



REPORT

on the

COMMUNITY

ENGAGEMENT

AND CONSULTATION

for

POPLAR

NEIGHBOURHOOD

COMMUNITY BUDGET

August 2012



Contents

About the NCB programme	4
Neighbourhood Level Community Budget (NLCB)	4
Poplar Neighbourhood Community Budget (PNCB)	4
Co-commissioning Approach	4
About LAP6	4
About Kaizen	4
Targets and Aims	5
Target	5
Definition of Community	5
Aims	5
Kaizen approach to community engagement and consultation	6
Project Phases	6
Methodology	7
Questionnaire design	7
The Kaizen Team	8
Experience of Partnership	8
What we did	9
Where we sampled	9
Headline Stats	10
Summary of the data	11
How Representative	11
Priority Themes for the PNCB	14
Attitudes towards civic participation	17
Reasons for not getting involved	17
Interest in Involvement in the PNCB	19
Knowledge of PNCB	19
Past involvement in other consultations	19
How respondents want to be involved in the PNCB	19
Other areas of enquiry	21
Volunteer Experience	21
Access to Internet	21
Training Needs	21
What is currently working in joined up services	22

Findings	23
Limitations	23
General points	23
Most important themes to prioritise	23
Respondents' current level of and attitude to civic participation	24
Interest in being involved in the PNCB	25
What is working regarding joined up services	25
Recommendations	26
Theme Choice	26
Involvement Opportunities	26
Overcoming Barriers to community influencing local services	29
Engagement	32
Future Consultations	34
Open Data	35
Delivering on the aims	35
Appendix A – Summary of Data	37
Appendix B – Individual Questionnaire	52
Appendix C – Group Questionnaire	54
Appendix D – Strategic Engagement Plan	56
Appendix E – List of organisations contacted	66
Appendix F – Short example bios of interviewees	67
Appendix G – Further information about PNCB Partners	68
Appendix H – Further information about Kaizen	69
Appendix J – LAP6 Map & survey zone	71

About the NCB programme

Neighbourhood Level Community Budget (NLCB)

“Fourteen areas are to pioneer a public service revolution that will slash financial red tape and duplication so they respond to local need and save taxpayers’ millions” Local Government Secretary, Eric Pickles.

The NLCB is a project of the Department of Communities and Local Government (DCLG). Its aim is to give local councils, communities and people greater financial autonomy through Community Budgets. To this end local public service partners work together to redesign services around the needs of the community, improving results, reducing duplication and waste, and in doing so, saving significant sums of public money. The NLCB does not inject new money into these areas, but supports the pilot neighbourhoods to use existing public expenditure budgets more effectively. The Poplar Neighbourhood Community Budget (PNCB) was selected as one of 10 “neighbourhood level” pilot areas.

Poplar Neighbourhood Community Budget (PNCB)

The areas included in the PNCB are Mile End East and Bromley by Bow wards, also known as Local Area Partnership 6 (LAP6). The main partners are Poplar HARCA, the Bromley by Bow Centre, St Pauls Way Trust School, Andrew Mawson Partnerships and Doctors from four Health Centres across the area. In addition, there is a wide range of other partners who will deliver aspects of the programme (Appendix G).

Co-commissioning Approach

A key dimension of the Community Budgets as laid out in the Prospectus issued on 17 October 2011 is, “that residents play a fuller and more equal role in a co-commissioning approach.” Indeed the pilots aim to test how control of services and the budgets run through them can be devolved to communities and neighbourhoods. For the PNCB it was therefore crucial that community engagement be a central aspect of the initial phase of co-designing services.

To this end, Kaizen was appointed to develop and deliver a comprehensive community engagement and consultation.

About LAP6

The 2 wards comprising LAP6, Bromley by Bow ward and Mile End East ward are among the most deprived wards in London. They have a very young population with over 50% of the residents being under age 30. Resident population is estimated to be approximately 28,000 with 2 predominating ethnic groups (White and Bangladeshi) while also having a very rich diversity of other residents. Unemployment, particularly among young people, is high and even after graduating from University, residents are disproportionately unemployed compared to peers from more affluent wards.

LAP6 has some of the lower crime rates for the Borough, in almost all categories. It also benefits from having some very strong, established and highly networked anchor organisations, including the PNCB partners amongst whom are leading organisations in the community sector. There is significant redevelopment taking place (or recently completed) in the area, including a new school, new housing, and a new community centre. Community bonds are in many ways strong, particularly within faith and community organisations and their networks.

About Kaizen

Kaizen are an innovative social business with a proven track record of designing and delivering programmes in the community sector. Kaizen has many years experience in conducting community engagement processes, and in particular at reaching harder to engage groups. We are a leading organisation in the development of engagement theory - arguably at the forefront globally in engagement thinking and practice, providing consultancy on this within the UK and internationally. Kaizen’s strategic engagement models are being used by organisations across the community sector and have been shown to be applicable in all types of project engagement. There is more information about Kaizen in Appendix H.

Targets and Aims

Target

The key target was to talk with at least 1000 members of the local community who were broadly representative of demographics.

Definition of Community

In consultation with project partners it was decided that the community would be defined as **anyone who lives, works, studies or has an interest in the LAP 6 area**. This is a definition of community that was proposed by Kaizen which we use on all our community projects as it includes the full range of people who could be connected to the area. The advantage of this definition is that it gives a much richer and fuller response from the actual community, rather than just hearing from residents. The disadvantage is it is impossible with this definition to get accurate demographic data to compare the sample to. A decision was made to consult with community members over the age of 9, rather than also include younger members of the community.

Aims

While the primary focus of the community consultation was to solicit the views of community members, the approach also set out to place the consultation within a wider context and process of community engagement.

Direct Aims

- Raise awareness about the PNCB project
- Have a representative section of the community express view on what theme to prioritise
- Build a list of people who want to be involved in the NCB process in the future
- Build a list of community members who would be interested in suggesting ideas to improve service delivery as part of the PNCB process
- To actively engage less heard groups in the community
- Using a variety of methodologies to reach different groups and to provide data and conclusions with higher reliability
- To give the PNCB team the information it needs to make a decision on how to prioritise and to catalyse community support for the PNCB

Indirect / Additional aims

- Make a list of people who would be interested in local volunteering opportunities to allow for them to be directed to local opportunities
- Help create a sense of positive change in the community (“Despite the cuts, things *are* happening here”)
- Promote the Poplar Blog (<http://www.poplarblog.co.uk/>) to increase traffic and help make it a viable and valuable community resource
- Increase professionals understanding of local barriers to community participation
- Add value to other activity in the area with which we share goals e.g. the *Your Shout* consultation and the Race online activity
- To find out specific things that individuals would like training in, so that they can be signposted to current training offers, or potentially new training could be developed if areas emerged that were not currently being offered.

Kaizen approach to community engagement and consultation



Project Phases

There were 3 clear phases to the project:

1. Design and Development
2. Engagement and Consultation
3. Analysis and Reporting

Design and Development Phase

- Scoping and design meetings with partners
- Reviewing documents (e.g. past consultations and programme specific information)
- Getting clear on and agreeing intended outcomes and outputs from the consultation
- Preparing all the paperwork (questionnaires, interview schedules, tracker, poster)
- Drafting and finalising strategic plan (included in Appendix D)
- Drafting the operational plan
- Field testing questionnaire and adapting content as needed (final questionnaires are included in Appendix B and C)
- Development of online survey instruments
- Setting up the Kaizen team



Engagement and Consultation Phase

- Staged process with an initial burst of consultation followed by first analysis to identify targeting needs for second phase of consultation
- Development of the focus group protocol once we are able to identify core themes from the first phase of the consultation
- Making initial contact with all the local community centres, schools, housing associations and other local groups
- Using a variety of methodologies for engagement and consultation
 - Assertive outreach
 - Individual interviews
 - Snapshot group interviews
 - Focus groups
 - Key informant interviews
 - Phone interviews
 - Online questionnaires
 - Attending events to sample at them
- Ongoing close monitoring of sample demographics and re-targeting as needed

Analysis and Reporting Phase

- Analysis of all the data – qualitative and quantitative data
- Hand coding and identification of key themes
- Drafting report
- Finalising reports (programme and community) and other communication mediums
- Presenting report
- Debrief of process with PNCB team

Methodology

The consultation process had as a key aim to actively engage community members, and so interviews were conducted in person in all types of settings and community locations providing greater opportunities for rapport to be established. It also allowed interviewers to reach those who may not be willing or comfortable to talk on the phone. We did have an online survey and a link to it was promoted through partners. However, there was a very low uptake through this means and all but a handful of the interviews were conducted in person.

The sampling method chosen was therefore purposive. The use of proportional quota sampling along with the large number of interviews ensured a more representative sample. The team of eight interviewers were provided a demographic profile of the Borough taken from the two ward profiles for LAP6. They aimed to interview as broad a cross-section as possible of the community that included the major demographic characteristics of the population over age 9. Mid way through the process, as data from the surveys were summarised, interviewers were asked to specifically target groups underrepresented in the survey responses.

A total of 795 individuals were interviewed individually, and 375 individuals participated in a total of 122 group interviews. Response rates for the questionnaire varied. On average approximately 1 in 4 people who were asked stopped to complete the questionnaire. Knocking on doors generally resulted in a lower response rate of approximately 1 in 10.

Response rates also varied by location, with daytime generally proving better than evenings. The weather also had some impact, with rainy days proving more challenging, although interviewers often went with people to dryer locations to complete questionnaires. Finding locations where individuals were not on their way somewhere, such as parks, churches, cafes and fetes was also successful, as people generally had more time to chat. Additionally at the summer fete, Poplar HARCA provided support to guide people to the interviewers.

Data was summarised quantitatively and reliability of data was established by using a consistent interview schedule. The data for the group and individual interviews is summarised separately as group responses cannot be associated with a particular individual, and those responses are emerging from consensus decision making, rather than individual preferences.

The main threat to validity is social desirability, since interviewees may have an idea of what is a “correct” answer, and this may have affected the honesty of participants. However, the fact that there was consistency between group and individual interviews indicates reliability of the data.

Qualitative data was also collected to create a richer picture of what community members feel about service integration. These included 5 focus groups. 3 of these were conducted with a range of 4 - 20 young participants between the ages of 9-11. One focus group was held at the Bromley-by-Bow Centre and another held at a local Mosque. Twenty-one Key-informant interviews were also conducted by telephone. All of the people interviewed were engaged during the community engagement process.

The focus groups and key informant interviews focused in more depth upon perceptions of service delivery and integration. Responses were transcribed and hand-coded and thematic analysis revealed key themes. These themes were analysed quantitatively to reveal priority themes for those interviewed.

Questionnaire design

The questionnaire was designed to be able to be completed in about 5-10 minutes and to take the respondent through a conversation creating relationship, to bring out the key consultation areas as well as other information (capitalising on the process). The draft questionnaire was shared with the project partners and their suggestions for changes and alterations fed into the final design. The questionnaire contained a mixture of open and closed questions and was designed to bring out the direct and indirect consultation information in a relationship building process.

An initial round of pilot interviews was conducted to field test the questionnaire. As a result, interview questions were fine-tuned. The field test was conducted by Jonny Zander, (Kaizen Director who heads up all our engagement work) and one of the team of 8 interviewers. In the field test, interviewers reported encountering lots of people who were in small groups who were not willing to break off to complete an individual survey. A group interview was therefore developed; to allow interviewers to engage, talk to and consult with groups asking some of the same questions as in the individual interviews. This proved to be a very successful addition and enabled us to engage with many people who we would otherwise have missed. Demographic information was also collected for people participating in the group interviews. Fewer questions were asked in the group questionnaire, which is why in the report some of the data is only sourced from the individual questionnaires.

The Kaizen Team

Eight interviewers worked on the project. They were chosen because of their expertise on community engagement and their knowledge and experience in these communities. They ranged in age from 22 to 49. A quarter of them live in the Borough, and they represent some of the diversity of residents they were aiming to interview. The team are all trained and have extensive experience engaging and developing rapport with people and in working with Kaizen on our engagement projects. The team included:

- Community engagement specialists
- Youth professionals
- Experts in conflict resolution and community mediation (including 1 who lives in LAP6)
- An award winning documentary film maker and national champion of young people in the care system
- A law student who had interned with Kaizen and lives in the area
- A psychotherapist
- A student in her 3rd year of training to be a primary school teacher
- A social entrepreneur who is director of operations of a charity that works with young men
- A very experienced Local Authority senior manager
- A graduate of the Young Foundation Uprising Leadership programme

The design of the research methodology and the delivery of the thematic analysis was conducted by 2 highly experienced programme evaluators, who each have more than 15 experience of this type of work. Having 2 evaluators work on the data gives additional strength to the findings.

The team was managed and coordinated by Kaizen directors, and overall managed by Jonny Zander who heads up all our engagement work.

Experience of Partnership

We experienced a very high degree of support and partnership in the delivery of this project. This enabled us to go deeper and engage more people in the course of the project than would otherwise have been the case. In particular we want to highlight the following:

- All the contact information bar one phone number we were given at the outset was accurate; this may not sound significant but in 20 years of running engagement processes we have *never* experienced this. Normally the information is out of date, people and organisations have moved etc. The fact that this was accurate as well as being provided to the timeline agreed (again, almost never experienced before) meant that we didn't have to spend time trying to track down potential organisations to sample and could focus on the sampling itself.
- Without exception, all the organisations we contacted were very helpful and welcoming. Some had received introduction emails from key partners such as the Bromley by Bow Centre and Poplar HARCA. Many heard about us for the first time when we called them or sometimes turned up on their doorstep if the interviewers

came across the organisation as they were wandering through LAP 6, such as the Mental Health Housing Association. We were welcomed into churches and mosques, where the pastors and imams told their congregations about the consultation and encouraged people to talk with us.

Many Centres, such as the Linc Centre and Burdett Centre invited us to come in as often as we want for however long we want, help ourselves to tea and coffee and use the facilities. Organisations like Bromley by Bow Centre and Poplar HARCA set up focus groups for us and responded instantly to any questions and requests that came their way. Another point that was notable for us was the fact that as we were speaking with people in the community, time and time again, they suggested we go to the community centres as that would be the place to meet a wide range of people. Again, this was different than in many communities as we often come across community centres that are used by only certain groups of people or hardly used at all.

- Community members were almost entirely friendly and helpful too. They suggested other places to go sample and introduced us to contacts of theirs, their friends and family members. In addition to answering the questions on the questionnaires, many hundreds of people told us their life stories ranging from being part of gangs; what it was like to live in the area for the past 50 years and all the changes they saw; shared family stories and hopes and values. They talked about the things they were passionate about and described the things in their life and communities that they wanted to make happen such as a Bengali man in his 70s wanting to set up a dance group for elderly people; a black man in his 20s setting up a live tv studio; and a white man in his 40s wanting to go to college and get a degree.

What we did

Face-to-face interviews were conducted in a range of places and at a variety of times and days of the week between 7:30 am – 12:30 am. This ensured that the same types of people were not being interviewed, e.g. people more likely to be out early in the morning or later in the evening.

Interviewers followed the same interview schedule with interviews usually taking between 5-10 minutes. However interviewers noted that once they got talking with someone, they were often really keen to talk, so some interviews lasted longer. The conversations our interviewers had with community members were very wide ranging and give an indication of the speed with which Kaizen team members are able to create relationship. Examples of this include:

- Respondents sharing about past and current gang membership
- One of our interviewers even met someone who turned out to be a distant cousin who they had never met before. This emerged when they got into discussion about where in the Caribbean their family came from.

One of the eight interviewers spoke Bengali, and they targeted people from that community who did not speak English, including going to mosques around prayer time. Some of the other interviewers mentioned engaging elders from the Bengali community who did not speak English. In some instances a younger family member translated for them.

As the consultation period went on, more and more relationships were built and we were able to access deeper into the community. An example of this was getting invited to come and present about the project on N-TV.

Where we sampled

We talked with people from all walks of life and in all kinds of places, from kids in primary schools, to individuals with mental health challenges in the park to heads of companies, heads and governors of schools, Imams, vicars, people in churches and mosques. We stopped people on the streets, knocked on doors, met long lost family members, and escorted people under umbrellas in the rain to their destination.

Locations for interviews included:

- Community centres
- Doctors surgeries and health centres
- Primary and Secondary Schools (both inside and outside the school gates)
- Parks
- Churches and mosques
- In estates including via door knocking
- Children's centres
- Mum's and Toddlers group
- Shops
- Cafés, restaurants, pubs and fast food places
- Hairdressers
- At the sports centre
- Fetes
- Bus stops and train stations (including outside the station)
- At the skate park
- On the canal side
- In parenting groups
- In the Mental Health Housing Association
- At the mechanics (with people waiting for a new tyre)
- Toy library
- On the street



Headline Statistics

- Number of individual Interviews: 795
- Number of group interviews: 122 interviews with 375 people participating
- Total number of people interviewed: 1170
- Number of focus groups: 5
- Number of key informant interviews: 21
- Age range of respondents: from 9 – 80+
- Sampling range in times of day: from 7.30am to 12.30am
- Sampling range, days of week: all days of the week
- Gender: 48% male 52% female
- Disability: 10% said they considered themselves to be disabled
- 86% of individuals (90% of groups) said community members have a responsibility to do their bit to improve the area, either a lot or to some extent
- 68% of individuals and 59% of groups expressed a desire to be involved in shaping services in some way.
- 36% of individuals and 39% of groups felt they could influence services either a lot or quite a bit
- 43% of individuals said lack of time was a key barrier to getting involved
- 25% of individuals said not knowing what was possible was a key barrier to getting involved
- 75% of those who stated they don't know what's possible, also said they would like to be involved.
- 19% of individuals said the attitude of professionals was a key barrier to getting involved
- The top theme priorities cited by individuals were health (28%), jobs (20%), education (18%) and youth(18%)

- The top theme priorities cited by groups were jobs (22%), youth (20%), health (20%) and education (14%)
- The combined top theme priorities are health (25%) followed by jobs (22%) Lowest priorities for all were social care, training and enterprise
- For individuals health (21%) and jobs (21%) are the top overall rated priorities with education (20%) and youth (16%)
- Group responses rated the top four priorities in slightly different order: jobs (23%), youth (22%), education (17%), and health (16%)
- 78% of individuals had heard “nothing at all” about the PNCB, and a further 16% had heard “not much” or “a little”
- 92% said they had not heard of the Poplar blog before. Only 1% had heard of it and used it
- 57% of individuals said their views had not been consulted at all, and a further 28% said a little or not much
- Only 25% of individuals stated that they would *not* like to be involved
- 408 of the individual respondents (56%) stated they would like to be kept informed about the progress of the project
- 216 of the individual respondents (30%) want to be asked their opinion on which services should be funded
- 113 of the individual respondents (16%) expressed interest to be involved in strategic decision-making
- Of the 81% who are not currently volunteering, 31% expressed an interest in volunteering
- The most popular potential area for volunteering was youth (55%) followed by education (26%) and sport (22%). Women were more likely than men to want to volunteer in health (26% versus 12%), youth (59% compared to 49%) and with older people (35% versus 17%). Men were more likely to want to volunteer in sport (28% versus 18%)
- 12% of the individual respondents have little or no access to the internet
- 621 people gave us their contact information

Summary of the data

How Representative

To help to show how representative the sample of survey respondents are, comparison was made with 2010 ward profiles for Bromley-by-Bow and Mile End. The ward profiles mostly use data from the Census 2001, and so are not accurately representative due to population churn. Further, they also show only people living in LAP6, and not those who work, study or have a strong connection to the area, while the community consultation specifically sought to include these groups.



Of the people we interviewed:

- 70% live in LAP6
- 15% work in LAP6
- 4% study in LAP6
- 11% have some other kind of connection to the area

Therefore, while we are able to compare to the known demographic stats of the LAP6 area, we are very aware that the comparison is indicative of representativeness rather than being an accurate comparison to the local *community as defined for this project*.

Ward representation

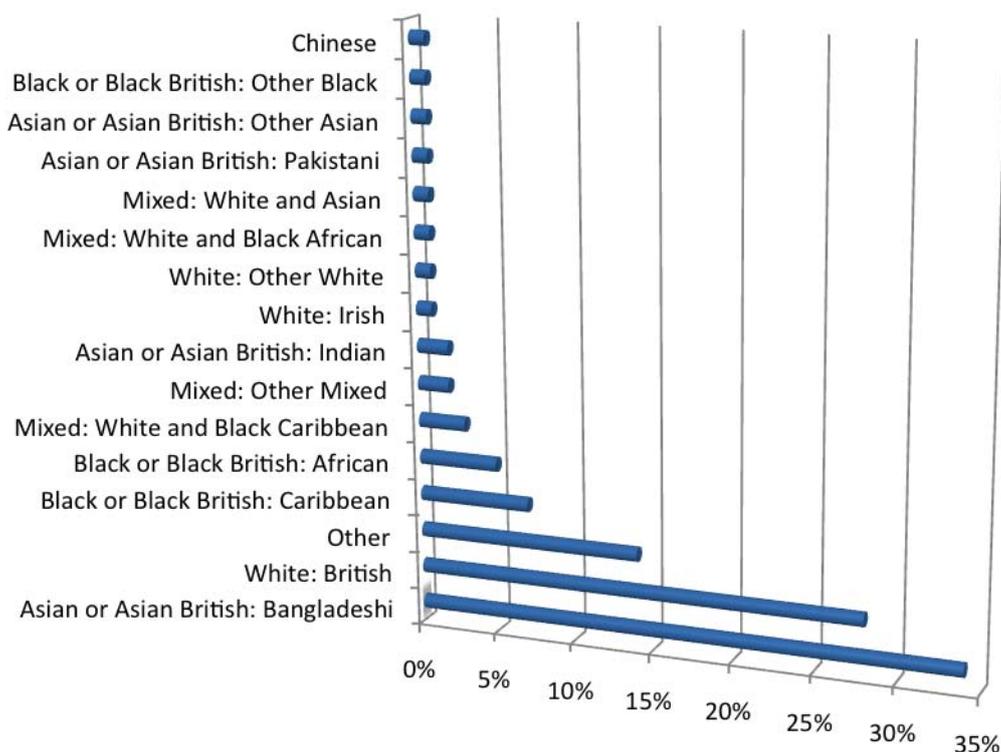
Almost twice as many of the sample were from Bromley-by-Bow ward as from Mile End East Ward (66% versus 34% of individuals and 72% versus 28% of groups). This was despite equal efforts made on the part of interviewers in both wards. We recognise that ward names and boundaries do not always correspond to how community members themselves call their areas. Therefore it is possible that residents who said they lived in Bromley-by-Bow actually live in Mile End East, but that they associate themselves as being part of the wider Bromley-by-Bow area and community. In our engagement design phase we divided LAP6 into 6 zones (zone map included in Appendix J), which enabled us to ensure that we were spending similar amounts of time in the different parts of LAP6. For each shift, interviewers would be given a specific zone to concentrate their efforts in.

