Useful publications

In researching this guide I found few publications which deal specifically with participation and partnership. Not surprisingly, books of relevant techniques are fewer still.

The references below are some of the main sources of information and inspiration I found in developing theory and finding examples of techniques. Please send me your own favourites for inclusion in a later edition of the guide.

Details of organisations mentioned can be found in the next section, including some distributors.

101 ways to generate great ideas.
Timothy R. V. Foster, Kogan Page,1991.
A consultant lists 101 ways to understand problems, generate ideas in groups, develop solutions and evaluate which to use.

Awareness through to action.
Newcastle Architecture Workshop, 1992.
A pack containing scores of techniques for achieving participation in environmental projects and the design process. Useful for work in schools, training for professionals and with community groups.

A-Z of meetings.
Sue Ward, Pluto Press, 1985.
Reflects the author's experience in the trade union movement and Labour Party, and is strong on the formalities of constitutions, rules, and standing orders.

Building effective local partnerships.
Local Government Management Board, 1993.
Guidelines based on case studies of partnerships, aimed at both local authorities and voluntary bodies with whom they may develop partnership arrangements.

Change and how to help it happen.
Community Education Training Unit, 1994.
A comprehensive and practical guide to facilitation methods for organisational change. The approach and methods can be adapted for participation processes.

Citizen action: taking action in your community.
Des Wilson with Leighton Andrews and Maurice Frankel, Longman, 1986.
The nuts and bolts of organising a local campaign.

Citizen involvement: a practical guide for change.
Peter Beresford and Suzy Croft, Macmillan, 1993.
A guide to participation and empowerment which focuses on initiatives in social work and social services. Plenty of insights from service users as well as practitioners, and guidelines for agencies.

Community enterprise from the bottom up.
Edited by Nick Love, Lincolnshire Wolds Publications, 1993.
Case studies and advice on creating local community-based enterprises.

Community involvement in City Challenge.
Richard MacFarlane, NCVO, 1993.
A good practice guide based on case studies of City Challenge projects. Provides insights into the problems of achieving participation against tight timetables and Treasury funding procedures.

Community profiling: a guide to identifying local needs.
Paul Burton, School for Advanced Urban Studies, 1993.
Provides a 10-step practical guide to developing a community profile which is defined as 'a social, environmental and economic description of a given area which is used to inform local decision-making.'

Consensus-building.
Andrew Floyer Acland, The Environment Council, 1992.
Booklet on 'how to reach agreement by consent in multi-party, multi-issue situations.' Describes a five stage process: Assessment, Initiation, Meetings, Decisions, Making the Solutions Work. Free – call the Council.

Creating Development Trusts.
Diane Warburton and David Wilcox, HMSO, 1988.
Case studies of joint public, private, community organisations concerned with area conservation and renewal. Also outlines the start up process for a trust, and elements of good practice.

Creating involvement.
Environment Trust Associates, Local Government Management Board, 1994.
A handbook on participation techniques, covering some of the same ground as this guide. Provides more detailed guidance on, for example, workshops, surveys, and Planning for Real.

The Local Government Government Management Board is also producing a series of free papers on community participation and other issues relating to Agenda 21 – the programme being developed by local authorities following the 1992 Rio Earth Summit..

Croner's Management of Voluntary Organisations.
Croner Publications, 1989 plus quarterly updates.
Substantial compendium of management advice, aimed at staffed voluntary organisations.

Designing your own simulations.
Ken Jones, Methuen, 1985.
Aimed mainly at teachers, but the approach is more widely applicable.

Getting organised: a handbook for non-statutory organisations.
Christine Holloway and Shirley Otto, Bedford Square Press, 1985.
The authors write that: 'The purpose of this book is to help you bring about changes which will improve the effectiveness of your organisation.' It does this by raising key management issues and providing checklists and exercises.

Getting to yes.
Roger Fisher and William Ury, Hutchinson, 1981.
A classic work on negotiation with applications spanning personal relationships, work and international diplomacy. Key elements of the method are: Separate the people from the problem; Focus on interests, not positions; Invent options for mutual gain; Insist on objective criteria. It deals with What if they are more powerful? What if they won't play? What if they use dirty tricks?

