **Relevance**
 - Responding to different questions and issues
 - Focus on process and experience not just outcomes
- **Participation**
 - Support, co-production and compliance
- **Impact**
 - Efficiency and effectiveness of services
 - More acceptable and appropriate patterns of provision

Arnstein's ladder of Citizen Participation



“The underlying issues are essentially the same – ‘nobodies’ in several arenas are trying to become ‘somebodies’ with enough power to make the target institutions responsive to their views, aspirations, and needs.”

(Arnstein 1969: 216)

Whats wrong with Arnstein’s Ladder?

- Power as zero sum; the sole dimension of importance
- Missing rungs
 - Factors not taken into account
- The snakes on Arnstein’s Ladder
 - Adverse effects of the approach
- The need for scaffolding
 - Multiple dimensions of involvement

(Tritter and McCallum 2006)



You are working as a Protestor Liaison Officer on an EDL demonstration. With whom should we engage and how should we involve them?

What is involvement?

Ways in which protestors can draw on their experience and can apply their priorities to the event:

- Protestors as individuals
- Protestor groups on behalf of others
- Members of communities, localities and the public

Involvement and Partnership

- Partnerships can be a form of community involvement
- Partnership Working \neq involvement
- Partnerships can provide a means for involvement
- Involvement can be a key ingredient in partnership working
- Involvement can be a key outcome of partnership working
(Lowndes and Sullivan 2004)

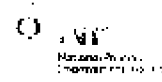
Key Concepts

- Wicked Problems
- Social Capital Accountancy

Wicked Problems

- Wicked Problems have no simple solutions because:
- They are complex rather than complicated
 - Cannot be solved in isolation
 - Sit outside hierarchy and across systems
 - Any response creates other problems
- They have no right or wrong answers only better and worse outcomes
- The 'right' answer is feasible not optimal
- Uncertainty and ambiguity are inevitable
- Require leadership not management
 - ~~Collaboration not scientific process~~
 - We need to ask appropriate questions and engage in collaboration

Social Capital Accountancy



- Honest exchange of views crucial
- 'No surprises' approach built social capital
- Social capital not necessarily finite but like all commodities which require effort to accrue it should not be spent lightly
- Sometimes you have to make the decision and manage the consequences

1. Based on your experiences in Public Order, discuss the pitfalls in involvement and partnership
2. Can you identify specific examples?

Pitfalls of Involvement

- **Representation**
 - The usual suspects
 - Grinding an axe
 - Unvoiced, unheard, greatest need
- **Non-response**
 - Tick box
 - Paternalism
 - Professionals/managers know best
 - One-off exercise with no follow up
 - Not acting on involvement
- **No evaluation**

Conclusion

- Doing involvement and working in partnership are processes not activities
 - Learned through doing
- Involvement and partnership are predicated on collective not individual benefit
- Changing the 'culture' of the public order policing
 - Relationships between protestors and the police
 - Relationships between different parts of the police
 - A different form of partnership
- Remember the gaps
 - The unvoiced, uninvolved and sole agents

Final Thoughts



“Without concern for both the viability and quality of participation, it is better to forgo the effort”

(Fischer, 2006)

MPS FOIA Disclosure