Gender

There is an equal gender split between LAP6 residents according to ward profiles. The sample had slightly more women than men (52% to 48%).

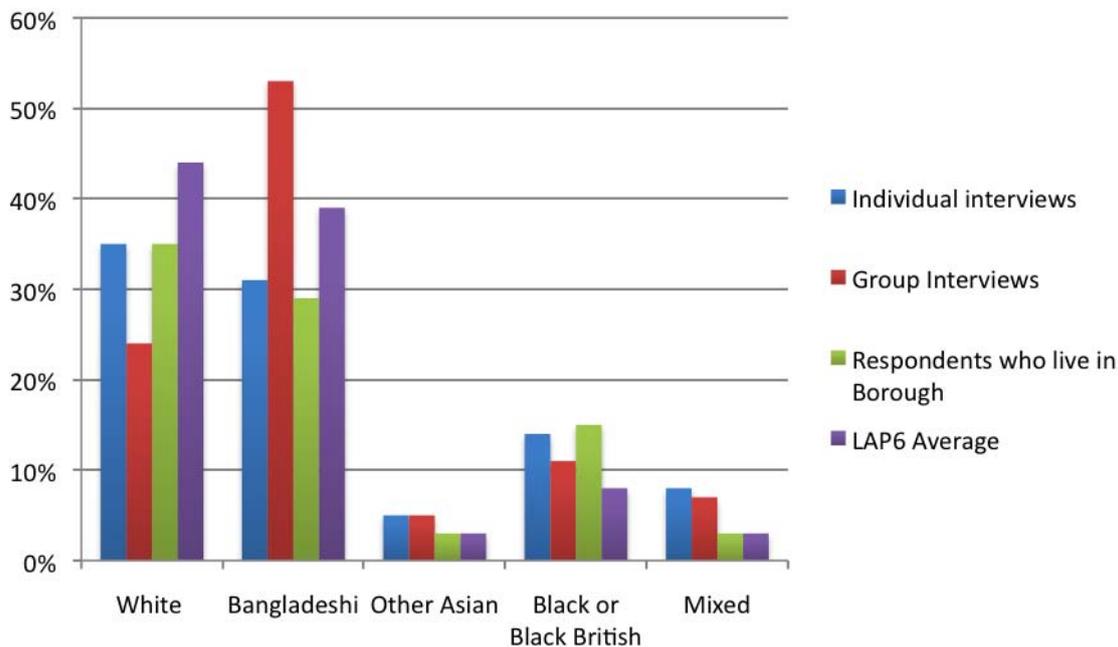
Ethnicity

LAP6 residents are very ethnically diverse with two dominant ethnic groups: the White and Bangladeshi communities. The following chart shows the declared ethnicity breakdown of the people we surveyed:



Responses in the “other” category included: African Asian, Turkish, Latin American, Brazilian, Italian Bengali, Londoner, Moroccan, Maltese, White European, Black American and Bengali Phillipino. Less than 5% of respondents chose to not answer this question.

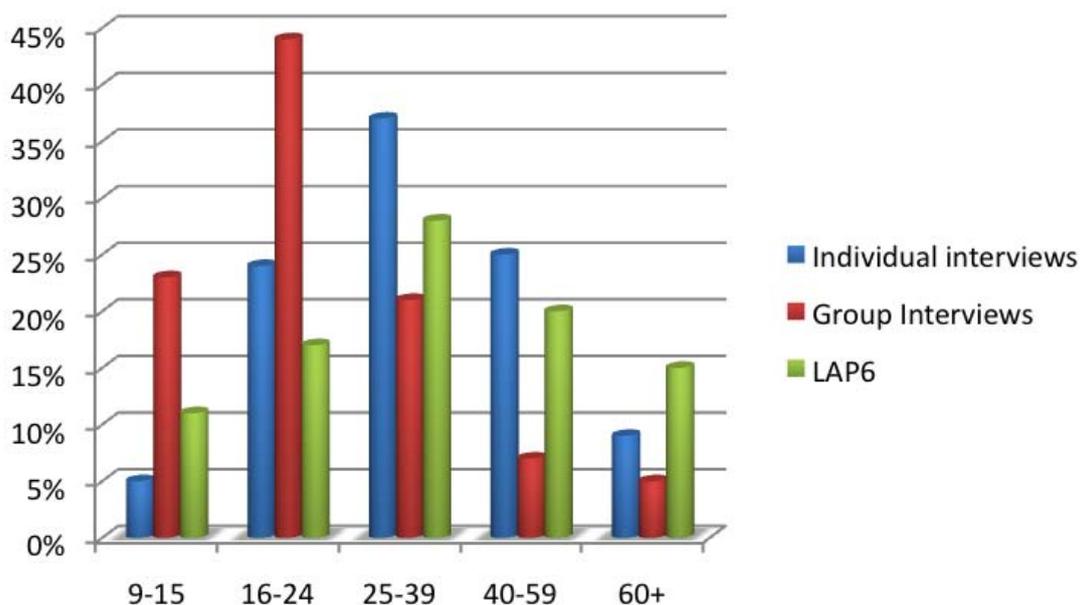
As the following table shows, **the mix of people engaged through this process is close to what we know of the resident population of LAP6.**



Age

Both wards have particularly young populations with over 50% of residents being under the age of 30.

The table below shows the range of age of interviewees



Disability

- According to data from the 2001 census, around 9% of the area claimed incapacity benefit.
- This compares to 10% of sample respondents.

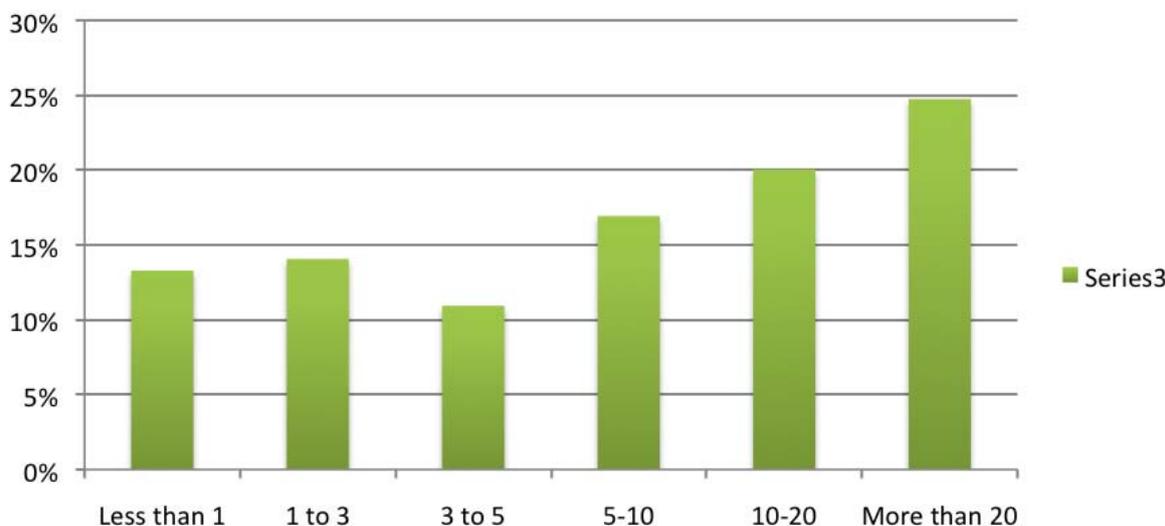
Employment rates

It is known that a significant percentage of the community are not currently in work. This was reflected in the sample:

- **39% of respondents over the age of 16 who live in the area stated that they were not working** at the moment.
- A significantly higher number (56%) of respondents between the ages of 16-24 are not working.
- It is important to qualify this by the fact that there was no option to select both live and study on the survey so some of the people who were not working predictably were studying.

Length of Time Connected to the Area

It is known that the area includes both very long-standing residents and also a high number who have moved to LAP6 more recently. **Many of the individual survey respondents had long-term connections to the area.** The chart below shows a range of 13% with less than a year in the area, and 25% with more than 20 years.

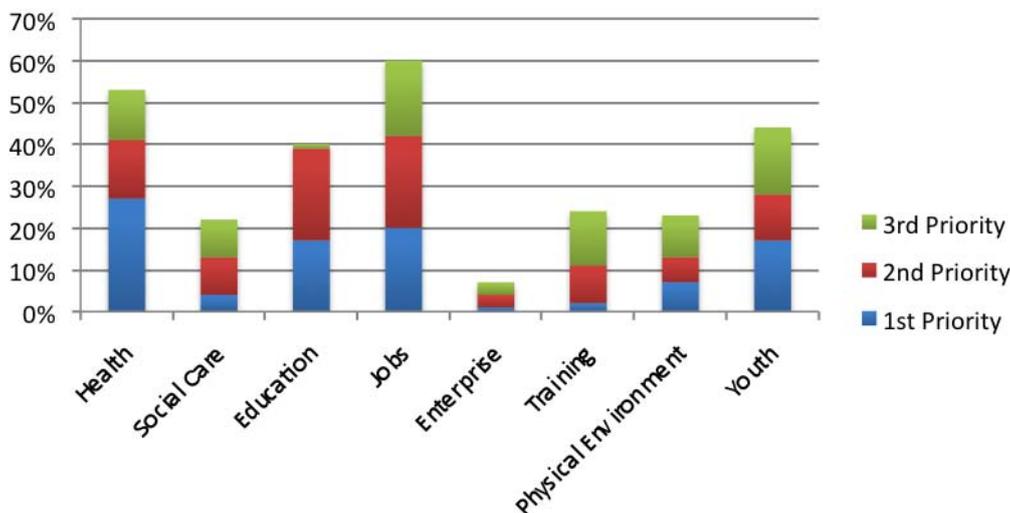


Priority Themes for the PNCP

The overarching purpose of the engagement and consultation was to ask community members what they felt should be priority themes for the PNCP. A list of eight possible themes was provided and respondents asked to prioritise their top three. We have data for individual top preferences, group top preference, and then also for a calculation where we take into account second and third preferences as well.

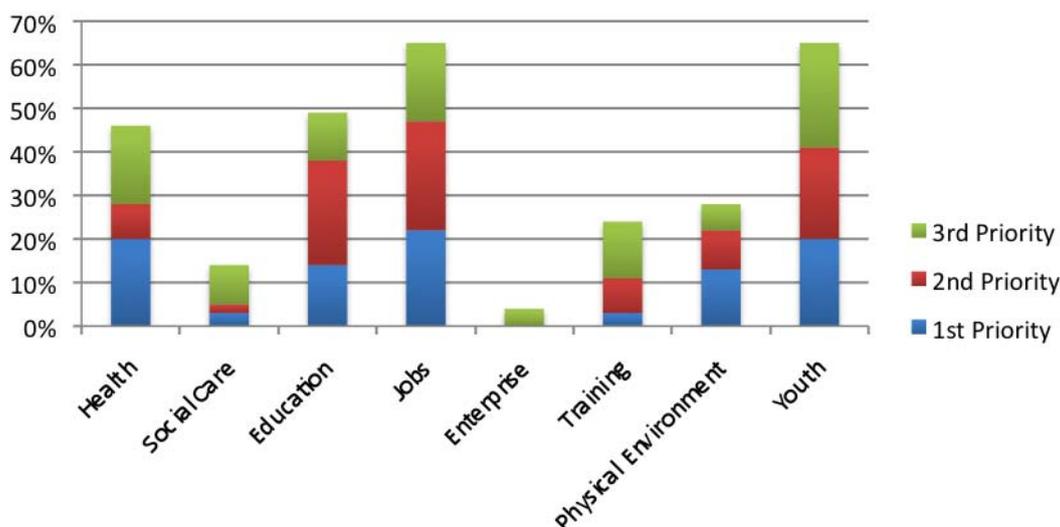
The following table shows the percentage of individual respondents who selected a given priority.

Individual Responses



- The top priorities cited by individuals were health (28%), jobs (20%), education (18%) and youth (18%).
- Lowest top priorities were social care (5%), training (2%) and enterprise (1%).
- **All ethnic groups selected the same top 4 priorities** consistent with all respondents: health, jobs, education and youth.
- Comparing individual priorities to those of the different age groups reveals some differences, although the highest and lowest priorities remain consistent.

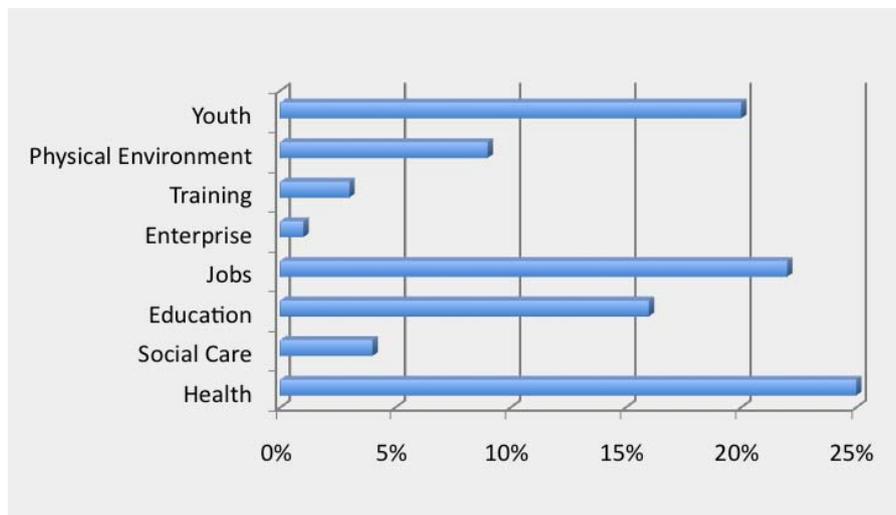
Group Interview Responses



- Group respondents most frequently selected the same top 4 priorities but in slightly different order: jobs (22%), youth (20%), health (20%) and education (14%).
- Groups had the same lowest priorities of social care (3%) and enterprise (3%) and enterprise (0%).

Combined Top Priority Theme

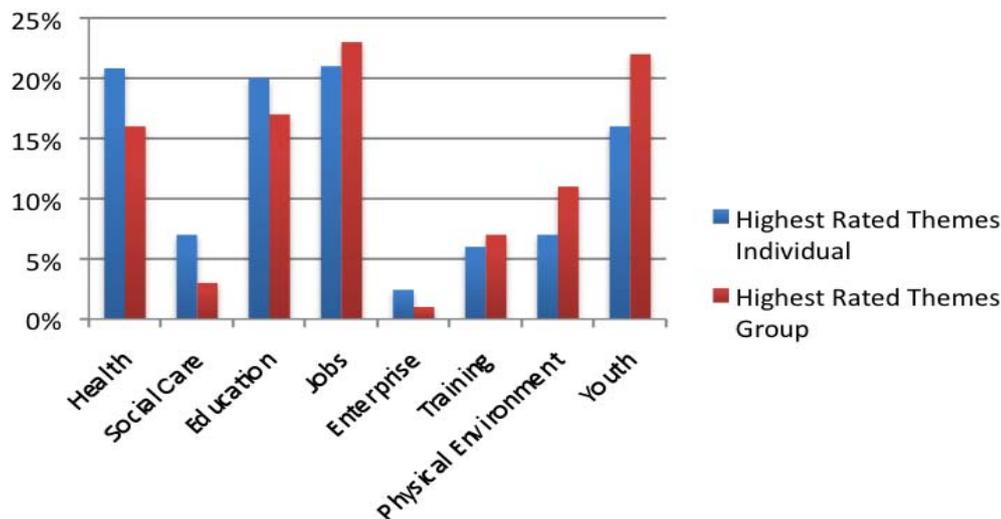
Combining the top priority choices (from individual and groups) gives us the following breakdown:



Health is rated as the top first choice with 25%, followed by jobs on 22%, youth on 20%.

Highest rated themes

Given that we asked respondents to give their top 3 priorities we have rated the themes to include all 3 priorities. To place the chosen priorities in order of importance each was given a value: 1st priority = 3; 2nd priority = 2, and 3rd priority = 1. The sum of each category was calculated as a percentage of the total of all categories (called Value Rating). The following table shows the differences between individual and group value ratings.



Key Differences

A few differences emerged:

- **For individuals health (21%) and jobs (21%) are the top rated priorities** with education (20%) a close second and youth fourth (16%).
- **Individuals scored enterprise (2%) and training (6%) as the least important.**
- **Group responses rated the same top four priorities in slightly different order:** jobs rated highest (23%) followed by youth (22%) education (17%) and health (16%).
- **Enterprise (1%) and social care (3%) were the least important for groups.**

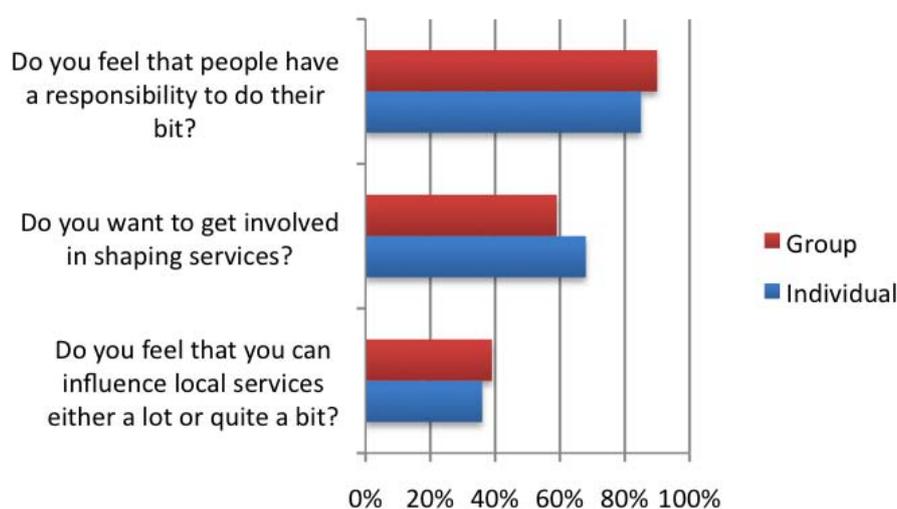
Attitudes towards civic participation

Overview

A number of questions were asked to establish how responsible and able to participate community members already feel. They were asked:

- Do respondents feel that people have a **responsibility to do their bit to improve their communities** and neighbourhoods?
- How much do respondents feel that they **can influence local services**?
- Do they feel a **desire to be involved**?

Responses showed that, **while respondents felt that people have a high degree of responsibility** to improve their local communities, **they expressed less desire to be involved and even less belief that they could actually influence local services**:



- **85% of individual respondents and 90% of groups, felt that people have a responsibility to do their bit to improve their neighbourhoods** and communities either a lot or to some extent.
- Slightly fewer individuals 68% and groups 59% expressed a desire to be involved in shaping services in some way.
- This compared with **only 36% of individuals and 39% of groups who felt that they could actually influence local services either a lot or quite a bit.**

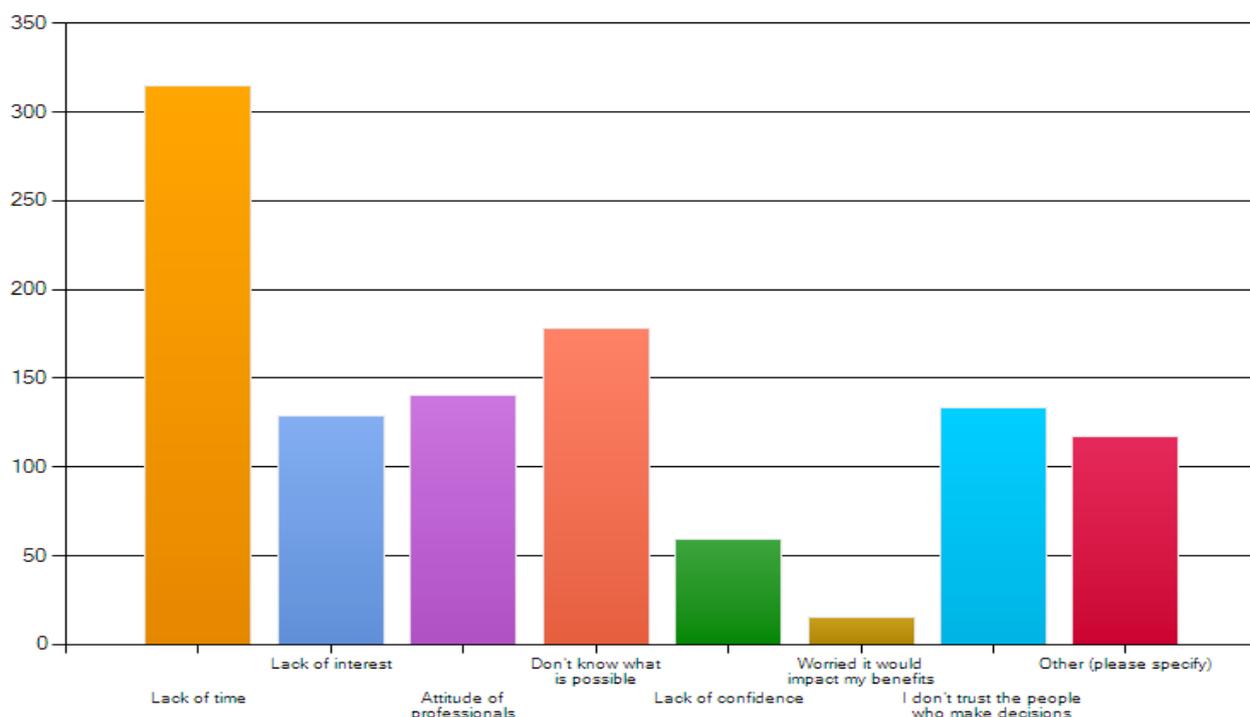
Reasons for not getting involved

Respondents to the individual questionnaires were given a list of possible reasons/barriers that stop them from influencing local services more (listed in the table below). Some reasons given were intrinsic and therefore less within the immediate control of local organisations, such as lack of time (43.5%) and lack of confidence (8.1%). Respondents also had the opportunity to list additional reasons. Interesting additional reasons included “no one is listening” (very common); “don’t know who to talk to”; “red tape”; and physical or mental health barriers.