How to make meetings work.
Malcolm Peel, Kogan Page, 1988.
Covers planning for meetings, how groups work, different roles, formal procedures, legal issues, and conferences. Brief section on 'special meetings' for brainstorming, negotiation, therapy, training, and a section on conferences.

How to solve your problems.
Brenda Rogers, Sheldon Press, 1991.
Counsellor and teacher deals with problems from the personal perspective, using techniques also relevant to groups and organisations. For example, chapters include Defining and clarifying the Problem; Collecting information; Creative thinking; Generating more ideas; Making decisions; Putting your decisions into action.

Influencing with integrity.
Genie Z. Laborde, Syntony Publishing, 1983.
Early application of neuro-linguistic programming (NLP) by a US communication consultant. Provides a theoretical basis for advice on how to establish rapport with your audience, clarify the outcomes you are seeking, read body language, interpret responses, and run meetings effectively.

Introduction to neuro-linguistic programming.
Joseph O'Connor and John Seymour, Thorsons Publishing Group, 1990.
A more detailed description of NLP, its psychological basis and use of linguistic analysis. Deals with the underlying processes of communication.

Just about managing?
Sandy Adirondack, London Voluntary Service Council, 1992.
Best-selling guide to effective management for voluntary organisations and community groups. Covers all the main issues, with lots of checklists.

Limbering up.
Ann Holmes, Radical Improvements for Peripheral Estates, 1992.
Study of community empowerment on housing estates, with a strong focus on the issues of confidence, communication and capacity. Twenty of the issues are analysed in detail, with accompanying exercises to tackle problems.

Local authorities and community development: a strategic opportunity for the 1990s.
Association of Metropolitan Authorities, 1993.
Recommendations on how local authorities can develop strategic plans and practical action to secure greater community involvement in service delivery. Prepared by a joint working party representing local authorities and community organisations.

Making it happen: a user's guide to the Neighbourhood Action Packs.
Neighbourhood Initiatives Foundation.
A description of how to use three dimensional models and other back-up materials to involve communities in decision-making. Written by Tony Gibson who has pioneered Planning for Real. NIF has produced about 40 packs and publications guided by the philosophy that the people who live and work in neighbourhoods are the real experts.

Managing yourself.
Mike Pedler and Tom Boydell, Fontana, 1985.
Written for 'the thinking manager' by consultants who specialise in management education and development. Based on the belief that 'you cannot manage others unless you are able to manage yourself – to be proactive, rather than allowing yourself to be buffeted and controlled by events and other people.' To that might be added that you can't empower other people unless you are empowered yourself.

Manual for action.
Martin Jeffs, Action Resources Group, 1982.
Sub-titled 'Techniques to enable groups engaged in action for change to increase their effectiveness'. The first edition, published in 1977, grew out of concern with training for non-violent action. The later edition, revised by Sandy Merritt, contains over 120 techniques. Unfortunately difficult to find.

Organising in voluntary and community groups.
National Extension College, 1992.
This title covers two sets of linked materials produced by NEC: a set of distance learning materials by Anne Stamper for people following the RSA advanced diploma in the organisation of community groups, plus a resource pack by Roger Gomm and Minna Ireland.

Organising things: a guide to successful political action.
Sue Ward, Pluto Press, 1984.
How to organise public meetings, marches and demonstrations, lobbies, petitions, conferences, festivals. Written for campaigners, useful on other fronts as well.

Participation – a tenants' handbook.
Liz Cairncross, David Clapham, Robina Goodlad. Tenant Participation Advisory Service, 1990.
Written for "tenants' groups and other tenants who may be trying to have more say over what happens to their homes and estates." Distinguishes different levels of participation from listening to control, and deals with some of the methods for involvement which may be used by landlords.

Planning Together: the art of effective teamwork.
George Gawlinski and Lois Graessle, Bedford Square Press. 1988.
Presents a theoretical model for co-operative planning by any group of people working together as a team, and a step-by-step approach with exercises. Chapters on Taking stock; Developing and sharing a vision; Linking values, policies and strategies; Prioritising aims; Setting objectives; Getting organised and staying organised; Evaluating progress. The the model and exercises can be adapted for participation processes.

Planning under pressure: the strategic choice approach.
John Friend and Allen Hickling, Pergamon Press, 1987
A comprehensive account of the strategic choice approach to planning, problem-solving and decision-making. Powerful, but not for the beginner.

Practical problem solving for managers.
Michael Stevens, British Institute of Management, Kogan Page, 1988.
The author defines problems as 'situations in which we experience uncertainty or difficulty in achieving what we want to achieve' and offers the equation 'objective + obstacle = PROBLEM.' He covers defining problems; generating ideas; solving problems in groups; evaluating solutions; and getting your solution accepted. Includes useful exercises and checklists.

Pressure: the A to Z of campaigning in Britain.
Des Wilson. Heinemann, 1984.
A practical guide to running campaigns by one of the most successful campaigners of the 1970s and 80s. Mainly about national campaigns, but also readable and relevant for local groups. See also *Citizen Action*.

Rational analysis for a problematic world.
Edited by Jonathan Rosenhead, Wiley, 1989.
Brings together in relatively accessible form 'super techniques' for problem solving like Cognitive Mapping, Soft Systems Methodology and Strategic Choice.

Reinventing government.
David Osborne and Ted Gaebler, Addison Wesley, 1992.
Contains many examples of new entrepreneurial approaches to national and local government in the US and is, apparently, required reading among Ministers and senior Civil Servants here.

Resource manual for a living revolution.
Virginia Coover, Ellen Deacon, Charles Esser, Christopher Moore. New Society Publishers, 1985.
US classic developed by people involved in non-violent social action in the 1970s 'for people who are concerned or angered by the deterioration of our society and who, because they have some sense that their efforts can have an effect for change, are looking for tools to transform it.' Relevant to campaigning and practical action. Sections cover the theoretical basis for change; working in groups; developing communities of support; personal growth; consciousness raising; training and education; organising for change; exercises and other tools; and practical skills.

Signposts to community development.
Marilyn Taylor, Community Development Foundation, 1992.
Makes community development understandable in under 40 pages: a considerable achievement.

Tenant participation in housing management.
Institute of Housing and Tenant Participation Advisory Service, 1989.
A guide to good practice based on research undertaken by Glasgow University. Covers the legal requirements of participation in housing; the pattern of participation found in research; the process; the participants; outcomes and achievements; and standards and performance.

The innovator's handbook.
Vincent Nolan, Penguin, 1989.
A volume which brings together books on problem solving, communication and teamwork written by the chairman of consultants Synectics Limited.

The Tao of Leadership.
John Heider, Wildwood House, 1985.
The author takes the 2500-year-old Chinese classic the Tao Te Ching – source of 'The journey of a thousand miles begins with a single step' – and shows its relevance for leaders (and facilitators) today. A reminder that little is new.

Training and how not to panic.
Community Education Training Unit, 1992.
A set of practical guidelines for people involved in training work with community groups, voluntary organisations and local authorities. Covers setting up and planning training events; running the training; exercises and role plays; doubts and difficulties.

Training and how to enjoy it.
Community Education Training Unit, 1989.
A collection of training exercises devised by people working in and for community groups and voluntary organisations. The exercises cover groups and meetings; publicity and campaigning; equal opportunities; finance and funding; planning and problem solving.

Understanding organisations.
Charles Handy, Penguin, 1993.
Charles Handy is the most accessible of the management gurus. He is always readable,

understands the voluntary sector, and puts people first. This book deals with key issues like culture, motivation, leadership, power and so offers insights into what makes organisations participatory or non-participatory. *Understanding Voluntary Organisations* is also available in Penguin.

Using management games.
Chris Elgood, Gower, 1990.
Guidance on developing training games, simulation and exercises.

Voluntary but not amateur.
Duncan Forbes, Ruth Hayes and Jacki Reason, London Voluntary Service Council, 1990.
A guide to the law for voluntary organisations and community groups covering responsibilities as an organisation; employment; premises; insurance; fundraising; accounts; public activities; computers; facing closure.