Lack of time was the most common reason they cited for not getting involved, and does seem linked to availability:

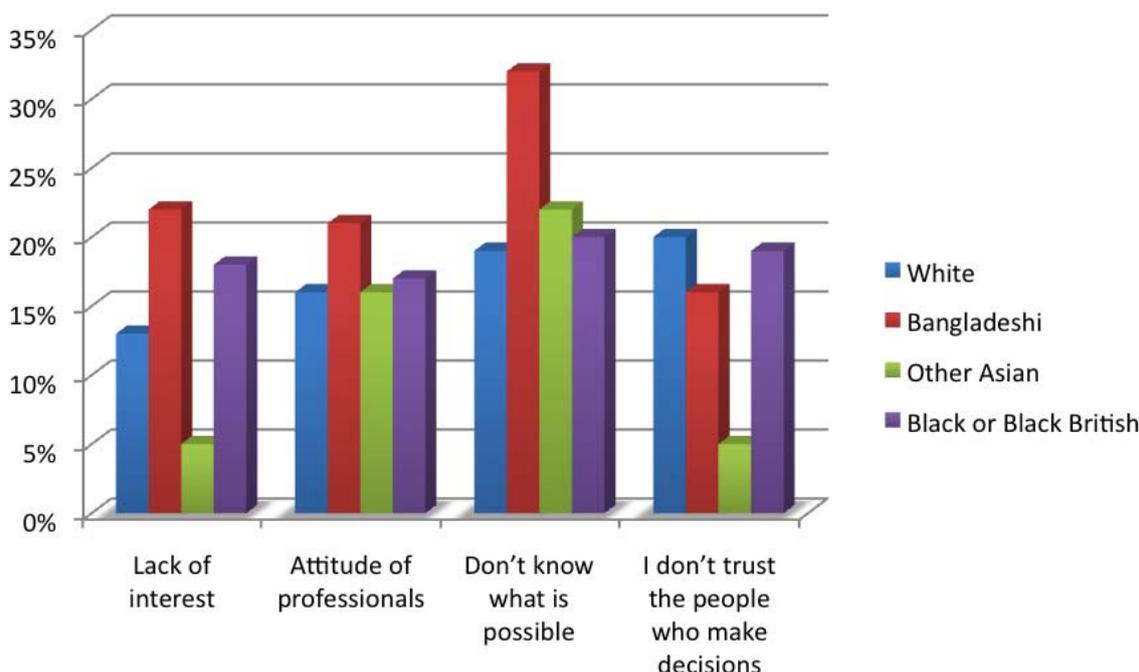
- Working age people were more likely to cite lack of time than those under 16 or over 60.
- Those respondents working full or part time (52%) were much more likely to cite lack of time as retired people (23%) or unemployed (36%).

Are any of the following stopping you from influencing local services more?



There was some variation in response based on ethnicity.

- **More Bangladeshi respondents (21%) cited attitude of professionals**, with White respondents being less likely to say this (16%).
- **White (20%) and Black (19%) respondents were more likely to say they do not trust professionals** than other respondents.
- **Bangladeshi respondents were far more likely to cite as a reason not knowing what is possible (32%)** than other respondents (average 20%).



Interest in Involvement in the PNCB

Knowledge of PNCB

The community consultation was successful in speaking with 1,170 people through individual and group interviews. 795 individuals were asked if they had heard about the PNCB:

- 78% had heard “nothing at all”, and a further 16% had heard “not much” or “a little”.

Individuals were also asked if they had heard of the Poplar Blog, and if so if they had used it before.

- 92% said they had not heard of the blog before
- 7% said they had heard of the blog, but only 1% said they had used it before

Past involvement in other consultations

Respondents were also asked to what extent their views had been consulted before:

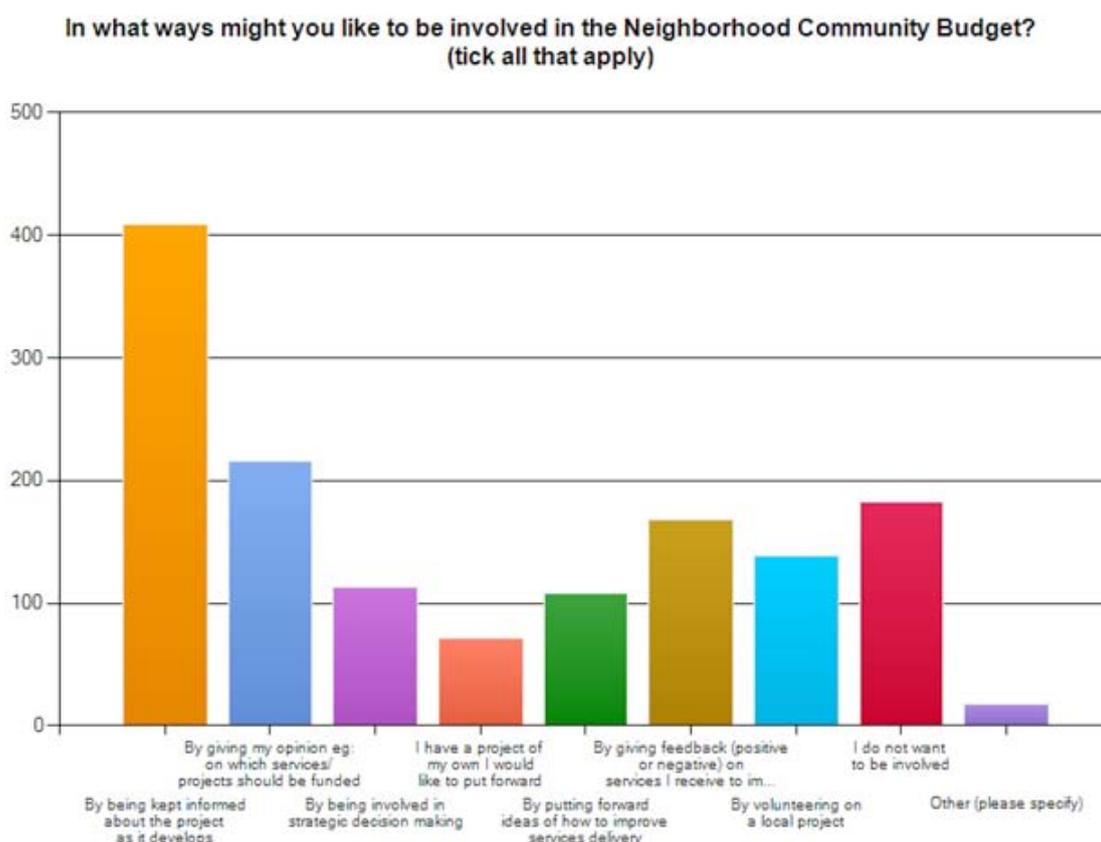
- **57% of individuals said their views had not been consulted at all**, and a further 28% said a little or not much.
- 5% of individuals said that they had been consulted with a lot, with a further 9% saying quite a bit.
- 56% of groups stated that their views had not been consulted at all, and 18% said a little or not much.

Given that we know that substantial consultation exercises have conducted over the past years this is an interesting statistic.

How respondents want to be involved in the PNCB

Individual respondents were asked in what ways they would like to be involved in the PNCB.

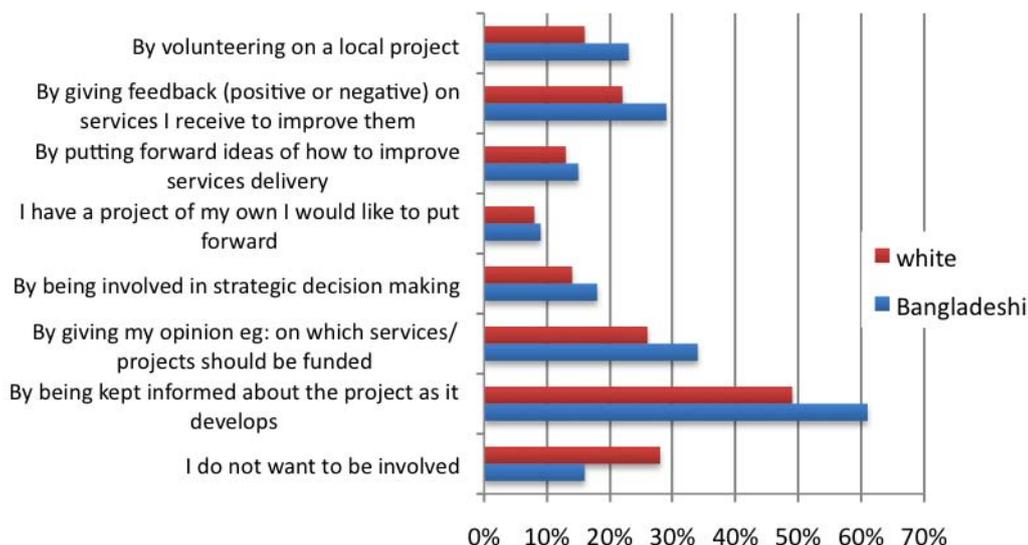
The following table shows the individual responses to how they wanted to be involved.



Of the individual respondents:

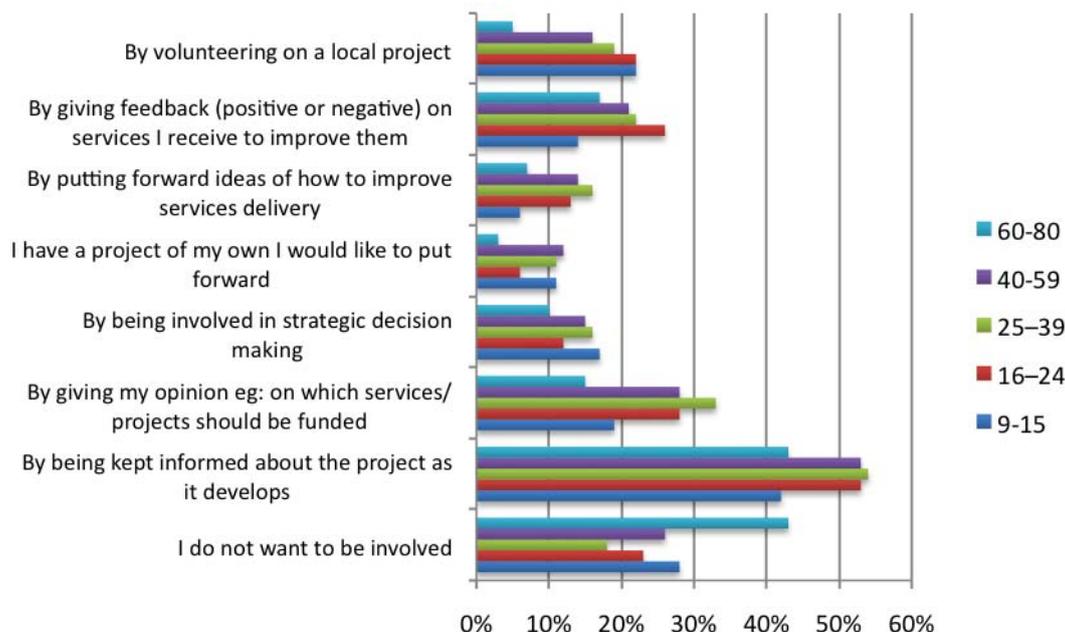
- Only 25% stated that they would not like to be involved
- 408 people (56%) stated they would like to be kept informed about the progress of the project
- 216 people (30%) want to be asked their opinion on which services should be funded
- 113 people (16%) wanted to be involved in strategic decision making
- There was some variation on how people wanted to be involved based on their age or ethnicity.

Involvement choices by ethnicity



- The Bangladeshi respondents uniformly had a higher percentage wanting to be involved across every category

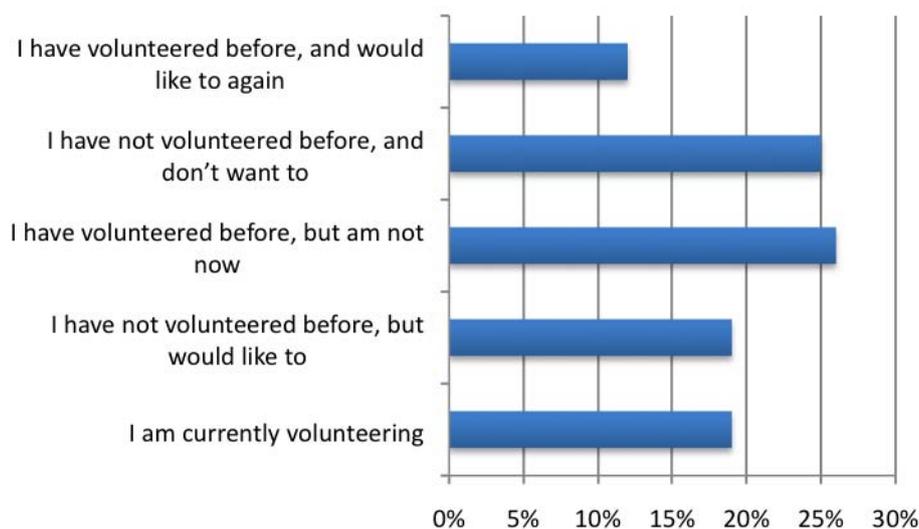
Involvement choices by Age



Other areas of enquiry

Volunteer Experience

Individual respondents were also asked about their volunteering experience:



- **Of the 81% who are not currently volunteering, 31% expressed an interest in volunteering.**
 - Almost no people over 60 who had volunteered before would like to again, whilst 15% of those between 25-60 would like to.
- Half of individual respondents, whether they had volunteered before or not, were not currently interested in volunteering.
 - As respondents got older, they were less interested in volunteering (66% of under 16s versus 29% of over 60s).
 - Females were slightly more likely to want to volunteer (55%).
 - Unemployed respondents were much more likely to be interested in volunteering than employed respondents (61% versus 46%).
 - There are no significant differences between ethnicities in volunteer interest.

Access to Internet

Individual respondents were asked about their access to the Internet.

- 12% have little or no access to the internet.
- Very little difference exists between women and men, although women were a bit more likely to want more support in accessing the internet.
- Those over 60 were far less likely to have access to the internet (45%) compared to 7% of other age groups.

A full list of people requesting support getting online will be passed to the PNCB team.

Training Needs

Individual respondents were also asked what training needs they have. This information will enable the PNCB partnership to signpost to existing opportunities or to develop new training offer where appropriate. Responses were very varied and included:

- Childcare, youth work, parenting skills
- Computer skills
- DIY, plumbing, painting and decorating
- Performance arts, film and media,
- Community engagement
- Public speaking, project management, time management
- People skills, life skills, confidence building, leadership, communication skills
- Language, including sign language
- Bookkeeping and accountancy
- Hair and beauty
- First aid, health and safety, food hygiene
- Employment skills, CV writing, interview preparation
- Assimilation/introduction to the area
- Sports, including sports coaching

A full list of training requests linked to the contact information of the interviewee will be passed to the PNCB team.

What is currently working in joined up services

Respondents who participated in focus groups and key-informant interviews were asked specifically about joined up services. However, responses tended to focus on individual services that respondents were using with respondents either praising service providers, or focusing on a particular area that did not work. The only priority evident in the interviews was communication.

Communication

More than a quarter of those interviewed mentioned lack of communication between service providers as an issue. Examples of comments were as follows:

- "I tend to get passed from person to person."
- "More communication would be good. In my flat I have lots of people trying to sort out the same job."
- "It took 9 months to change the handles on the door, and 9 months for the damp to be treated. I had all sorts of people come down."
- "I can see the segregation in services and it's not good to see that in the community."

Co-location of services

Respondents were also asked if they had experience of services being located in one place, and what they thought. Once again, respondents did not seem to have a lot to say on the theme. Quite a few mentioned the BBBC Centre.

- "The libraries have lots of services, i.e. internet, computers, cafes."
- "Libraries are no longer just libraries. Been considerably well used and often very busy, which is a good thing."
- "BBBC is splendid, efficient, caring."

A few random suggestions about service delivery included the following:

- "I always have my breaks in the park. Could make more use of the parks."
- "Bi-lingual health workers would help as although you have translation services, you lose the issue of privacy. If a child translates then what can a parent share?"
- "How difficult would it be to have data sharing between services so that your journeys could be matched and connected to other services in the area."

Findings

Limitations

In reviewing the conclusions drawn based on the results of the analysis, it is important to consider the potential limitations of this study. The sampling was purposive in that interviewees were aiming to interview a representative range of the population in the area. However, the fact that the total sample size was big provides confidence in the overall findings and we know from the interviewees that a very diverse selection of the community were engaged.

The following are important things to bear in mind in terms of the sample for this report:

- The spread of respondents across the two wards is not representative of the relative size of those wards, with Bromley-by-Bow respondents overrepresented in the sample.
- The sample population is younger than is known of the resident population in these wards.
- The refusal rate was approximately 1 in 4. It is possible that the people who responded are a select group of individuals.

General points

- It is clear that large numbers of people want to be involved in helping to make their community stronger, and with the PNCB project itself. This is very encouraging and indicates that if the initial interest is capitalised on that there could be substantial support and leadership for the PNCB from the community.
- There is a high degree of agreement amongst the community, across a wide range of issues. In particular between male and females, but also between the wards and across the different demographics. The most common significant differences were by age. This will be useful in terms of future consultations in the project in terms of being able to have confidence in extrapolating and predicting reliability of conclusions. It may be helpful to establish a number of age specific online panels to be available for targeted consultation on different issues.
- An extraordinarily high percentage of individual respondents said that either they have never been consulted with (57%); or not much (12%) or a little (16%). Only 5% said they had been consulted a lot. Given the amount of consultation that had taken place in LAP6 this is noteworthy. It may be that the type of consultation used in the past, particularly if a written form, did not get answered and so while they had the opportunity to be consulted they had not taken it up. Given that 30% of respondents were not residents it is likely that for them this would be the first time they had been consulted about the area. However the % of residents who said they had not been consulted was very similar to the total sample % so it seems that past consultations have not been as far reaching as they could have been.

Most important themes to prioritise

- There was a strong level of agreement in the top four themes across individuals and groups and all demographic groups, with health, jobs, education, and youth cited as the top priorities.
- There was also consistency on lowest priorities, with social care and enterprise being the lowest priorities.
- When considering whether respondents were likely to be biased in their choice of priority based on use of specific services, the data indicates not. The only exception being those who use social care services who were more likely to select social care as a theme, while social care was generally a low priority.
- Interestingly those using employment services were the least likely to prioritise education, suggesting they do not make a link between education and gaining employment.
- Priorities are much more age predictive than by gender or ethnicity with younger respondents more likely to prioritise jobs and youth and older respondents more likely to prioritise social care and health.

- The other factor that was predictive of choice is retired versus working/unemployed, which may well be a factor of age. Retired respondents were more likely to list health and social care as a priority and less likely to list education and jobs as priorities.
- Some random demographic differences may be interesting to take into account. Bangladeshis' were slightly more likely to prioritise education and jobs, whilst White respondents and young people were more likely to care about the physical environment.
- No differences between genders are apparent.
- When looking at the reasons respondents cited for their choices, a number of key issues emerge, including better access to health care and to education, care for the elderly, and more job opportunities and better training for people accessing jobs. Also a general call for improvement to services, and especially health, education and employment.

Respondents' current level of and attitude to civic participation

- The data provides evidence that community members have a high sense of responsibility for their neighbourhood and local community (85% of individuals and 90% of groups). However, this does not necessarily translate into a desire to be involved (68% of individuals and 59% of groups).
- Those who stated they want to be involved are more likely to feel that they are able to influence local services. Considering that only 36% of individuals and 39% of groups stated that they felt they could influence services, this suggests an opportunity to impact on motivation by improving the level of engagement.
- Many of those who stated lack of interest as a barrier also stated they would like to be involved. This was even truer of individuals who cited not having enough information, and it is therefore quite possible that if they knew what was available they would be interested. It will be very helpful to develop a wide-ranging menu of options for involvement so that there is a greater chance of people seeing things that appeal to them.
- When looking at age as a factor, the youngest respondents were very interested in being involved, but they were also the most likely to cite lack of interest and not knowing what is possible as reasons they don't get involved, especially those under age 16. This suggests a huge opportunity in leveraging their motivation, and overcoming the barriers.
- Conversely, while older respondents were the least likely to want to be involved, especially retired respondents, they were less likely to state lack of interest as putting them off. This suggests that to get this age group involved, it will be important to tap into their latent interest. This is also important, as they are the most likely to have enough time to be involved. This age group also cited attitude of professionals as a barrier.
- While White respondents were one of the least likely to cite lack of interest as a barrier, they are more likely to feel that they can't influence services. A further barrier is a lack of trust of professionals. This suggests a slightly different approach to engaging White residents than Bangladeshi residents.
- Bangladeshi residents were more likely than White respondents to want to be involved and to feel that they can influence local services, but they are far more likely to cite lack of interest as a barrier, and not knowing what is possible. Clearly more needs to be done to target information and engagement activities to this community.
- Only very slight differences are apparent between men and women. However, both White and Bangladeshi women were a bit more likely than their male counterparts to feel they could influence local services suggesting they may be a group to engage.
- A key barrier identified was the attitude of professionals. This indicates that there is more work to be done with and by professionals to overcome negative perceptions and unhelpful past experiences. In particular given the collaborative and co-production nature of the PNCB project, this will be an important factor.

- A perceived lack of time was a common barrier to involvement. We would recommend that the PNCB team ensure that there are multiple ways of being involved in the project, and in particular that there are ways that do not require substantial time investment. A low bar to initial involvement can engage community members who may well then decide that they have more time to put into it. Additionally it could be helpful to highlight in promotion materials that there are ways of being involved that are not time-heavy.
- Lack of awareness of how they can be involved. Significant numbers of people indicated they were not aware of existing opportunities. It is clear that more work needs to be done on the promotion of opportunities as well as targeting of promotion at specific groups.

Interest in being involved in the PNCB

- More than half of the individuals interviewed said they would like to be kept informed about the project as it develops. It will therefore be important to identify and plan for how this will happen. Given that such a small % of the community have heard of the Poplar Blog (and only 1% said they had used it) it does not appear that this will be an effective way of keeping people informed about the project. It might be possible over time to drive more people to the blog, but at least initially this will have limited reach.
- 15% of individuals (113 people) said they wanted to be involved in strategic decision making. This is a very high number and we anticipate that for different people their interest in this could take different forms. In order to capitalise on this interest there will likely need to be different ways that people can contribute strategically and that timing of meetings and processes will need to reflect different needs of the group. Depending on the experience of the individuals, it may be that they will need training and support to be effective in their strategic input. Overcoming hurdles to genuine co-production will be critical, and we would recommend the project using the Kaizen co-production readiness tool to identify gaps and barriers.
- Over 70 people said they had project ideas of their own that they wanted to put forward. While we are not aware of what type of projects these would be, it could be that some fantastic ideas could come from a genuine enquiry. Encouraging social entrepreneurs and providing capacity and other support could be worth exploring.
- 23% of individuals said they would be interested in giving feedback (positive and negative) on the services they receive. Depending on the project chosen for the PNCB it would be possible to establish feedback structures and systems to capture good news and improvements as well as negative comments. We would suggest having a variety of ways for people to feedback so that this could happen in the ways that work for them. Methods could include social media, online feedback forms, paper feedback, phone calls etc. It will be important that people know that their feedback is being looked at by people who can make a difference. We would suggest it could be worth using a model like [Change by Us](#), where there are bio's and pictures of who is reading the suggestions.
- Once the project is in action it could be helpful to write up some short bios of people who are involved. This could then be promoted alongside info about the project, and could help to engage other people to be involved.
- Over 350 people have stated an interest in volunteering. Of these, if 200 of these people gave 30 hours of their time over the next 12 months, then at minimum wage, this would be an in kind boost to local services valued at £36,480. Not to mention the benefits to those involved in terms of self-esteem, higher likelihood of finding employment, health etc. This estimate of 200 people giving 30 hours in a year, is possibly a conservative estimate, and the total amount of volunteering time could likely be far more than this. In fact, just through their involvement in the survey, we would estimate the community have already contributed over 150 hours of time to the PNCB.

What is working regarding joined up services

- Data is fairly inconclusive with regards to what is and is not working. Respondents mostly talked about individual services provision with better communication between service providers being the most commonly mentioned theme.

Recommendations

Theme Choice

A key driver behind doing this consultation was to receive a mandate from the community for choosing a particular area of focus. What is clear is that there are 4 theme areas that are of particular priority for the community that they believe this project could best be targeted at: health, jobs, education and youth. The priority with the most number of first choices is health (25%), followed by jobs (22%). In an ideal scenario a project/projects would be selected that combine health with others of the top 4 priorities.

Further interrogation of the data reveals some other possible opportunities. "Youth" was highly rated. Of the 81% who are not currently volunteering, 31% expressed an interest in volunteering. Of those, 55% had an interest in volunteering with youth. This gives an indication that should youth be looked at as an area (or a youth angle developed for another theme), there is significant appetite from people to volunteer in this area. Because of the way we have captured the data we can isolate the contact details for people who have expressed an interest in each type of volunteering.

Involvement Opportunities

Different types of involvement were offered, The ways of involvement were broad and were developed with reference to the Kaizen model for community participation (below). More information about the model and the core archetypes of participation can be found [here](#).



In this section we explore some ideas of how some of these different types of involvement could be encouraged and supported.

For each type of involvement there is a dynamic of "push" and "pull" as in the following example in respect of people who say they are interested in strategic input:

Option 1: Go out to each person who has said they would like to have input on a strategic level and ask them what they want areas to input in - this would be the "pull" approach

Option 2: Create a number of different strategic opportunities and ask people to express interest in which ones they want to choose to be part of - this would be the "push" approach

While the community development purist would stress the importance of the first, we would suggest the second, as a more pragmatic and realistic approach given the timescale and resources available for the pilot.

Being kept informed about the project as it develops

Over 400 people said they wanted to be kept informed. 63% of people (individual questionnaires) gave either a phone number or email address to allow this to happen. This is a very high number. Across the individual and group surveys 54% of respondents gave us their contact info. To have 621 phone numbers or email addresses of people who want some form of future involvement in a civic participation project in one of the most deprived wards in the country demonstrates that this form of targeted and assertive consultation process can be effective.

What is now vital is that the engagement is maintained and capitalised into action. The first step will be to contact them and thank them for participating in the survey and giving an idea of the next steps. We would recommend that they are given a summary of this report (or the full report if they want it), showing what others have said. Additionally it could be great to include a clear statement from the PNCB team around (a) what they have learned from the process and (b) what action they will now take as a result. This could be presented in a rich format, with pictures of the professionals shown.

To have this communication from professionals demonstrates:

- That professionals are listening.
- Demonstrates action. This has not just been an empty exercise aimed at ticking the consultation box. This makes people more likely to participate in further consultation / action.
- Personalising with pictures and quotes from professionals counters the sense in some communities that public servants are “faceless bureaucrats.” If they see that professionals are people that they can relate to, they are more likely to get involved.

A longer-term plan will need to be made about how to keep people informed in a way that works for them.

- People have said that they would like to be kept informed. However they may not have an interest in all areas. Creating a means whereby people can tailor the information received to their area of interest would be advantageous to avoid information fatigue.
- Given the very low percentage that say they have used the Poplar blog (1%) this ought not to be used as a primary means to communicate about the project and keep people informed. We do think that project updates should be put on the blog and the PNCB project could act to increase knowledge and use of the blog. We suggest developing a mixed methodology for keeping people informed, using a combination of:
 - Email bulletins
 - Text alerts
 - Printed materials in community centres
 - Local communication champions
- The wider use of this data needs to be carefully considered, especially given the time-limited nature of the NCB pilot.

Giving an opinion on what to fund

There could be many ways to develop this type of involvement, depending of people’s time availability, level of interest and the specifics needs of the PNCB project. Examples of this include:

- Small panels of people (1 for each specialism – e.g. Health) receive commissioning training and become community co-commissioners, evaluating proposals during tender processes.
- Also during a tender/commissioning processes, a one page summary could be sent to a wider group who assess and give their opinion on an electronic portal which enables comments to be seen by other community members.
- For small pots of funding, or seed capital a Dragons’ Den style panel could operate in front of an audience who then vote for an amount to be allocated.

Strategic decision making

A significant number of people have said that they would like to be involved in the strategic decision making process. These people range across the full age spread of the sample. Different people will have different availability, different skills levels and different levels of capability. Our recommendations are as follows:

- Review what strategic decision making forums and opportunities currently exist within the area. This is vital to (a) reduce duplication and (b) be sustainable after the pilot funding has ended. Depending on the type of strategic input wanted from the community, the structures would need to support people to be involved. For example if the PNCB want people to be involved who are not working in the Borough the timing of meetings will be critical. Exploring ways for people to be involved using technology could be beneficial.
- Identify gaps – are there any opportunities for younger members of the community? Could a package be developed for primary school kids? Fill gaps in the most sustainable way possible.
- Training is often needed for community members to effectively be involved strategically. Without it, groups can descend into talking shops in which both professionals and residents can become visibly frustrated. The “Engagement to Action Model” and “Co-Production Tool” developed by Kaizen could be used to minimise this. Detail follows later in this section.

Own project idea to put forward

A recent small grants scheme run by the council received a total of zero applications from LAP 6. However our research has found over 70 people with project ideas they would like to put forward.

Our recommendations:

- The way in which the council is trying to engage people in LAP 6 is perhaps not working as well as it could. It would be interesting to explore, for example with the above situation, was it that people did not hear about the opportunity, or that how it was presented did not appeal, or that the application process was too onerous. In each situation different things could be put in place to fill the gap.
- If a small grants pot could be made available from within the funds the NCB has at its disposal, inviting these people (and others) to pitch their projects thereby encouraging social entrepreneurship within LAP 6 could create a significant legacy. It could also enable the involvement of people who said they “would like to give their opinion about what projects to fund” an opportunity.
- This area perhaps gives an opportunity to join up a number of the dots. An invitation could be made to potential social entrepreneurs to put forward projects around youth, which involve people as volunteers.

Giving feedback on services

Most services have a mechanism for giving feedback however our experience is often that these have the following flaws:

- Feedback is often not responded to
- Any complaints often trigger an official response mechanism which can be legalistic and very formally structured which can be confusing and unwieldy for community members
- Vexatious feedback / complaints can consume huge amounts of professional time
- Feedback is almost always focussed on what does not work, rather than celebrating and acknowledging what does work. This can give a misleading impression, especially as people are often motivated to complain when something doesn't go well but are usually less inclined to fill in forms etc when things are ok or good.

Recommendations/Suggestions:

- Design a feedback system that gives flexibility in how the feedback is given and ensures that the person giving the feedback gets a response letting them know they have been listened to and ideally what is being done.

- Having a selection of the community in the role of “mystery shopper” or feedback champions could be developed. Systems would need to be in place to deal with the feedback and to share good news and respond to criticism.
- New technology gives new opportunities in this area. Fix my Street (www.fixmystreet.com) being just one example of this. If the PNCB wanted to make a fundamental step change in the area of how feedback was dealt with, a one stop website would be a major innovation. We recognise that this would very likely be outside of what could be possibly achieved in the timeframe and remit of the PNCB but are including it as something to think about as it would produce a significant impact if it were possible. The website could have the following features:
 - Residents of LAP 6 would be able to give feedback on any service they receive, regardless of the provider, on one screen.
 - This feedback would then go to the relevant agency who would be obliged to sign up to performance targets on what timeframe a response would be given in and a plain language commitment.
 - The website would automatically track responses and chase the professionals to ensure time commitments were kept.
 - Having an “honest broker” between residents and professionals could greatly enhance this offer. This would allow an independent party to track and manage feedback to ensure residents were getting what they needed. They would also be able to track vexatious residents and deal with them in an appropriate manner.

Volunteering on local projects

For those who have expressed an interest in volunteering, it is vital that this is followed up. On similar projects (e.g. <http://www.manchester.ac.uk/aboutus/news/display/?id=5880>) this has not always been the case. Around 50% of those consulted stated they would be interested in volunteering.

Recommendations:

- Map the range of locally available volunteering support and opportunities
- In terms of involving volunteers in the PNCB project itself, it would be worth taking into account the different areas that people said they were interested in volunteering in and linking these areas to the chosen PNCB project. For example if a health project on diabetes is chosen, it would be an obvious fit for the people who said they were wanting to volunteer in health. However it could also be attractive to the very large number of people who wanted to volunteer on youth, if the links to young people were highlighted. An example could be to link to the fact that many parents might not be able to be active and support their children (by taking them to the park etc) as much as they would otherwise, if they have diabetes and are low on energy. By linking to a variety of volunteering theme areas more people will be engaged in the PNCB project. This links to the work around developing a complete understanding of potential motivators.

Increased signposting to local volunteering opportunities, and more effective promotion of them would likely pay dividends. Further, there would likely be opportunities and benefit to target promotion of volunteering opportunities to specific demographics. An example would be to promote directly to the female Bangladeshi community members. This could be done through a variety of means, though working through existing networks could be very effective. For example, developing and training a group of women to be volunteering champions to communicate and promote opportunities could be very effective. Younger people are also more interested in volunteering providing an opportunity for greater engagement, as are unemployed people.

Overcoming the barriers to the community influencing local services

Given that community involvement and influence on service is at the very heart of the NCB scheme, overcoming barriers to this will be vital. In this section we address each of the identified barriers in turn.

Lack of time

What is clear from the results is that a perception of a lack of time is a significant barrier. For the NCB pilot to succeed in involving as many people as possible, opportunities to participate that do not take a large amount of time will be beneficial. We recommend having a very low bar of entry to being involved with scaled possibilities to allow people who have more time to contribute more.

This could be factored in to every aspect of the project. Suggestions includes:

- Developing low time (less than 20 minutes) opportunities to contribute.
- Stating clearly on every opportunity for participation what amount of time would be required and targeting promotion to highlight low time opportunities.
- Valuing people's time, for example by starting on time for meetings and ensuring that they are well facilitated.
- Exploring innovative ways of working (including the application of new technology such as phone text polls, online forums)

Lack of interest

It may be that for some people their lack of interest is in fact due to other factors.

- An example of this could be someone who has seen initiatives come and go in the area and therefore doesn't believe that change is possible. If things do start to happen and clear changes start to occur, then they may reconsider their position. In order to engage them it may well be necessary to address their past experiences and disappointments.
- Equally they may not know what options are available and so they say they are not interested, but if they knew what was there, they could be.
- The more different options for involvement that there are, the more likely it is that there will be something of interest. We recommend mapping out the involvement opportunities to identify and fill gaps.

Attitude of professionals

This is one area we feel could be potentially worthy of further study. For example over 20% of Bangladeshi individual respondents said that a reason that gets in the way of them being able to influence services is the attitude of professionals.

There could be a myriad of reasons for people to feel this. These include:

- Misunderstanding caused by lack of awareness of cultural subtleties from both sides
- Unrealistic and unreasonable expectations on the part of the community members can also be a factor. The inflated sense of entitlement displayed by some people in today's society has been widely documented and caution must be taken not to place blame with professionals when a community member judges a professional as having a poor attitude because they do not get what they want. Training can help in this area, as can clear statements on the walls about what will and will not be provided.
- Experiencing professionals who do have a poor attitude. There are professionals who because of their own personal circumstances / job stress / other factors can be extremely difficult to deal with. When trying to build trust with a community to embark of co-design, co-commissioning etc we cannot simply pretend that this issue does not exist. A negative experience of one professional can transfer into a general perception of professionals, not only from that same organisation, but of all professionals.

The same dynamic also goes the other way, and many professionals will have had a mixed experience of dealing with community members. As part of the co-production readiness exercise we would recommend addressing this issue head on so that all parties can talk about their past experiences and get them out of the way of this collaboration.

Not knowing what is possible

There is no question that increased focus on promotion of opportunities will pay dividends. This is one area where demographic differences are worthy of note. Over 30% of Bangladeshi women, in the individual questionnaires, said they would like to be involved but don't know what's possible. This therefore represents a massive opportunity that we would term "low hanging fruit" where a high impact could be made with relative ease.

Recommendations:

- Prioritise the creation of a participation menu for the NCB project (and possibly wider within LAP6 for the sustainability issues raised earlier in this section.)
- Communicate this to all the respondents for the project and through the community anchor organisations wider into the community. Identify what sub-sections of the community to specifically target with tailored information.
- A sub-group to target would be the Bangladeshi women. It would be worthwhile to explore how it could be possible to link into existing networks of Bangladeshi women to spread knowledge of what is possible. Some form of communication champions system could yield big dividends.
- Use more imaginative and diverse ways of getting the information about what is possible out into the community. In particular it would be worth exploring how visuals, info-graphics and other non-text mediums can be used. Specifically engaging creative individuals and organisations (eg photographers, film makers, graphic artists) to support the PNCB would take advantage of the rich creative talent in the area and provide a means to communicate that isn't reliant on text. This is important for promotion of opportunities but would also pay dividends in other parts of the engagement cycle and the wider project delivery itself.

Lack of confidence

A lower percentage of people cited this as a barrier on the survey, though at 8% it still represents a significant percentage of the community. It is important to recognise there is a social desirability issue here, as for a person to admit that they lack confidence can be a difficult thing to disclose to a stranger. We would suggest therefore that this to be kept in mind for a possible reason people drop out of a process.

- It could be worth offering some confidence building training and support that could encourage people to be involved. Alternately it could be possible to build off existing training initiatives in the area by building links with the providers so that they promote the local opportunities to the people they work with.

Worry that it would impact their benefits

An extremely low percentage of people cited it as an issue. However, it may be that this can be a factor that stops people between the times of being interested and getting into action. We would recommend that there is information provided on what types of things will and won't affect benefits. This is particularly important given the significant percentage of unemployed people in LAP6 and the high percentage of them that said they could be interested in volunteering.

Not trusting the people who make decisions

It would perhaps be reasonable to have assumed that people who said that the attitude of professionals was a barrier would be the same as the people who said they didn't trust the people who made decisions. Yet the data shows that of the 140 who cited attitude, only 44 also cited lack of trust. Conversely, of the 133 who cited a lack of trust, only 44 cited the attitude of professionals.

So what emerges is that these two are distinct issues; one possible explanation is that those receiving services from professionals on the front line (who's attitude they experience) know that those with the power to make decisions are a separate group.

Recommendations:

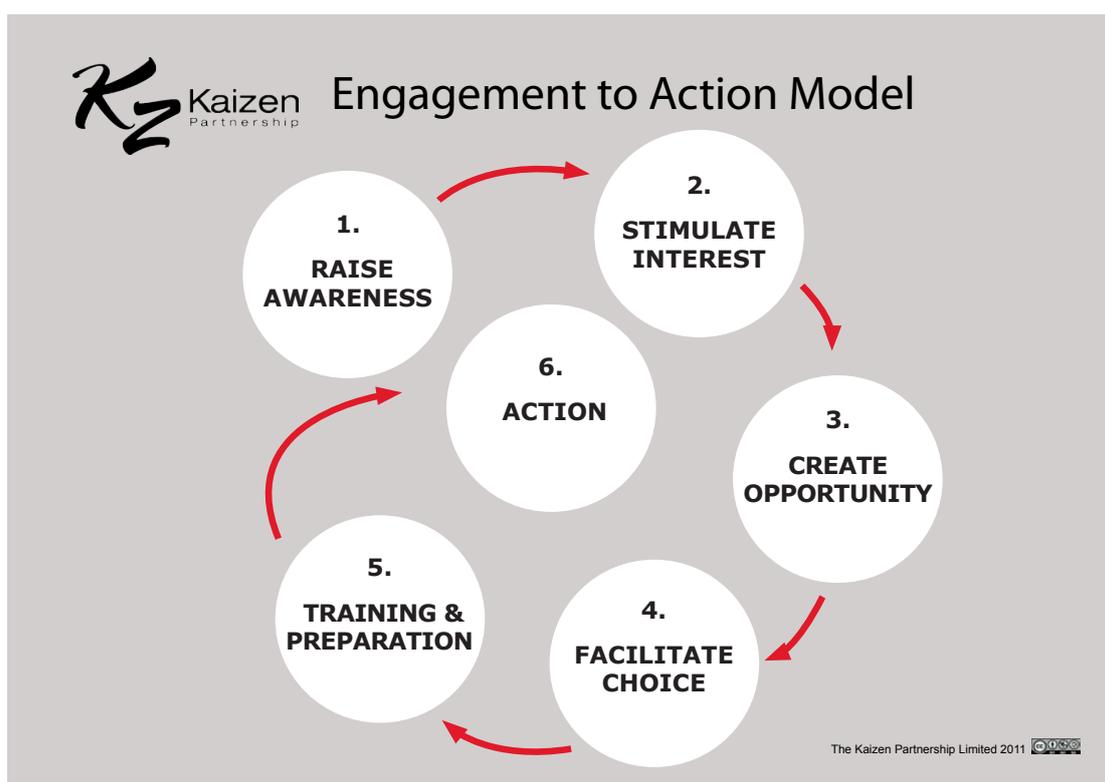
- Given that lack of trust in decision makers is significant, it would be beneficial to address it. One way of doing this could be for the decision makers to be more visible. A matrix could be created showing who decides what in LAP 6. Whilst this would be a complex piece of research and a significant design challenge, the creation of such a map could be a real asset; especially if it were to be hosted on a website with the ability for someone to send an email to that person with one click.

Engagement

Effective engagement will be a critical part of the overall success of the PNCB project. Within Kaizen, we use a definition of engagement as follows:

“Engagement is the process by which an opportunity is presented so that it reaches and appeals to the targeted people, who make a choice whether to take advantage of it. Needs and barriers are identified and addressed so that they can participate effectively.”

We also represent this journey graphically:



For the PNCB project in general, we have completed stages 1 and 2. However as the project moves forward, it is important to bear in mind that for each individual participation opportunity or initiative, all of these stages will need to take place.