Working effectively.
Warren Feek, Bedford Square Press, 1988.
How to improve an organisation's self-awareness, motivation, performance (and appeal to funders) by using evaluation techniques.

Yes or no: the guide to better decisions.
Spencer Johnson, Harper Collins,1992.
Neatly uses the analogy of a journey to illustrate the main processes of decision-making. See *Yes or no* in the A-Z section.

Your organisation: what is it for?
John Argenti, McGraw Hill, 1993.
Argues strongly that all organisations must identify beneficiaries, set performance indicators which ensure value is delivered to them, and create governing bodies which represent their interests.

Useful organisation

ACRE (Action with Communities in Rural England)
Somerford Court,
Somerford Road,
Cirencester
Gloucestershire GL7 1TW
tel: 0285 653477
The national contact point for 38 county-based Rural Community Councils.

Association of Community Technical Aid Centres (ACTAC)
64 Mount Pleasant,
Liverpool L3 5SD
tel: 051 708 7607
ACTAC provides training, consultancy and project support to local groups as well as representing a national network of professionals who provide local technical support.

Association of Community Trusts and Foundations
High Holborn House,
52-54 High Holborn,
London WC1V 6RL
tel: 071 831 0033
The national body representing fundraising and grant-making *Community Trusts*.

Association of Metropolitan Authorities
35 Great Smith Street,
London SW1P 3BJ
tel: 071 222 8100
Represents metropolian local authorities. Published a recent report on local authorities and community development – see *Useful Publications*.

Civic Trust Regeneration Unit
17 Carlton House Terrace,
London SW1Y 5AW.
tel: 071 930 0914
The Unit runs a Winning Partnerships programme as well offering consultancy on urban regeneration partnerships .

Community Development Foundation
60 Highbury Grove,
London N5 2AG
tel: 071 226 5375
A non-departmental public body which aims to strengthen communities by influencing policy, promoting best practice and supporting community initiatives.

Community Education Development Centre
Lyng Hall,
Blackberry Lane,
Coventry CV2 3JS
tel: 0203 638660
The national focus for community education in the UK. Their Resources catalogue is a useful mail order source of books and other materials in the field.

Community Education Training Unit
Arden Road,
Halifax HX1 3AG
tel: 0422 357394
Produces excellent packs on training and facilitation.

Community Land and Workspace Services (CLAWS)
61 - 71 Collier St,
London N1 9DF.
tel: 071 833 2909
Gives building, landscape design and architectural advice to community groups. See *Design Game* in the A-Z section.

Community Matters
8/9 Upper Street,
London N1 0PQ.
tel: 071 226 0189
A membership network of 800 local community organisations, providing information, advice, and training.

Community Operational Research Unit
Northern College,
Wentworth Castle,
Stainborough,
Barnsley S75 3ET
tel: 0226 285426
Assists community groups by applying many of the techniques featured in this guide.

Croner Publications Ltd
Croner House,
London Road,
Kingston upon Thames,
Surrey KT2 6SR
tel: 081 547 3333
Publishers of Management of Voluntary Organisations.

Development Trusts Association
20 Conduit Place,
London W2 1HZ.
tel: 071 706 4951
The national umbrella organisation for community-based development organisations.

Directory of Social Change
Radius Works,
Back Lane,
London NW3 1HL
tel: 071 435 8171
Independent national charity which runs a wide range of training courses and produces practical handbooks. Also produces a publications catalogue including some other titles quoted in this guide.

Environment Council, The
21 Elizabeth Street,
London SW1W 9RP
tel: 071824 8411
Runs training sessions and an Environmental Resolve consultancy programme of consensus building.

Groundwork Foundation
85/87 Cornwall Street,
Birmingham B3 3BY
tel: 021 236 8565
The Foundation funds and support a network of 34 local Groundwork Trusts, which are public, private and voluntary partnerships engaged in environmental work.