To illustrate what we mean by this, while many people have expressed an interest in for example being on a strategic panel, they do yet have an awareness of (or interest in) a specific opportunity. This cannot be assumed. An email or contact to people expecting them to turn up for a meeting aimed at strategic discussions on health would not necessarily be successful, as they may not be interested in health and instead be interested in youth. So, further engagement will be needed.

For each opportunity to participate in the PNCB we would recommend mapping them onto the Engagement to Action Model to check that all aspects of the engagement cycle are being delivered. One of the themes that came from the consultation is that people are not aware of local opportunities. It is clear that much more imaginative and far reaching promotion of opportunities is needed.

Even once someone says they want to be specifically participating in a particular activity, it would still be a mistake to assume that all of the people who have said they want to participate will do so – there are another 4 stages still to go. What follows is a description of those stages and some recommendations as to how they could be achieved.

Create the Opportunity

This stage is concerned with people getting a real sense of what might be possible through participating and links to motivation. For some, this might be the possibility of gaining new skills, getting satisfaction and self esteem from making a difference in someone's life or perhaps feeling empowered and more in control of their own destiny. It is worth noting that destructive motivations can also figure here e.g. the chance to complain to senior people who will HAVE to listen to me if I'm involved in this.

Recommendation – dig deeper into what might motivate people to get involved. What could be the “hooks” for people? It will be different for different people, so this stage requires careful thought and researching.

Facilitate Choice

Each option must have rules and requirements for it. The simpler and less complex the participation is, the simpler the rules are. For example, if a forum were to be set out, the only required rule could be to treat others with respect and courtesy and express your views in a way that does not cause offence to others. For more complex participation (e.g. on a strategic steering group) the rules need to be more comprehensive and include things such as:

- Be accountable; show up to meetings on time having read any background paperwork
- Treat others with respect
- Do what you say you will do if you take on an action
- Treat professionals as individuals who are representing an organisation and recognise that they are not responsible for any past failings of that organisation

If these rules are not included at the start, it is incredibly difficult to retrospectively impose them.

This stage is therefore about the member of the community choosing the reality of the participation option, fully signing up to the rules.

Recommendation - Prepare expectations Q&A / FAQ plus “guidelines” for each role.

Training And Preparation

As above, different roles will require different types of training and support, and this is also highly individual. Training and preparation could include confidence building, project management training, commissioning training, or support with organising childcare.

For just giving an opinion on what is preferred out of 3 options, very little training is required. However if the role is more complex and involves working with professionals, then it is vital that community members are adequately trained and prepared in order that as level a playing field exists. It is pointless to have a community member working with GPs who does not understand the concept of evidence based commissioning and insists that empirical data should be ignored in favour of their own hunch. This simply leads to frustration on both sides.

Recommendation - For each role, devise a training and preparation process for community members. This could include a KSA breakdown (Knowledge, Skills and Attitudes) that they will need for the role and think about how they can gain those. Depending on the role, having community member do a skills stocktake could help to acknowledge strengths and identify gaps. Asking people what (if any) individual support they will need to be able to take up an opportunity would also be beneficial.

Action

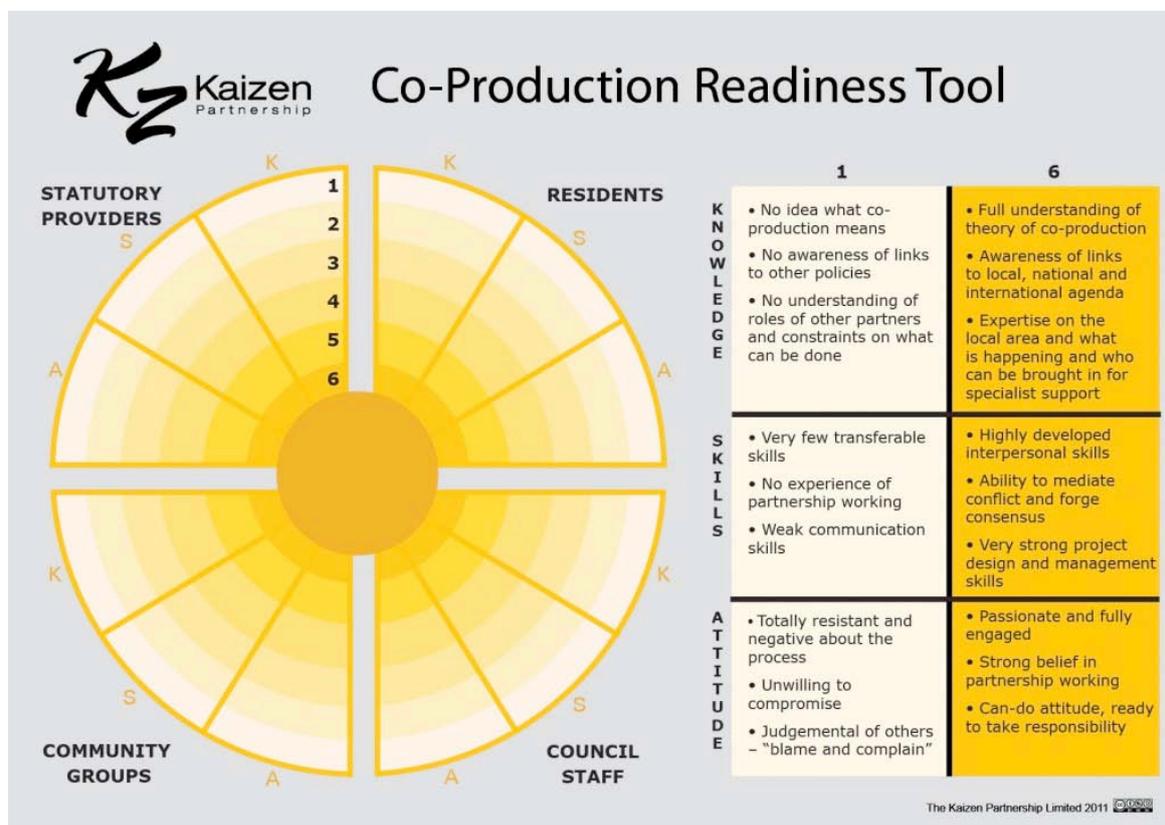
It cannot be assumed that because someone is in action as a community member on this type of process that they will remain so without ongoing support. This stage of the process can be likened to players finally being on the pitch. It is vital to have a coach to keep an eye on things and address any issues and also to have an impartial referee if the two teams start to disagree.

Recommendation – Plan for how the coach and referee roles can be fulfilled on the project. This could be achieved by creating an ‘honest broker’ role for the project.

Co-production Readiness Tool

Experience would show that in order to move towards co-production (or any of the others “co-s” - co-design, co-commissioning, co-delivery etc) work also needs to be done with all parties to ensure that they are adequately prepared for the process.

This is demonstrated graphically below.



Recommendation – Stock-take against the tool. Create a plan based on results of the stock take to address the areas that need development for the project to be effective. Implement training as needed.

Future Consultations

As previously articulated in this report, we have taken a very different approach to this consultation, deploying skilled engagers to the parks, the chicken shops, the schools and the places of worship – to everywhere we found people. Some people were interviewed at half past midnight, some at 7.30 in the morning. Doing the survey this way has found that 85% of people claimed to have been consulted either little, not much, or not at all, which demonstrates the effectiveness of this approach, given the numbers of consultations that have taken place in the area over the last decade.

506 people gave either an email address or phone number (63%) on the individual questionnaire and 72% of those who gave their name on the group process also gave a phone number or email address. In total, there are 621 people, who have given contact details, which we believe is a very good result. This demonstrates that carrying out a survey can be extremely effective at the first two stages of engagement (creating awareness and stimulating interest.)

Recommendation: For future consultations, consider the use of innovative means of engaging people. On this project, given the timescales, it would not have been possible to train local people to go out and do the consultation, however we would consider this to be something to consider in the future, so long as those people were appropriately trained and supported.

Open Data

We have done a significant amount of data analysis, and have attempted to pull out the key learning and themes from the data sets. However, we recognise that there is an enormous amount more that could be done with this data (there is a very significant amount of data that can be filtered and cross-tabbed in many ways) and that this could be beneficial for the PNCB and for the partners and other service providers in the Borough.

Recommendation: That a suitable means is identified to share the data and make it open to all. It could be used by a local community group to help evidence need in a funding application or by the local authority to ascertain effectiveness of previous consultation efforts or by a local school in a maths project. It will be important to remember that data management and protection will be very important and that contact information for interviewees should not be passed beyond the PNCB team unless specific permission is given.

To get full benefit from the data, it may be that the data lead for the PNCB team might need some training or support. It will be possible to send individual personalised emails to interviewees based on expressed preferences for involvement as well as barriers. For example, people who said confidence was an issue could be signposted/invited to confidence building training.

Delivering on the aims

We feel that the engagement and consultation was very successful in delivering on the aims and targets, as evidenced by the following:

Target

- *To engage and consult with a minimum of 1000 members of the community that were broadly representative of the community demographics*
 - 1170 community members participated in the surveys
 - The respondents were broadly representative of the local community, although we would have liked a closer spread between the 2 wards

Direct Aims

- *Raise awareness about the NCB project*
 - Definitely achieved. On top of the 1170 people involved in questionnaires we estimate easily 3 times that number were made aware about the NCB project but did not complete a survey.
 - The project was also promoted to organisations including schools, community groups, businesses and places of worship.
 - The TV programme interview raised the profile to a much wider group
- *Have a representative section of the community express view on what theme to prioritise*
 - Given the definition of community chosen for the project, there is no precise way to gauge how representative the sample was.
 - We know that we heard from all the major groups and ages and that the sample size was large enough to be robust
- *Build a list of people who want to be involved in the NCB process in the future*
 - We will be passing to the PNCB team a list of names and contact information of people wanting to be involved in the future.
 - We have contact information for 621 community members
- *Build a list of community members who would be interested in suggesting ideas to improve service delivery as part of the NCB process*
 - 108 people said that they wanted to be involved in this way

- *To actively engage less heard groups in the community*
 - We made special effort to engage with less heard groups
 - Given that 57% of individuals said their views had not been consulted at all, and a further 28% said a little or not much, we feel confident that we were able to access less heard individuals
 - We also conducted interviews with vulnerable individuals including people with mental health issues and young children in primary schools
- *Using a variety of methodologies to reach different groups and to provide data and conclusions with higher reliability*
 - We used a variety of survey methods and made specific plans to target sub-groups within the community.
 - Because the sample size was so large we have a high degree of confidence in the reliability of the data
- *To give the NCB team the information it needs to make a decision on how to prioritise and to catalyse community support for the NCB*
 - The response from the community was clear in identifying 4 areas that were consistently the top priorities. They are health, jobs, education and youth.
 - In our recommendations section we highlight a variety of thoughts and ideas on how the PNCB team can continue to engage the community to be involved in the project.

Indirect / Additional aims

- Make a list of people who would be interested in local volunteering opportunities to allow for them to be directed to local opportunities
 - We have a list of 354 people who want to be directed to local volunteering opportunities and the areas they are interested in volunteering in. This will be passed to the PNCB team.
- *Help create a sense of positive change in the community (“Despite the cuts, things are happening here”)*
 - This is hard to measure success on, although we did consistently hear from community members that they were glad to be consulted with and that the project sounded interesting.
 - An indication of success in this is that only 25% of individuals said they did not want to be involved in the project in some way
- *Promote the Poplar Blog (<http://www.poplarblog.co.uk/>) to increase traffic and help make it a viable and valuable community resource*
 - By including it as a specific question we were able to promote the blog to the community. Given that 92% had never heard of the blog, we can say that we have directly promoted and raised awareness of it to over 730 people. We are not able to say whether this has resulted in increase traffic to the website.
- *Increase professionals understanding of local barriers to community participation*
 - Some clear insights have come out of the consultation about general barriers to community participation as well as some that are more specific to certain groups.
 - We feel that the information will be of relevance to the professionals not only on this project but in their wider work.
- Add value to other activity in the area with which we share goals e.g. the *Your Shout* consultation and the Race online activity
 - We are not able to assess our success in achieving this aim. We did collaborate with Your Shout on several occasions and they filmed some of our interviews. The extent to which we were able to add value to their project would need to be assessed by them.
- To find out specific things that individuals would like training in, so that they can be signposted to current training offers, or potentially new training could be developed if areas emerged that were not currently being offered.
 - We have been able to compile a list of specific things that community members want training in. This list will be passed to the PNCB team to be taken forward.

Appendix A - Summary of Data

This section gives more detail on the data and in particular examines differences in response based on demographic or other factors. This reflects a very small amount of the available data breakdown, as an almost endless amount of cross-tabs and filters on the data could be applied. We will be handing over to the PNCB team all the survey data and we hope that it will be of ongoing use to the team and to project partners. We have consciously included headline data from the main report so as to mean that there is not a need to go back and forth in the document when looking at the data. The main questions addressed in the summary are as follows:

- Key lessons learned about respondents' current level of and attitudes to civic engagement?
- Analysis of the most important themes to prioritise according to those consulted?
- Assessment of interest in involvement in the PNCB?
- What is working regarding joined up services?
- What are the key barriers to the community influencing local services?

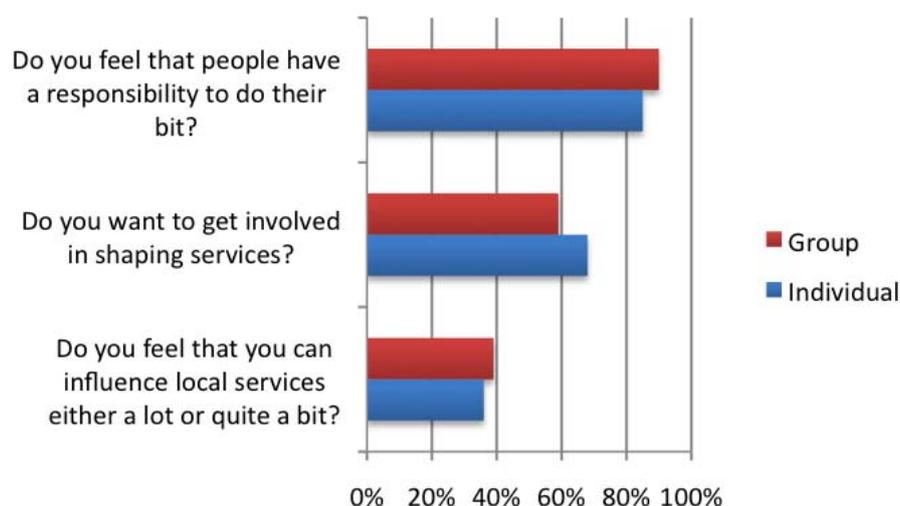
CURRENT LEVELS OF CIVIC PARTICIPATION

Overview

A number of questions were asked to establish how responsible and able to participate community members already feel:

- Do respondents feel **that people have a responsibility to do their bit to improve communities** and neighbourhoods?
- How much do respondents feel that they **can influence local services**?
- Do they feel **a desire to be involved**?

Responses showed that, **while respondents felt a high degree of responsibility** to improve their local communities, **they expressed less desire to be involved and even less belief that they could actually influence local services:**



- **85% (N=649) of individual respondents and 90% (N=76) of groups, felt that they had a responsibility to do their bit to improve their neighbourhoods** and communities either a lot or to some extent.
- Slightly fewer individuals 68% (N=517) and groups 59% (N=50) expressed a desire to be involved in shaping services in some way.
- This compared with **only 36% (N=275) of individuals and 39% (N=33) of groups who felt that they could actually influence local services either a lot or quite a bit.**

When examining the relationship between these three questions, a number of causal relationships emerge:

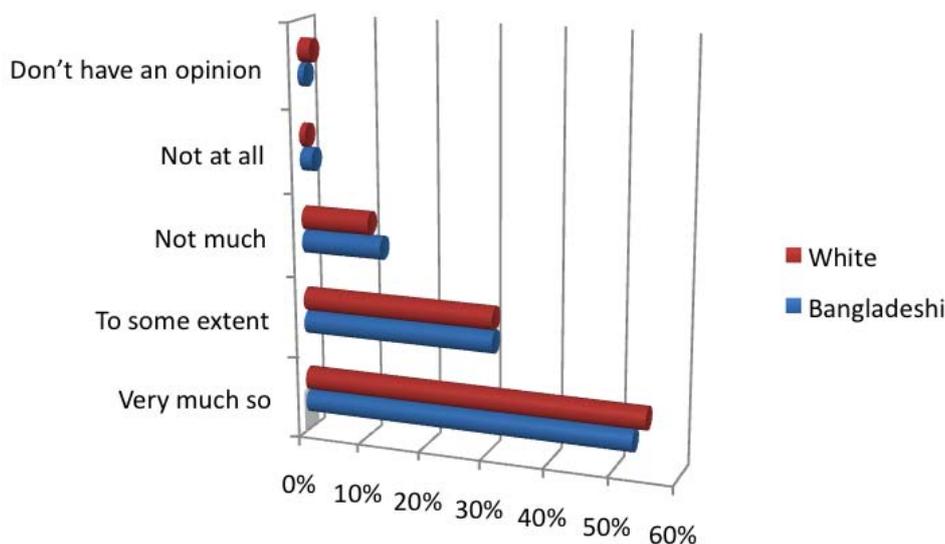
- Most of **those who feel a responsibility for their local community definitely want to be involved** (89%).
- **Those who feel a responsibility to do their bit** to improve local services **are twice as likely to feel that they can influence local services** (40%) than those who don't (20%).
- **Respondents who expressed a desire to be involved** in making the neighbourhood a better place **were also more likely to feel that they could influence services** a lot or quite a lot, (48% of individual and 41% of group respondents versus only 25% of group and individual respondents who did not want to be involved).

Demographic differences

Comparison between ethnic groups revealed the following:

Sense of responsibility

- **There are virtually no differences between the two main ethnic groups' sense of responsibility** (see table below), with most agreeing that people have a responsibility to do their bit to improve their neighbourhoods and communities.



- **There are small differences between age groups** with those under 16 (38%) and over 60 (41%) less likely to agree "very much" that people have a sense of responsibility to improve their community than other age groups (average 58%).
- **Virtually no difference is apparent between men and women in their sense of responsibility.**

Desire to be involved

- **Bangladeshi respondents were more likely than White respondents to want to be involved** (74% versus 63%), with Bangladeshi women slightly more likely than men (78% versus 71%).
- Otherwise there is **virtually no difference overall between men and women** in their desire to be involved.
- **Respondents over 60 are significantly less likely to want to be involved** (41%) than younger respondents (average 68%).
- **Respondents who are retired were twice as likely to not want to be involved** than younger people (71% versus 31%).

Perception of ability to influence local services

Ethnic differences are the most significant in regards to the degree to which people feel they are able to influence local services, in particular between the two largest ethnic groups:

- Other Asian 78% (N=29) and **Bangladeshi respondents 73% (N=164) were the most likely to feel they could influence local services to some extent** compared to only 53% (N=137) of White respondents.
- **White respondents were the most likely to feel they could not influence local services** 47% (N=121) compared to 27% (N=60) of Bangladeshi respondents, 41% (N=21) of mixed respondents, 33% (N=35) of Black or Black British, and 22% (N=8) other Asian.

A few other differences emerged:

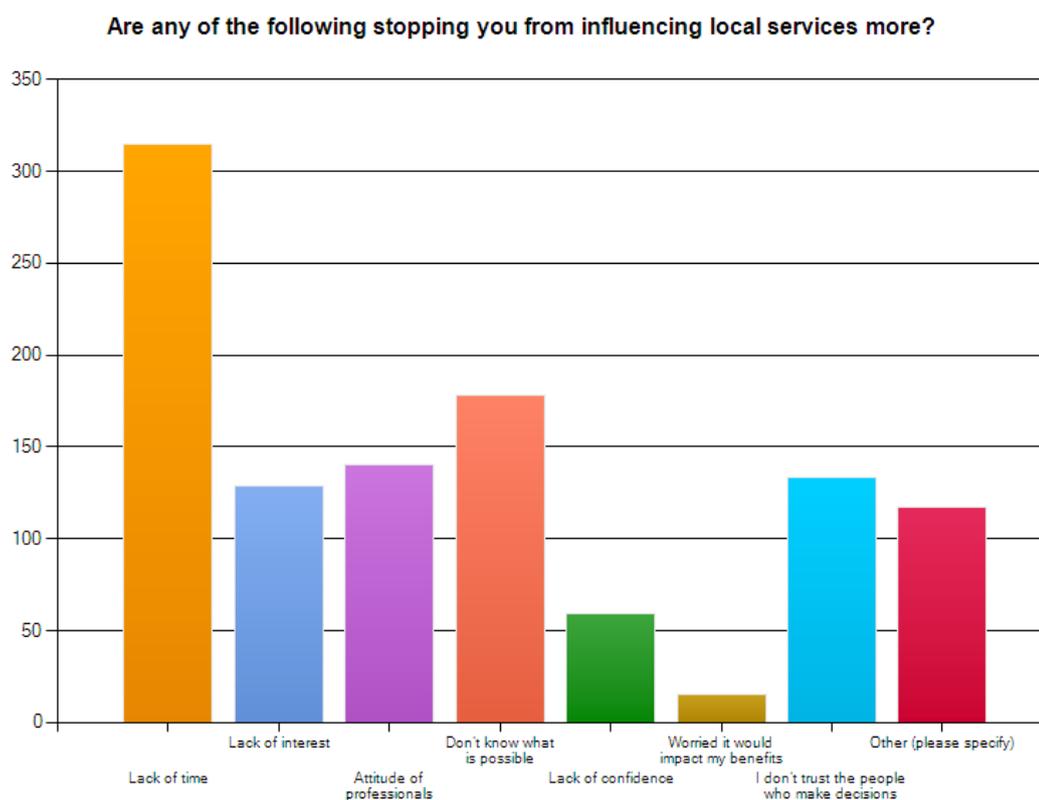
- **Respondents under 16 were less likely to feel they could influence services** (27%) than older respondents (average 37%).
- With gender, **White and Bangladeshi women were slightly more likely to feel they could influence services than men:** 77% of Bangladeshi women versus 72% of men, and 59% of White women versus 46% of men.
- **Those who live in the area** versus those who work, study or are connected in some other way **are also somewhat more likely to feel that they can influence local services** (39% versus 32%), even though there is no discernible difference in their sense of responsibility for the area.

Reasons for not getting involved

Respondents were given a list of possible reasons/barriers that stop them from influencing local services more (listed in the table below). Some reasons given were intrinsic and therefore outside the immediate control of local organisations, such as lack of time (43.5%) and lack of confidence (8.1%). Respondents also had the opportunity to list additional reasons. Interesting additional reasons included “no one is listening” (very common); “don’t know who to talk to”; “red tape”; and physical or mental health barriers.

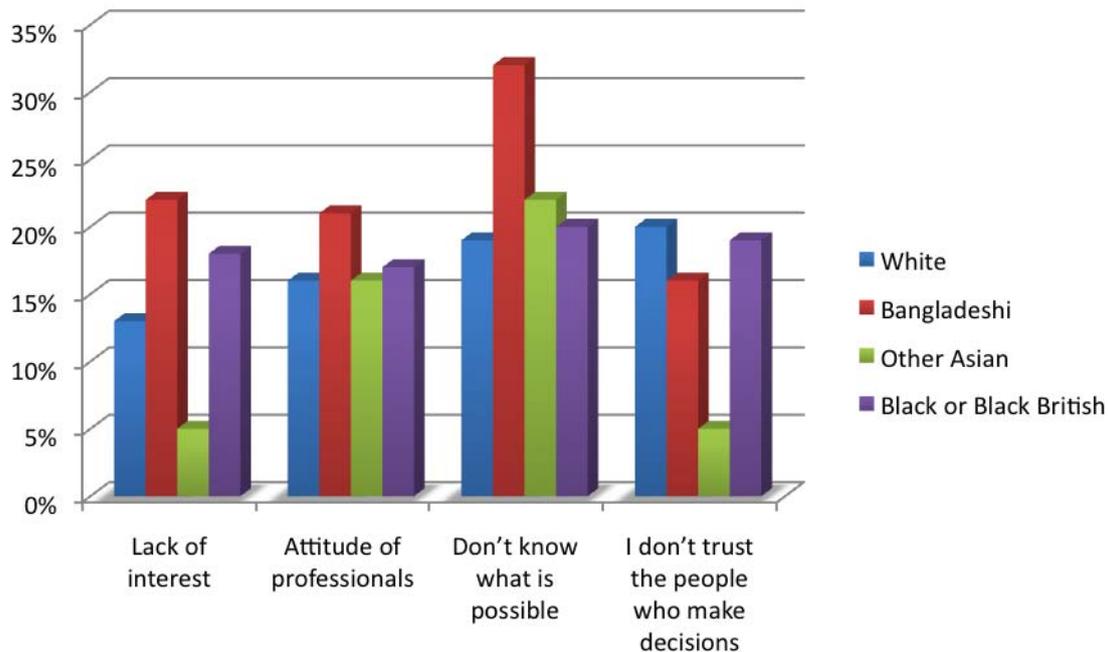
Lack of time was the most common reason respondents cited for not getting involved, and does seem linked to availability:

- Working age people were more likely to cite lack of time than those under 16 or over 60.
- Those respondents working full or part time (52%) were much more likely to cite lack of time as retired people (23%) or unemployed (36%).



Extrinsic reasons for not perceiving they are able to influence services

A number of the reasons given were extrinsic and can therefore be directly targeted by local organisations. Those include “attitude of professionals” (19%), “don’t know what’s possible” (25%), “don’t trust the people who make decisions” (18%) and “lack of interest” (18%). Some difference emerged in these three factors across the main demographic groups (see table below).



- **Those who stated lack of interest as a barrier were less likely to say that they have been consulted (78%)** compared to the average across the other 3 extrinsic barriers (69%).
- Half of those who said lack of interest was a barrier (18%, N=129) also said that they would like to get involved.
- **75% of those who stated they don't know what's possible also said they would like to be involved.**
- Those who cited lack of interest and don't know what's possible as an extrinsic barrier were also slightly less likely to know about the NCB (81%) than for the other two reasons (75%).

Ethnic differences in perception of what gets in the way of being involved in shaping services

Considering what percentage of each ethnic group listed the extrinsic reasons for not getting involved, the following picture emerges:

- **More Bangladeshi respondents (21%) cited attitude of professionals**, with White respondents being less likely to say this (16%).
- **White (20%) and Black (19%) respondents were more likely to say they do not trust the people who make decisions** than other respondents.
- **Bangladeshi respondents were far more likely to cite as a reason not knowing what is possible (32%)** than other respondents (average 20%).
- **Mixed (26%) and Bangladeshi (22%) respondents were more likely to say lack of interest was a barrier** than other respondents.

When age is factored in, there are also some differences that emerge:

- **The youngest respondents were most likely to cite lack of interest (average 24%)** than those over age 24 (average 14%).
- **Those over the age of 60 are more likely to cite not trusting decision makers (24%)** than younger respondents (average 16%).

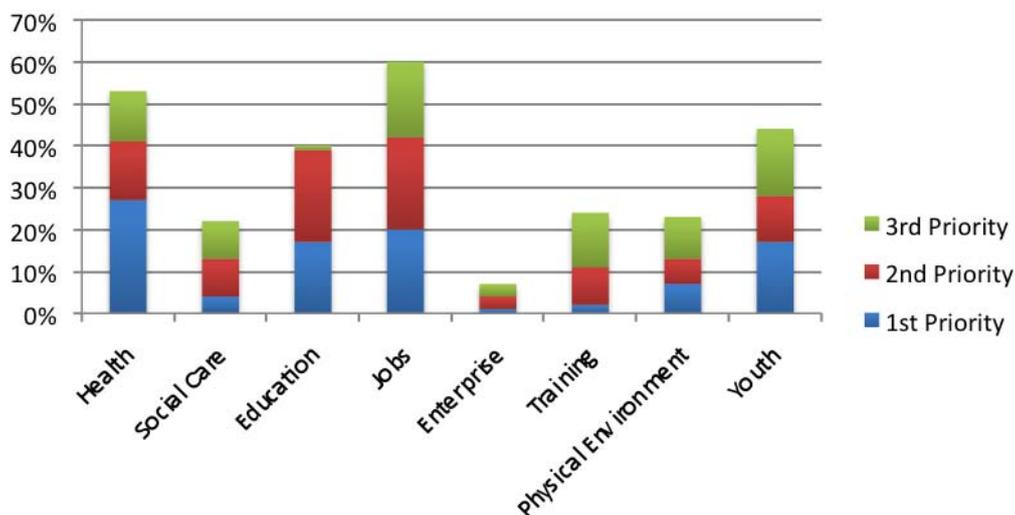
- Ages 40-59 are the most likely to know what is possible (80%), and the most likely to be interested (91%).
- **Less people over age 60 (13%) cited the attitude of professionals as a barrier** than those younger (average 18%).

Once again there are **virtually no differences between males and females** in the extent to which they cited any of the reasons for not being able to influence decisions.

PRIORITY THEME AREAS

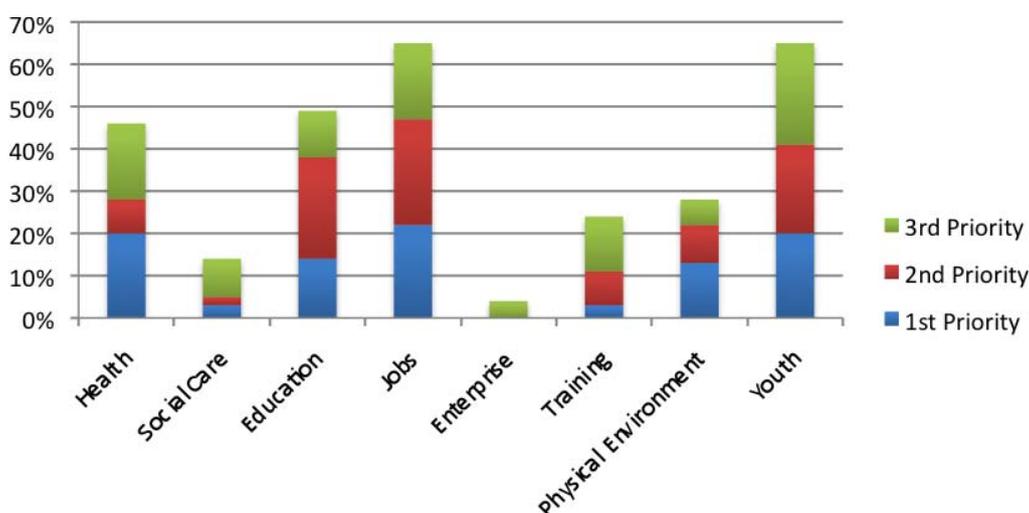
The critical purpose of the engagement and consultation was to ask community members what they felt should be priority themes for the PNCP. A list of eight themes were provided and respondents asked to prioritise their top three. The following table shows the percentage of individual respondents who selected a given priority.

Individual Responses



- The top priorities cited by individuals were health (28%), jobs (20%), education (18%) and youth (18%).
- Lowest top priorities were social care (5%), training (2%) and enterprise (1%).

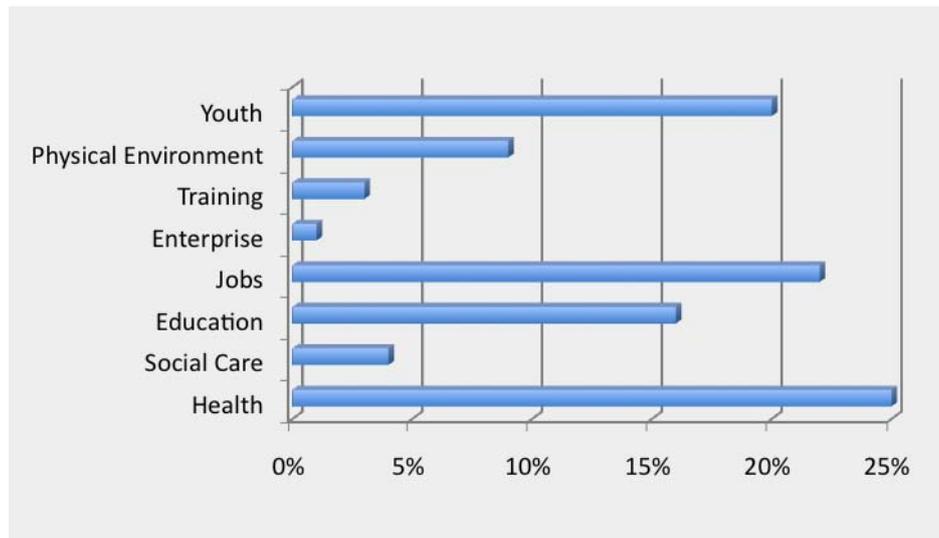
Group Responses



- Group respondents most frequently selected the same top 4 priorities but in slightly different order: jobs (22%), youth (20%), health (20%) and education (14%).
- Groups had the same lowest priorities of social care (3%) and enterprise (3%) and enterprise (0%).

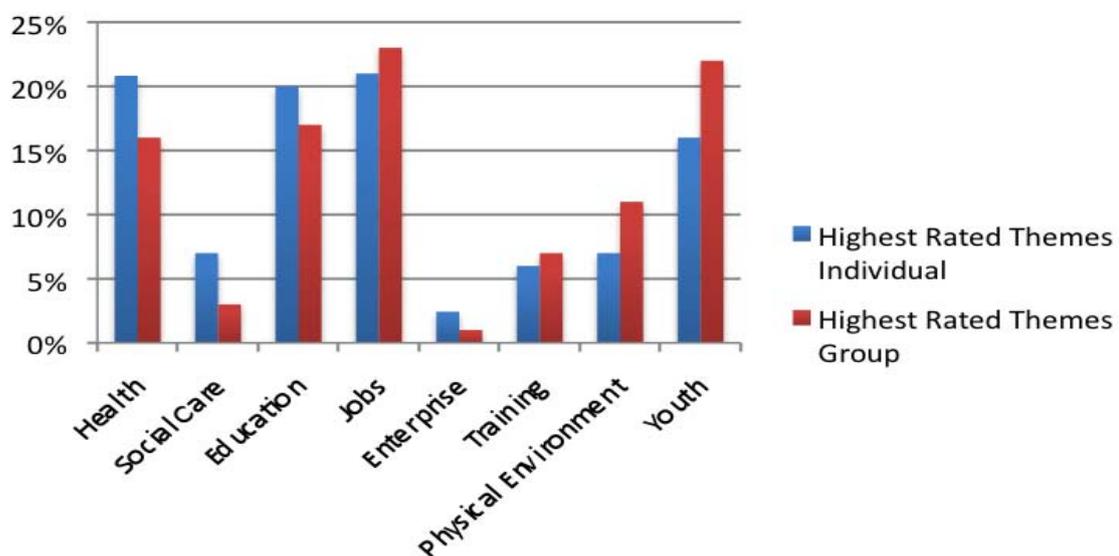
Combined Top Priority Theme

Combining the top priority choices only gives us the following breakdown:



Highest rated themes

To place the chosen priorities in order of importance each was given a value: 1st priority = 3; 2nd priority = 2, and 3rd priority = 1. The sum of each category was calculated as a percentage of the total of all categories (called Value Rating). The following table shows the differences between individual and group value ratings.



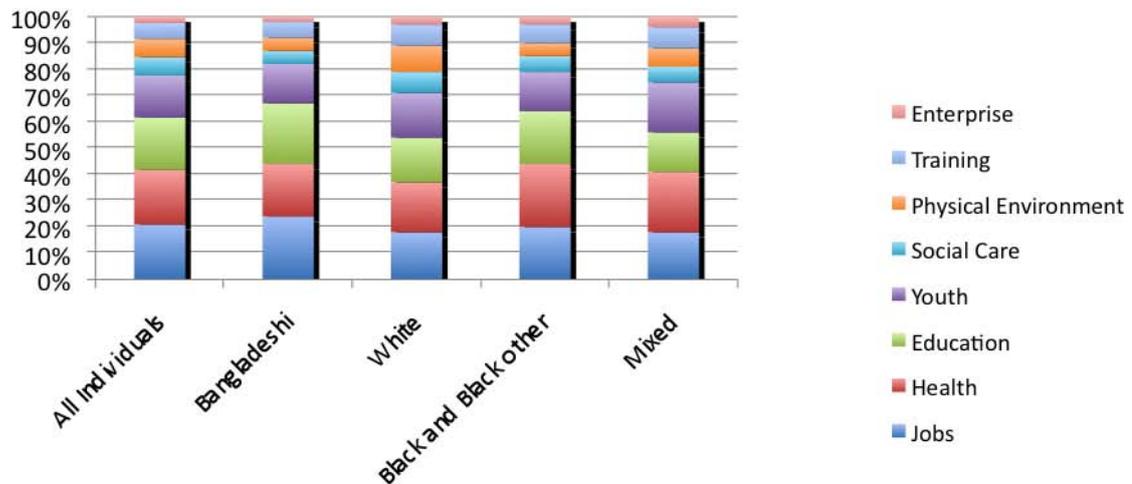
Key Differences

A few differences emerged:

- **For individuals health (21%) and jobs (21%) are the top rated priorities** with education (20%) a close second and youth fourth (16%).
- **Individuals scored enterprise (2%) and training (6%) as the least important.**
- **Group responses rated the same top four priorities in slightly different order:** jobs rated highest (23%) followed by youth (22%) education (17%) and health (16%).
- **Enterprise (1%) and social care (3%) were the least important for groups.**

Differences between ethnic groups

The following table shows the difference between the value ratings for all individuals and for the main ethnic groups:



Priorities were very consistent:

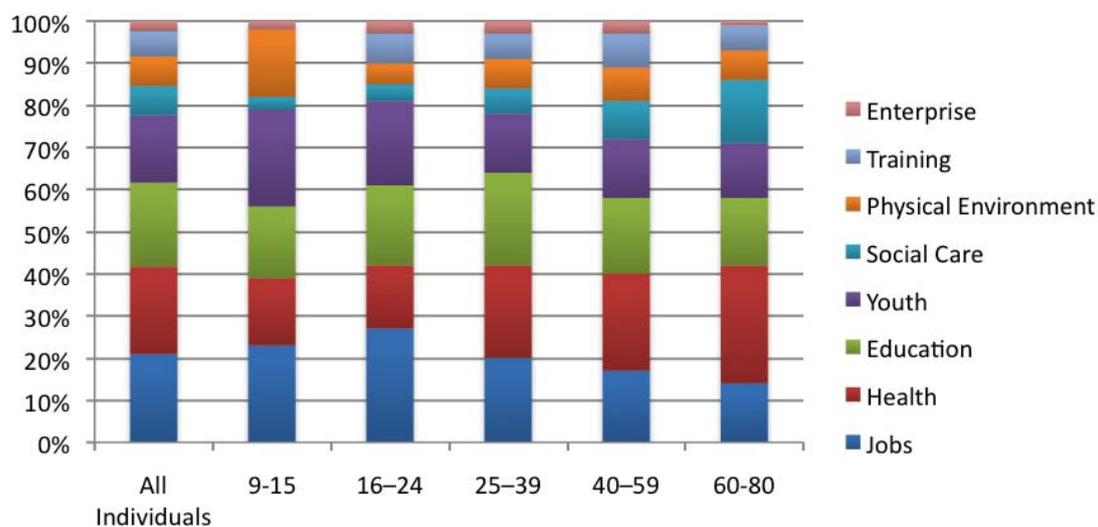
- **All ethnic groups selected the same top 4 priorities** consistent with all respondents: health, jobs, education and youth.
- **All ethnic groups also selected enterprise as their lowest priority**, with social care and training being the second to last 2 priorities.

A few minor differences included the following:

- **Bangladeshi respondents were more likely to prioritise education** (23%) than White (17%), Mixed (15%) or Black (20%) respondents.
- **Bangladeshi respondents were also more likely to prioritise jobs** (24%) than White (18%), Mixed (18%) or Black (20%) respondents.
- **Black (24%) and Mixed (23%) respondents were slightly more likely** than Bangladeshi (20%) and White (19%) respondents **to prioritise health**.
- **Physical environment**, although a low priority, **was more likely to be a priority for White respondent** (10%) than the other ethnic groups (average 5%).

Difference between ages

Comparing individual priorities to those of the different age groups reveals more differences, although the highest and lowest priorities remain consistent.

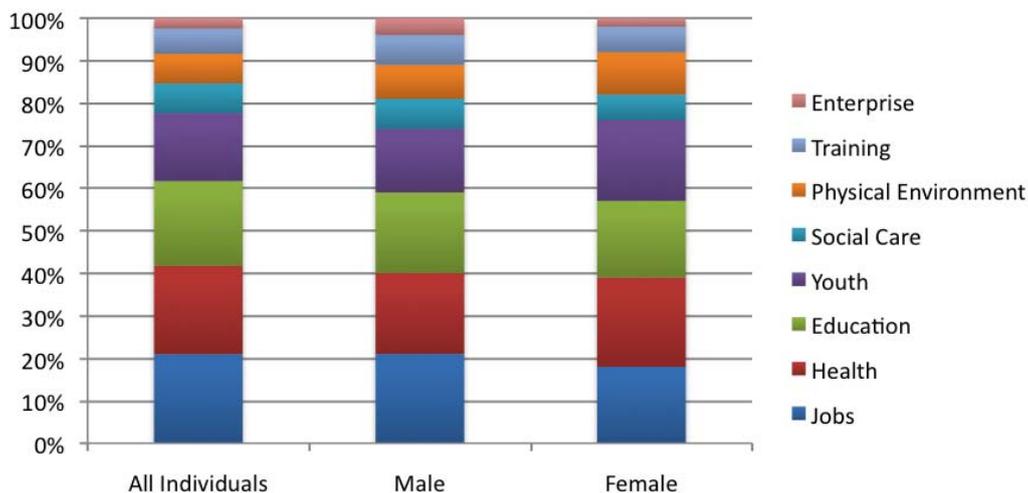


Significant differences include the following:

- **Those over 60 were almost twice as likely to list social care as a priority** (15%) than younger age groups (average 8%), and the only group to place it in the top 4.
- Not surprisingly **jobs shows up as a significantly higher priority for those between the ages of 16-24** (27%), and a much lower priority for those over 60 (14%).
- **Those under age 25 are also more likely to see youth as a priority** than older respondents, (22% versus 14%).
- **Health becomes a progressively higher priority as respondents get older**, with 28% of over 60s rating it a priority versus only 16% of 9-15 year-olds.
- **25-39 year-olds feel education is slightly more important** (22%) than other age groups (average 17%).
- **The youngest respondents were more than twice as likely to prioritise physical environment** (16%) than older respondents (average 7%).