Information for Action Ltd
PO Box 277,
Brighton BN1 4PF
tel: 0273 724575
A software consultancy which produces the specialist Cata-LIST database designed for community groups.

Lincolnshire Wolds Publications
The Buttermarket,
Caistor LN7 6UE.
tel: 0472 851558
Publish *Community enterprise from the bottom up.*

Local Government Management Board
Arndale House,
Arndale Centre,
Luton LU1 2TS
tel: 0582 451166
Represents and supports local authorities through research, training and publications.

London Voluntary Service Council
68 Chalton Street,
London NW1 1JR
tel: 071 388 0241
Publishes a number of the books on management of voluntary organisations mentioned in this guide.

National Association of Councils for Voluntary Service
177 Arundel Court,
Sheffield S1 2NU.
tel: 0742 786636
Will provide details of your local Council for Voluntary Service, which will be a contact point for voluntary organisations in your area.

National Council for Voluntary Organisations (NCVO)
8 Regents Wharf,
All Saints Street,
London N1 9LR
tel: 071 713 6161
The national body for the voluntary sector.

National Extension College
18 Brooklands Avenue,
Cambridge CB2 2HN
tel: 0223 316644
Publications and courses.

Neighbourhood Initiatives Foundation
The Poplars,
Lightmoor,
Telford TF3 3QN
tel: 0952 590777
See *Planning for Real* in the *A-Z section.* NIF sells a range of packs and also offers consultancy support on participation.

Newcastle Architecture Workshop Ltd
Blackfriars,
Monk Street,
Newcastle upon Tyne NE1 4XN.
tel: 091 261 7349
The workshop is an educational charity providing an environmental education and community technical aid and design service. See *Awareness through to action* under *Useful Publications.*

Partnership
13 Pelham Square,
Brighton BN1 4ET
0273 677377
Offers consultancy and training on participation and partnership organisations; where you can contact the author of this guide.

Planning Aid for London
Calvert House,
5 Calvert Avenue,
London E2 7JP.
tel: 071 613 4435.
Provides advice on town planning issues and encourages people to become involved in shaping their environment. Can provide addresses of similar organisations elsewhere.

Priority Focus Team
Town Hall,
Surrey Street,
Sheffield S1 2HH
tel: 0742 734024
See *Priority Search* in the *A-Z section.*

Radical Improvements for Peripheral Estates (RIPE)
C/o Middlesbrough Borough Council,
First floor,
Corporation House,
Albert Road,
Middlesbrough TS1 2RU.
tel: 0642 245432
Published *Limbering up,* a study of community empowerment on peripheral housing estates.

Royal Institute of British Architects
Community Architecture Resource Centre,
66 Portland Place,
London W1N 4AD
tel: 071 580 5533.
The resource centre organises training for community groups developing building and environmental projects, and administers a fund for groups undertaking feasibility studies. Also supplies information on architects who will help groups.

School for Advanced Urban Studies
Rodney Lodge,
Grange Road,
Bristol BS8 4EA
tel: 0272 741117
Research, consultancy, training and publications, including work on issues of participation and partnership.

Shell Better Britain Campaign
Red House,
Hill Lane,
Birmingham B43 5BR
tel: 021 358 0744
A partnership of 15 organisations with Shell UK, providing information, grants and advice to local groups. The free Guide to a Better Britain is an excellent source of ideas and help about community-based environmental projects.

Standing Conference for Community Development
356 Glossop Road,
Sheffield S10 2HW
tel: 0742 701718
A 'network of networks' for activists, paid workers and organisations in the field. Call for details and local contacts.

Stradspan Limited
Sheffield Science Park,
Arundel Street,
Sheffield S1 2NS
tel: 0742 724140
Supplies software for the *Strategic Choice* decision-making technique.

Tenant Participation Advisory Service
48 The Crescent,
Salford M5 4NY
tel: 061 745 7903
The national organisation promoting and supporting tenant participation.

Volunteer Centre UK
29 Lower Kings Road,
Berkhamsted,
Herts HP4 2AB
tel: 0442 873311
Runs courses for people working with volunteers, provides help and advice to groups, and publishes useful materials.