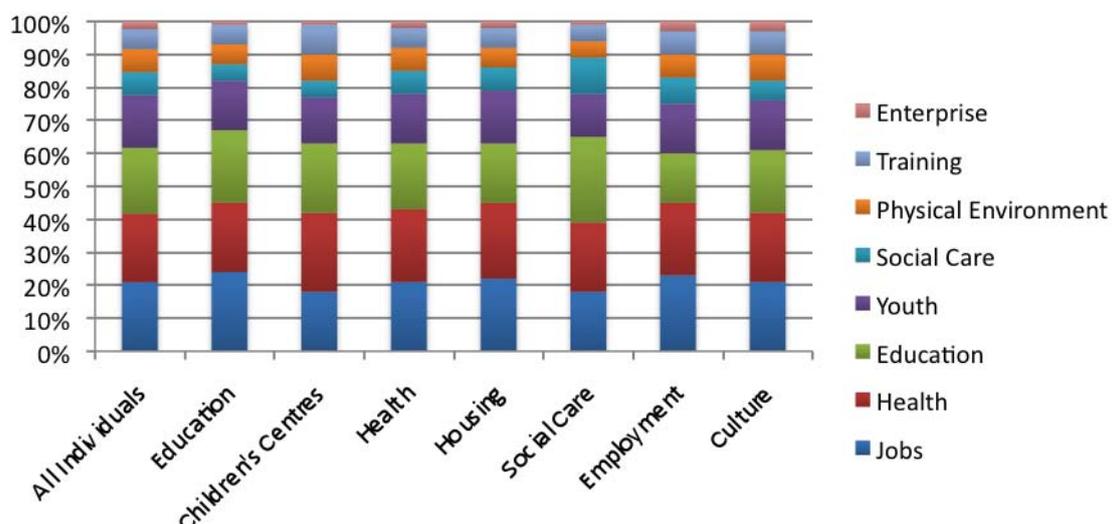
Gender differences

As with all questions, **men and women are very consistent in their priorities.**



Use of local services

Priorities were looked at in relation to the services that respondents and their families are currently using to see if respondents were more likely to select priorities according to what they use and access.

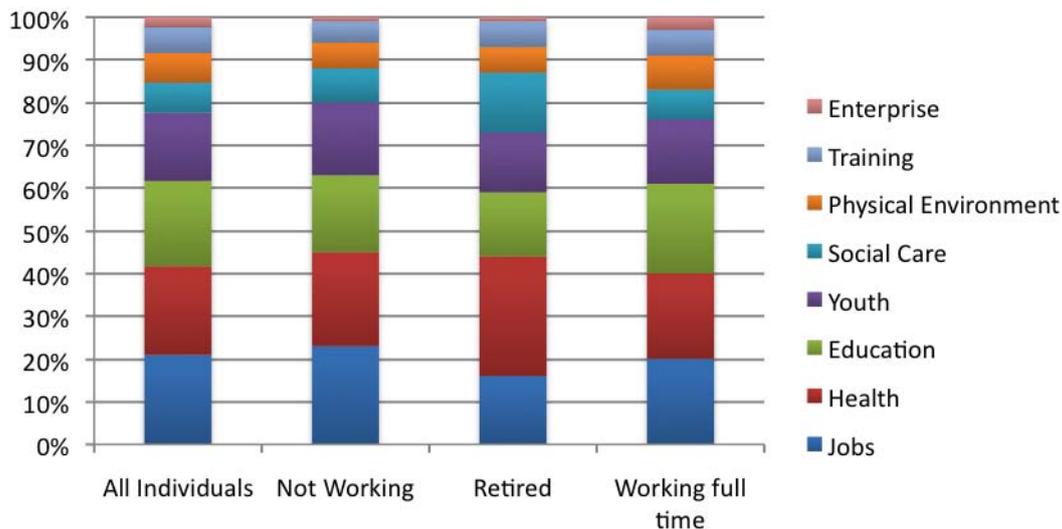


A few differences were noted:

- **Those linked to social care services were more likely to prioritise education** (26%) than those accessing other services (average 19%).
- **Those using employment services were the least likely to prioritise education** (15%).
- **Those in social care were slightly more likely to prioritise social care** (11% versus 6% average response).

Working status

The following table compares differences in priorities between respondents who are retired, unemployed or in full time work.



As with differences in age, a few significant differences emerged:

- **Retired respondents listed jobs (16%) and education (15%) as lower priorities** than those working (average 20%) or unemployed (average 20%)
- **Unemployed people were more likely to prioritise jobs (23%)** than employed and retired respondents, although not training, enterprise or education.
- **Health was a higher priority (28%) for retired people** than those working (20%) or unemployed (22%).
- **Social care was also a higher priority (14%)** than for working or unemployed respondents (average 7%).

Reasons people listed priorities

Respondents were asked to give more information as to why they selected specific priorities. The following show the main reasons cited:

Health

Three main reasons emerged in order of priority:

- 1) Access including waiting and surgery opening times (25%, n=23). Comments included:
 - A good accessible surgery with a range of services and access to health and fitness opportunities at reduced cost
 - Walk-in centre for all.
 - More GPs for shorter waiting times.
- 2) Healthy lifestyle/health promotion (23%, n=21). Comments included:
 - More funding needed to encourage healthy lifestyles and tackle obesity
 - Healthy lifestyle will allow people to be in a better position to help the community.

- Need to tackle obesity.
- Need to get people healthy and fit in order to do their jobs.



- 3) Health as general priority (13%, n=12). Comments included:
- Health of people is the highest priority.
 - Health central to well-being.
 - Preservation of health saves lives.

Social Care

- 1) Elderly (31%, n=13). Comments included:
- Better help for the elderly.
 - Older people have nowhere to go, prejudice.
- 2) General Support (21%, n=9). Comments included:
- Caring for families at risk or in need of support. Training for parents and care for children who are not being adequately cared for.
 - Lots of family problems in Mile End who need support.

Education

- 1) Access to Learning (24%, n=25). Comments included:
- Affordable higher education.
 - Access for all to quality learning.
 - Better college courses, funded or free.
- 2) Investment in future (19%, n=20). Comments included:

- The biggest contributor to lasting change for the next generation.
- Key to many of the other areas.
- Provide a platform for the future generation to do well.

- 3) Improved schooling (12%, n=13). Comments included:
- Focus on the betterment of educational services and institutions.
 - Make it more interesting and creative and get us involved.

Jobs

- 1) More employment opportunities (56%, n=61). Comments include:
- More legitimate jobs.
 - Need more opportunities.
 - More jobs in social care and environment.
- 2) Emphasis on young people (14%, n=15). Comments include:
- Young need to be doing something.
 - Local youth need jobs.
 - Jobs for youth will prevent anti-social behaviour.
- 3) More training and apprenticeships (8%, n=9). Comments include:
- Give us training opportunities.
 - More apprenticeships.



Youth

- 1) Places for young people (42%, n=47). Comments included:
 - More youth clubs.
 - Improve facilities for young people.
 - More activities in safe environment.
- 2) Youth hanging around (17%, n=19). Comments included:
 - Too many boys around area in the evening.
 - Gangs are growing.
 - Too many youngsters on the street.



- 3) Youth engagement/leadership (16%, n=18). Comments included:
 - Citizenship training and youth led decision-making.
 - Listen to their needs and give them control – they can lead.
 - Make up almost 50% of local residents so should be valued.

Enterprise

- 1) Investment in local business, including funding (35%, n=8). Comments included:
 - Need more investment in this area.
 - Business start up funding for new business.

Training

- 1) Training to work (42%, n=24). Comments included:



- Training into work and apprenticeships.
- Training linked to jobs needed.

Physical Environment

- 1) Improve local area (25%, n=20). Comments included:
 - More work needs to be done in terms of the look of the area.
 - Improve street scene, cleaner environment.
 - Make it look better. It looks too impoverished.
- 2) Recreation and green space (20%, n=14). Comments included:
 - There needs to be more greener and park places in Mile End.
 - More activities to improve environment outdoors.



INTEREST IN INVOLVEMENT IN THE PNCB PROJECT

The PNCB project was interested in knowing the extent that community members were aware of the PNCB and how interested they would be in being involved.

Knowledge of the PNCB

The community consultation was successful in speaking with 1,170 people through individual and group interviews. 793 individuals were asked if they had heard about the PNCB:

- 78% (N=570) had heard “nothing at all”, and a further 16% (N=116) had heard “not much” or “a little”.

Respondents were also asked if they had heard of the Poplar Blog, and if so if they had used it before.

- 92% said they had not heard of the blog before
- 7% said they had heard of the blog, but only 1% said they had used it before

Past involvement in other consultations

Respondents were also asked to what extent their views had been consulted before:

- 57% (N=422) of individuals said their views had not been consulted at all, and a further 28% (N=206) said a little or not much.
- 5% of individuals said that they had been consulted with a lot, with a further 9% saying quite a bit.
- 56% of groups (N=64) stated that their views had not been consulted at all, and 18% (N=31) said a little or not much.

Given that we know that substantial consultation exercises have conducted over the past years this is an interesting statistic.

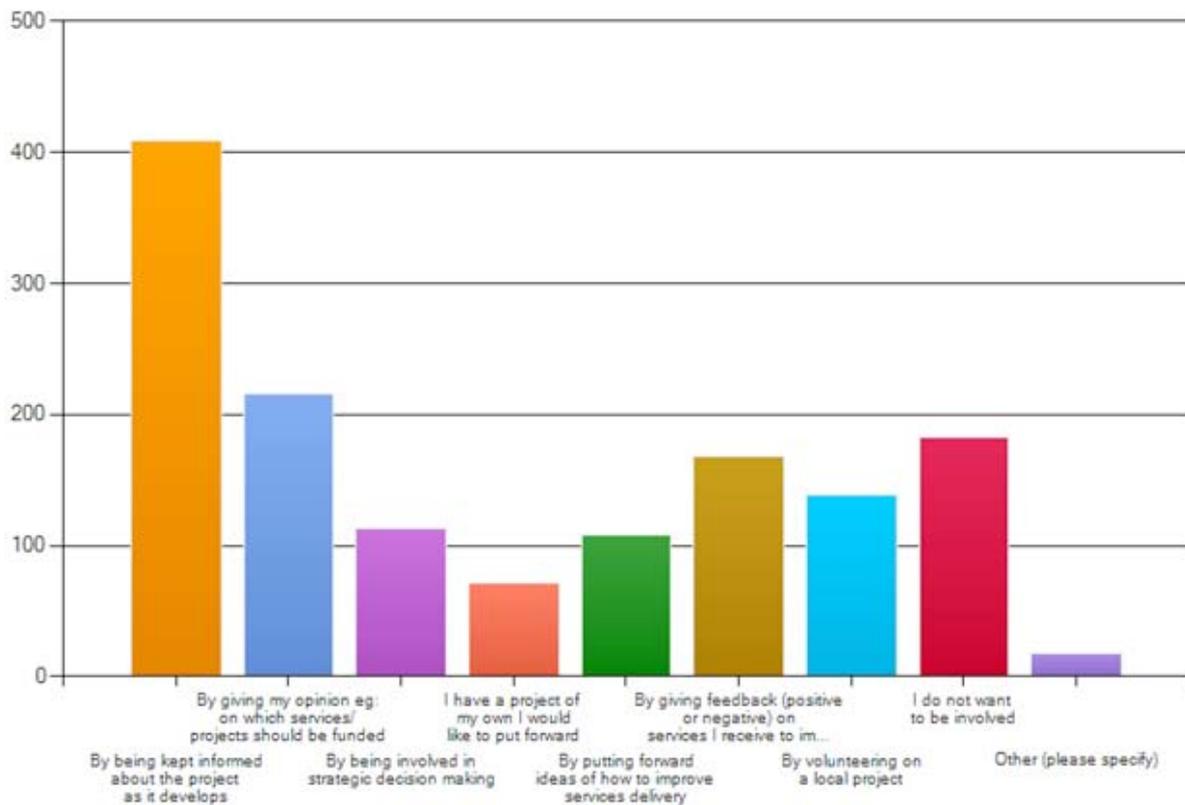
How respondents wanted to be involved in the PNCB

Individual respondents were asked in what ways they would like to be involved in the PNCB. The ways of involvement were broad and were developed with reference to the Kaizen model for community participation (below). More information about the model and the core archetypes of participation can be found [here](#).

The following table shows the individual responses to how people wanted to be involved.



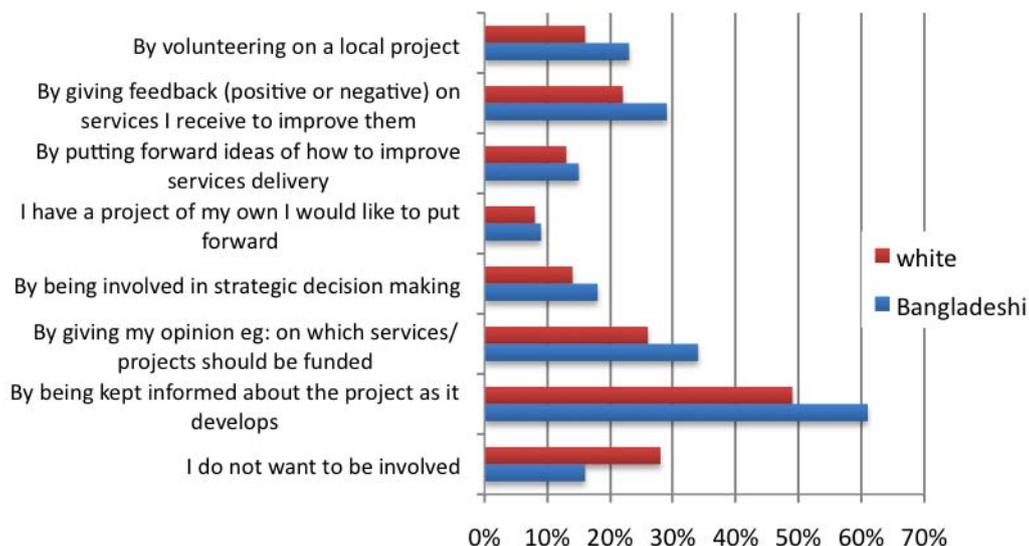
In what ways might you like to be involved in the Neighborhood Community Budget? (tick all that apply)



Of the individual respondents:

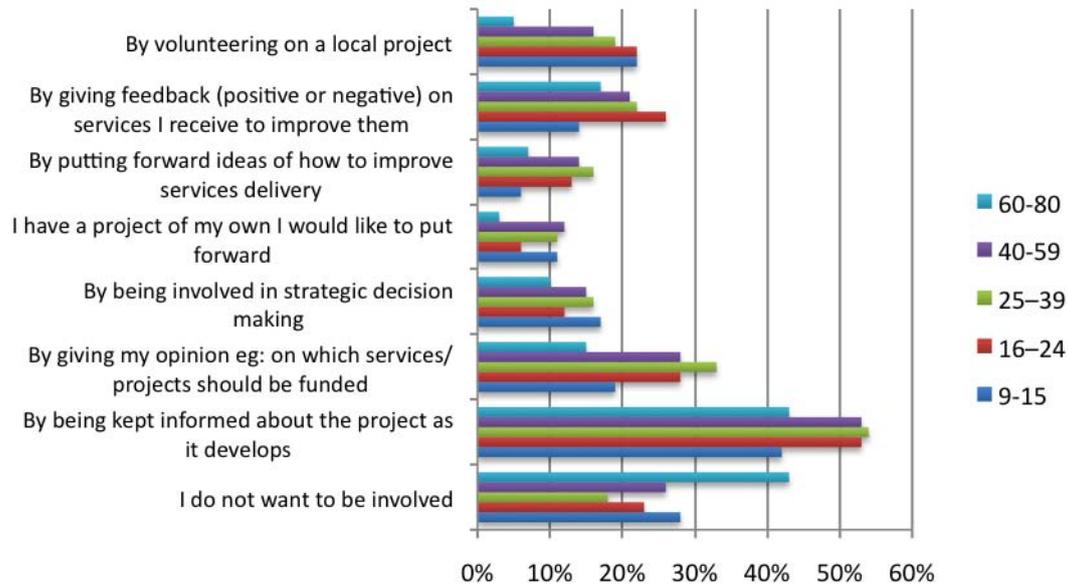
- Only 25% stated that they would not like to be involved
- 408 people (56%) stated they would like to be kept informed about the progress of the project
- 216 people (30%) want to be asked their opinion on which services should be funded
- 113 people (16%) wanted to be involved in strategic decision making
- There was some variation on how people wanted to be involved based on their age or ethnicity.

Involvement choices by ethnicity



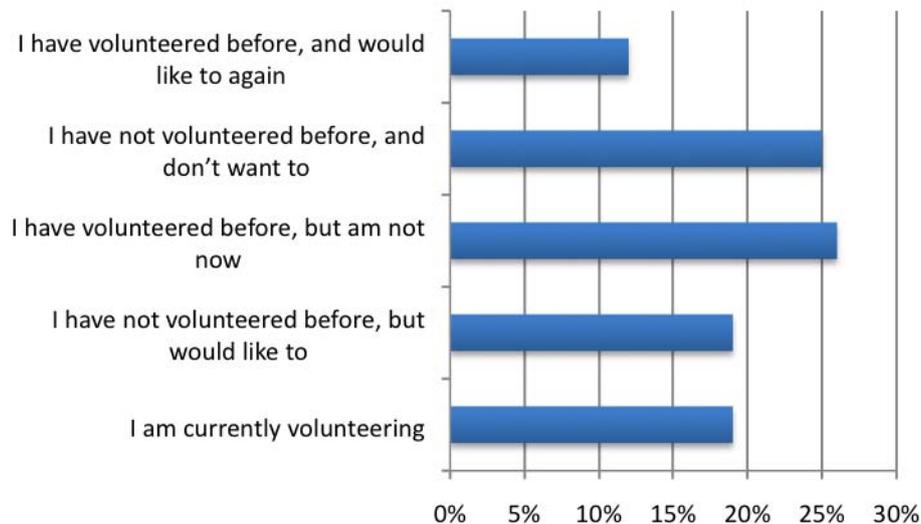
- Bangladeshi respondents uniformly had a higher percentage wanting to be involved across every category

Involvement choices by Age



Volunteer Experience

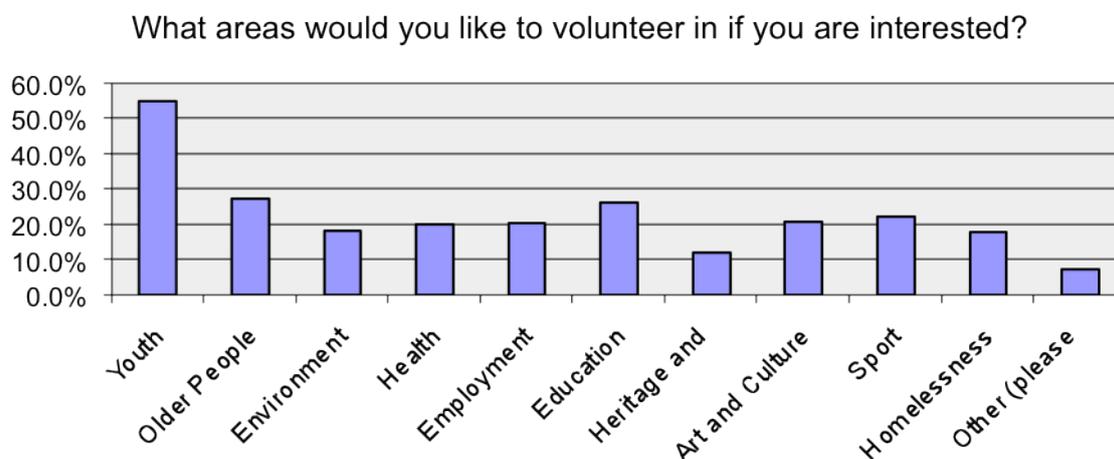
Individual respondents were also asked about their volunteering experience:



- **Of the 81% who are not currently volunteering, 31% expressed an interest in volunteering.**
 - Almost no people over 60 who had volunteered before would like to again, whilst 15% of those between 25-60 would like to.
- Half of respondents, whether they had volunteered before or not, were not currently interested in volunteering.
 - As respondents got older, they were less interested in volunteering (66% of under 16s versus 29% of over 60s).
 - Females were slightly more likely to want to volunteer (55%).
 - Unemployed respondents were much more likely to be interested in volunteering than employed respondents (61% versus 46%).
 - There are no significant differences between ethnicities in volunteer interest.

Areas respondents were interested in volunteering

The most popular potential area for volunteering was youth (55%) followed by education (26%) and sport (22%).



The most popular area for volunteering was youth (55%) followed by education (26%) and sport (22%).

- Women were more likely than men to want to volunteer in health (26% versus 12%), youth (59% compared to 49%) and with older people (35% versus 17%).
- Men were more likely to want to volunteer in sport (28% versus 18%).

Access to Internet

Respondents were asked about their access to the Internet.

- 12% have little or no access to the internet.
- Very little difference exists between women and men, although women were a bit more likely to want more support in accessing the internet.
- Those over 60 were far less likely to have access to the internet (45%) compared to 7% of other age groups.

Appendix B – Individual Questionnaire



QUESTIONNAIRE

Poplar Neighbourhood Community Budget Community Engagement & Consultation

1. Do you:

live work live & work study or
have an interest in either:

Bromley-by-Bow Ward Mile End East Ward

2. How many years have you lived/ worked/had an interest there?

<1 1-3 3-5 5-10 10-20 20+

3. What do you like about this area (top 3)

Friendliness diversity of people location
shops schools feels safe parks & leisure
transport links health provision
other things: _____

4. Do you agree that people have a responsibility to do their bit to improve their neighbourhoods and communities?

A lot Quite a bit A little Not much
Not at all Don't have an opinion

5. What local public services do you/your family use?

Education Health Housing Social Care
Employment (incl. welfare benefits and jobs advice)
Cultural (such as parks, play areas and libraries)
Children's Centres Other _____

6. Overall how much do you think you can influence local services?

A lot Quite a bit A little Not much
Not at all

7. What of the following is/are stopping you from influencing local services more?

lack of time lack of interest attitude of
professionals don't know what is possible
lack of confidence worried it would impact my
benefits I don't trust the people who make decisions
other/say more _____

8. Would you like to be involved, in some way in helping to make the neighbourhood a better place by influencing local services?

Yes No

9. We know that local residents continue to be consulted on a range of issues. To what extent have your views about the area been consulted before?

A lot Quite a bit A little Not much
Not at all

10. How much do you know about the Neighbourhood Community Budget (NCB)?

A lot Quite a bit A little Not much
Nothing at all

11. What main themes would you like the NCB to focus on? (list top 3 priorities)

	priority in order	why/which aspect/ideas
Health	_____	_____
Social Care	_____	_____
Education	_____	_____
Jobs	_____	_____
Enterprise	_____	_____
Training	_____	_____
Physical Environment	_____	_____
Youth	_____	_____
Other	_____	_____

12. How might you like to be involved in the NCB? (tick all that apply)

- By being kept informed about the project as it develops
- By giving my opinion eg: on which services/ projects should be funded
- By being involved in strategic decision making
- I have a project of my own I would like to put forward
- By putting forward ideas of how to improve services delivery
- By giving feedback (positive or negative) on services I receive to improve them
- By volunteering on a local project
- Other _____
- I do not want to be involved

13. Do you have experience of volunteering? (tick 1)

- I am currently volunteering
- I have not volunteered ever, but would like to
- I have volunteered before, but am not now
- I have not volunteered before, and don't want to
- I have volunteered before, and would like to again



QUESTIONNAIRE

**Poplar Neighbourhood Community Budget
Community Engagement & Consultation**
14. Would you like to find out about local volunteering opportunities?
Yes No
 Youth Older People Environment Health
 Employment Education Heritage and Museums
 Art and Culture Sport Homelessness
 Other _____

15. Are there things you would like training in?

16. Do you have access to the internet, & if yes, how much?
Yes Some Not much No
17. Would you like support to get more access to the internet?
Yes No N/A
18. Have you heard of the Poplar Blog (poplarblog.co.uk)?
Yes No Yes *and* I have used it before
19. Contact info:

Name _____

Address _____

Phone Number _____

Email _____

20. Sex:
Male Female
21. Do you consider yourself to have a disability?
Yes No I'd rather not say
22. Age:
9-15 16-24 25-39 40-59 60-80 Over 80
23. Which of the following do you feel best describes you?

White: British	
White: Irish	
Mixed: White and Black Caribbean	
Mixed: White and Black African	
Mixed: White and Asian	
Mixed: Other Mixed	
Asian or Asian British: Indian	
Asian or Asian British: Pakistani	
Asian or Asian British: Bangladeshi	
Asian or Asian British: Other Asian	
Black or Black British: Caribbean	
Black or Black British: African	
Black or Black British: Other Black	
Chinese	
Other ethnic group (please specify)	

24. Are you currently in work?

 Full time Part time Am retired
 Not currently Rather not say
25. Where do you live?

 my own home live with family
 rented (council) rented (RSL) rented (private)
26. If RSL (Housing Association) which one?

27. Do you have children (aged under 18) that live with you?
Yes No
28. Is there anything else you would like to say?

29. LOCATION of Interview:

Date and time: _____

Interviewer: _____

Appendix C – Group Questionnaire



QUESTIONNAIRE

Poplar Neighbourhood Community Budget Community Engagement & Consultation

1. Do you:

live work live & work study or
have an interest in either:

Bromley-by-Bow Ward Mile End East Ward

2. What do you like about this area (top 3)

Friendliness diversity of people location
shops schools feels safe parks & leisure
transport links health provision
other things: _____

3. Do you agree that people have a responsibility to do their bit to improve their neighbourhoods and communities?

Very much To some extent Not much
Not at all Don't have an opinion

4. Overall how much do you think you can influence local services?

A lot Quite a bit A little Not much
Not at all

5. Would you like to be involved in some way in helping to make the neighbourhood a better place by influencing local services?

Yes No

6. To what extent have your views about the area been consulted before?

A lot Quite a bit A little Not much
Not at all

7. What main themes would you like the NCB to focus on? (list top 3 priorities)

	priority in order	why/which aspect/ideas
Health	___	_____
Social Care	___	_____
Education	___	_____
Jobs	___	_____
Enterprise	___	_____
Training	___	_____
Physical Environment	___	_____
Youth	___	_____
Other	___	_____

8. Would you like to hear more about how you can be involved in the NCB?

Yes No

9. Which of the following do you feel best describes you?

White: British	
White: Irish	
Mixed: White and Black Caribbean	
Mixed: White and Black African	
Mixed: White and Asian	
Mixed: Other Mixed	
Asian or Asian British: Indian	
Asian or Asian British: Pakistani	
Asian or Asian British: Bangladeshi	
Asian or Asian British: Other Asian	
Black or Black British: Caribbean	
Black or Black British: African	
Black or Black British: Other Black	
Chinese	
Other ethnic group (please specify)	

10. Sex:

Male Female

11. Age:

9-15 16-24 25-39 40-59 60-80
Over 80

12. LOCATION of interview:

Date and time: _____

How Many: _____

Interviewer: _____

Appendix D – Strategic Engagement Plan



Poplar NCB Strategic Engagement Plan

July 2012

Introduction

This Strategic Engagement Plan sets out the strategic approach taken on the Poplar NCB Engagement and Consultation. The reasons for creating it are:

1. Create clarity on the approach and context for all stakeholders and deliverers.
2. Create a written record of what was thought at the start of the project for reflection and learning at the end. Often the assumptions made at the start of a project cannot be effectively recalled at the end, which makes learning difficult
3. Provides a clearly articulated rationale for why we are approaching the project in this way.
4. Given the pilot nature of the NCB projects, it means that we are able to help to enable other projects to see what we are doing and contribute to the legacy learning from the projects.
5. By thinking at the outset about indirect goals, we ensure that we get the best value for money and the maximum impact from the process. An example of this would be creating a database of people who would like to know about local volunteering opportunities beyond the scope for this NCB project.

Each section starts with an italicised outline (with grey shading) of what the intention of that section is for clarity and ease of understanding.

Document Prepared by Jonny Zander, Kaizen Director – June 2012

Contents

Aims, Targets, Goals.....	3
The Context and Background.....	4
Resource Assessment.....	5
Barriers and Challenges.....	6
Motivation.....	7
Network Factors.....	8
Process and Promotion.....	9
Managing and Measuring.....	10

Aims, Targets, Goals

In this section, we set out:

- *Very specific targets and goals (both direct and indirect) for the different elements of the engagement*

While the primary focus of the project is the consultation with community members, our approach is to place the consultation within a wider context and process of community engagement.

Direct Aims

- Raise awareness about the NCB project
- Have a representative section of the community express view on what theme to prioritise
- Build a list of people who want to be involved in the NCB process in the future
- Build a list of community members who would be interested in suggesting ideas to improve service delivery as part of the NCB process
- To actively engage less heard groups in the community
- Using a variety of methodologies to reach different groups and to provide data and conclusions with higher reliability
- To give the NCB team the information it needs to make a decision on how to prioritise and to catalyse community support for the NCB

Indirect / Additional aims

- Make a list of people who would be interested in local volunteering opportunities to allow for them to be directed to local opportunities
- Help create a sense of positive change in the community (“Despite the cuts, things *are* happening here”)
- Promote the [Poplar Blog](#) to increase traffic and help make it a viable and valuable community resource
- Increase professionals understanding of local barriers to community participation
- Add value to other activity in the area with which we share goals eg the *Your Shout* consultation and the Race online activity
- To find out specific things that individuals would like training in, so that they can be signposted to current training offers, or potentially new training could be developed if areas emerged that were not currently being offered.

Targets

- Consult with a minimum of 1000 demographically representative people who are part of the local community*.
- Conduct a minimum of 8 focus groups

* *community being defined as anyone who lives, works or has an interest in the LAP6 area*

The Context and Background

When doing an engagement of any sort, it is important to understand the context and background. If an engager is unaware of “how things are” for people in an area (either in fact or in perception) they are unlikely to be able to create an effective rapport. If they are also unaware of other activities in the area, then this can confirm negative perceptions such as:

- *“The left hand doesn’t know what the right hand is doing – typical council...”*
- *“This person has been parachuted in and doesn’t really care about us.”*

There can also be culturally specific factors that need to be taken into account (such as faith specific holidays.)

We also need to understand who else is operating in the area in order to know who we might need to partner / share information with to improve both the efficiency and effectiveness of our engagement.

This section therefore contains (or links to) information on:

- *the wider local context / background*
- *other initiatives ongoing in the area and also historic information*
- *partners working in the area*

The Lap 6 Area – What we Need to be Aware of

Very Strong Community Anchor Organisations

- There are a number of very strong community organisations in the area (including the project partners). Substantial amounts of community building and capacity building have been done over the past decades. This includes significant amounts of past consultation processes.

Area of Deprivation

- The ward profiles show the 2 wards in LAP 6 are at the bottom end of deprivation indexes for London and the UK.
 - [Bromley by Bow ward profile](#)
 - [Mile End East Ward Profile](#)

Perception to Reality Gap

- As an example, perception of crime is significantly higher than actual reported crime

Olympics

- Tower Hamlets is an Olympic host borough. There will inevitably be a big increase in traffic and people in the area prior to the Games.

Diversity

- The LAP6 area is multi-ethnic, though white and Bangladeshi populations are the vast majority of the local resident community

Faith Specific Information

- Ramadan will be during the consultation period, though only starting towards the end of the consultation on July 20th

Youth Issues

- Like many urban areas in the UK, there have been some recent increased youth “gang” tensions and activity in Mile End East (E3/E4 conflict)

Other consultations in the area currently

- YOUR SHOUT
- [Bartlett Park consultation](#) which will run until July 1st in Poplar

Resource Assessment

When carrying out any engagement, we need to be clear on what resources we have and how can we maximise them.

This section therefore focuses on:

- *Snapshot assessment of the resources available (human, financial and material)*
- *Assessment of the competencies and experience of the engagement team*
- *How can partners/orgs can support each other*

Poplar NCB partners

- Very strong networks and relationships between the different organisations and openness and willingness for the initiative to be successful
- Information held on databases by partner organisations seems to be relatively comprehensive and accessible
- Multitude of venues available for focus groups / interviewing
- Strong project management with offers of introductions to key local individuals

Kaizen

- Minimum of 35 days of consultation time (not including data uploading)
- Flexibility on timing and focus for consultation (teams working at all times of day)
- Diverse and experienced team with close management from Kaizen management team
- Team members have local knowledge from past work in this particular community. One member of the team lives and works in LAP6

Barriers and Challenges

This section is an assessment and mitigation plan for all key challenges, barriers and risks

- *In any engagement we need to assess the barriers that could stop people participating. (eg childcare needs, lack of knowledge of options for involvement, perception that they aren't the type of person who...).*

Barrier / Challenge	Mitigation
Community not understanding the opportunity or context (eg knowledge of the future impact of the cuts)	We will explain the context and link to other info on it
Community not clear on why they are being asked	Start of conversation to make clear being asked as the community will determine the priority focus areas
Perception that nothing will change	Address this head on – things change slowly (Margret Mead quote) when people come together.
Language	Work with family members/friends to translate. Use multi-lingual team members in phase 2 if needed
Mental Health Issues	Work with health providers and ensure that the interviewers are experienced at work with this client group.
Home-bound residents	Visit in their homes and phone interviews. GP network to identify home bound residents
Hidden individuals and communities who are not accessing mainstream services	Targeted street outreach not focussed at service delivery areas
Cynicism of community members	Positive and engaging team
How to ensure that the community build relationship with the NCB programme not with Kaizen	We will speak it as the PNCB programme and all emails/follow up texts to come from PNCB team
Sustaining context and opportunities to be involved	Build an opportunities matrix
Time – relatively short time frame for the consultation, in terms of building relationships	Take a networked approach to use the existing channels and have lots of short conversations with community members
No clarity on what the NCB project will actually be – thus a challenge to engage people to be involved in it	Turn into a positive - “This is your chance to shape what happens”
Time – many people are time poor so may not have time to speak on the street	Will hand out cards, take phone numbers and offer online and phone interviews
The Olympic Games, as a very powerful local event	Need to check that people are part of the defined community, and not visitors. Consultation will be complete by the start of the Games.
Team Safety	Interviewers to work in pairs and to be pro-active about not putting themselves into situations where they feel their safety is compromised. Team very experienced at work in this type of community.
The weather – if rainy	Ensure that wet weather consultation focuses on under cover area (such as health centres, community centres).

Motivation

Whenever we're trying to engage someone to do something, it is important we think about what their motivation would be for getting involved. This is for a number of reasons:

- Often we as programme designers and engagers imagine that people will have the same motivations as ourselves. This is almost always not the case. Therefore we need to think of how we present the opportunity so that it appeals to who we are actually trying to engage.
- If there is the potential for people to be motivated to get involved for reasons that don't actually support our project, then we need to be aware of this so that we can mitigate any potential negative impact. An example of this type of motivation would be people who want to sit on strategic board so that they can complain about the council or rally support for their on pet project or issue.
- In understanding the complexity of motivation, we can speak to this in any publicity material we put together or else in formulating our initial verbal approach to people. In a street consultation, opening with "Would you like to have your say in how we could make this area a better place and local people can have more say over how money is spent" will get more positive responses than "would you like to give feedback on public services."

At Kaizen, we have developed a model for mapping motivators into intrinsic and extrinsic (i.e. whether the motivation is an internal and personal issues or whether the benefit occurs in the outside world) and also direct and indirect. Direct motivators are those which are directly related to the project in question, whereas indirect are those that are not directly associated with the project.

Potential Motivators for filling out the questionnaire

Intrinsic Direct	Extrinsic Direct
<ul style="list-style-type: none"> • Feel like making a contribution • Feel like have a voice and that your voice matters and that those in "power are having to listen" • Feel like a good citizen/part of the community <ul style="list-style-type: none"> • Especially possibly for people who work in the area who might not have been treated as part of the community before by the local providers 	<ul style="list-style-type: none"> • Get knowledge about what's going on locally to gain status within groups as "someone who knows about things"
Intrinsic Indirect	Extrinsic Indirect
<ul style="list-style-type: none"> • Get things they might be annoyed about off their chest • Feel listened to and have a chat with a friendly person 	<ul style="list-style-type: none"> • To find out about other things that are happening in the are via promotion of the Poplar Blog • To be signposted to local volunteering opportunities • To find out about local training courses that are in areas of interest to them

Network Factors

When doing an engagement we need to be clear on what networks exist in an area that could both help and hinder us.

- *Identification of key sub networks and important hub organisations and individuals.*
- *Are there any negative network associations that we need to be mindful of? (e.g. if one organisation is in conflict with another, how do we manage a relationship with both?)*
- *What network building (i.e. connection creation and network strengthening) needs are there and who will be doing this?*

Key Local Organisations in the Network

- RSL's
 - Poplar Harca; EastendHomes; Swan Housing; Gateway Homes, Spitalfields; Providence Row; Old Ford; North London Muslim HA; Wilfred East London Housing Co-operative Ltd
- Bromley By Bow Healthy Living Centre
- Health Centres
 - Merchant Street Practice; St Paul's Way Practice; Stroudley Walk Practice; Bromley by Bow Practice; St Andrew's Practice
- Places Of Worship
- St Pauls Way Trust School
- Ward Councillors
- Primary Schools
 - Old Palace; Marner; St Agnes; Wellington Way; Cherry Trees; Ian Mikardo; Clara Grant; Stebon; St Paul's with St Luke's;
- Childrens Centres
 - Marner CC; Lincoln and Mile End CC; Toyhouse Libraries; Bow Childcare
- Bromley by Bow Timebank
- Education business partnership
- Leaders in the Community
- Job Centre
- Citizens UK
- Poplar blog

Network building – while not a specific aim of the engagement, by bringing awareness of the NCB project to local organisations, and promoting the Poplar Blog, there can increase opportunities for groups and individuals to interact with each other.

Process and Promotion

When doing an engagement (especially one that involved multiple deliverers) it is important to create clarity about what the process is. It is also important to ensure that the means by which the engagement will take place is promoted / carried out in a varied, diverse way that maximises the potential to engage as diverse group as possible.

This section of the document will typically contain:

- *Timescale and phases for the stages of engagement process*
- *Drawing up of full promotion methodology matrix, covering all promotion means (from social networking sites to radio to door knocking).*
 - *list of the paperwork and other materials you need to prepare (eg project description, adverts, application forms, letters, posters)*
 - *What are the different elements of the engagement process*

For this engagement there will be three stages:

Stage 1: Design and Development – up to June 15th

- scoping and design meetings with partners
- reviewing documents (eg past consultations and programme specific information)
- get clear on and agree intended outcomes and outputs from the consultation
- preparing all the paperwork (questionnaires, interview schedules, tracker, poster)
- establish links with programme evaluators
- drafting and finalising strategic plan
- drafting the operational plan
- field testing questionnaire and adapting content as needed
- development of online survey instruments
- setting up the Kaizen team

Stage 2: Engagement and Consultation – June 15th to July 27th

- We will be flexible and adaptive
- We will monitor progress closely
- Staged process with an initial burst of consultation followed by first analysis to identify targeting needs for second phase of consultation
- Development of the focus group protocol once we are able to identify core themes from the first phase of the consultation
- We will use a variety of methodologies
 - assertive outreach
 - individual interviews
 - snapshot group interviews
 - focus groups
 - key informant interviews
 - phone interviews
 - online questionnaires
 - attending events to sample at them

Stage 3: Analysis and Reporting – July 27th to August 20th

- analysis of all the data – qualitative and quantitative data
- hand coding and identification of key themes
- drafting report
- finalising reports (programme and community) and other communication mediums
- presenting report
- debrief of process with NCB team

Means of Promotion

- Through NCB partner networks
- Via text/email alert from GP, school, RSL TRA's,
- At key community hubs (eg health centre waiting rooms)
- Posters
- Business cards – to leave at key locations and give to people who don't have time to speak
- Targeted outreach
- Phone engagement of local organisations
- Online promotion – popular blog; partner websites; Twitter

Managing and measuring

Effective management and measurement during an engagement process is vital.

A good process will ensure:

- *All people involved are clear on the task*
- *Progress can be effectively and objectively measured*
- *All elements of the targets are being monitored rather than just the headline number (e.g. demographic and other mix)*
- *Early identification of any issues occurring and action taken to address*

Kaizen team

- Comprehensive team briefing to set everyone up for the process
- Check in after shifts to get running feedback and identify any issues early. This includes an online shift [summary form](#)
- Team overseen by Kaizen Directors
- Team debrief at end of project

Measuring

- All data will be uploaded onto survey monkey to give real time stats on number of questionnaires completed and accurate info on demographic mix and other data
- Two very experienced evaluators will independently look at the hard data, and compare conclusions

Appendix E – List of organisations contacted

Health

GP Network
St Pauls Way Medical Centre
Merchant St Practise
Stroudley Walk Centre
Bromley By Bow Health Centre
St Andrews Practise and Walk in Centre

Community Organisations and Centres

Mile End Leisure Centre
Burdett Neighbourhood Centre
LIC
Hi8us
Linc Centre
Marner Centre
Bromley by Bow Centre
Tower Hamlets Cemetery Park
Toyhouse Libraries
Lincoln and Mile End Children's Centre
Bow Childcare

Schools and Employment

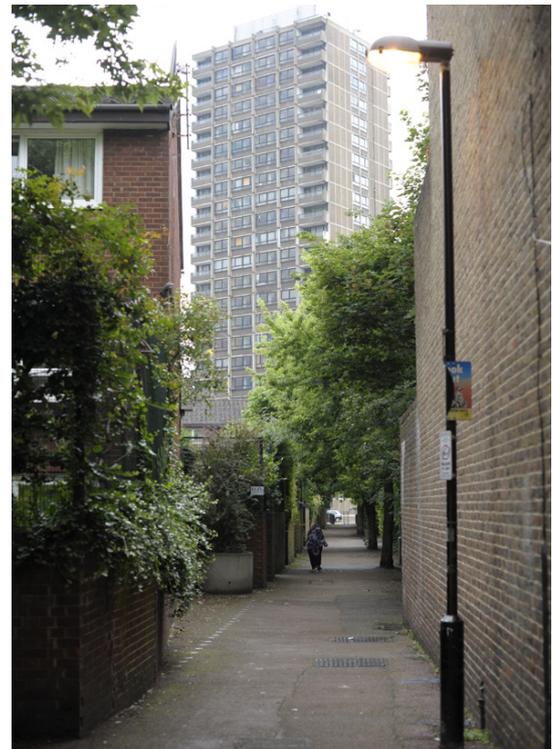
Old Palace Primary School
Marner Primary School
St Agnes Primary School
Wellington Way Primary School
Cherry Trees Special School
Ian Mikardo High School
Clara Grant Primary School
Stebon Primary School
St Pauls's with St Luke's Primary School
St Paul's Way Trust School
Job Centre Plus

Housing

Poplar HARCA
Eastend Homes
Swan Housing
Gateway Homes
Spitalfields
Providence Row
Old Ford HA/Circle Anglia
North London Muslim HA
Wilfrid East London Housing Co-operative Ltd
Mental Health Housing Organisation

Faith Organisations

Burdett Bangladeshi Cultural Association
Lighthouse Baptists Church
Bromley By Bow Muslim Cultural Centre
All Hallows
Eden Network



Media and Newsletters

N-TV
Church newsletters
Housing organisation newsletters

In addition, the organisations below were contacted by either Poplar HARCA or Bromley by Bow Centre to let them know the consultation was happening and we had contact with them as relevant afterwards:

City Gateway, Tower Hamlets PCT, Leaders in Community, Job Centre Plus, All Hallows Bow, Diocese of London and the Council of Mosques, Blue Skies, MIND, Metropolitan Police SNT Team

There were also other organisations and businesses too numerous to mention that the consultation team came across as they were doing the consultation; their staff participated in the surveys as well as recommending other places to go.

Appendix F – Short example bios of interviewees

Here are some vignettes of some of the individuals we interviewed:

- Male White British - Age 40-59. He has lived in and around the area for 10-20 years, His family is originally from Europe and his girlfriend is from Eastern Europe. They have two kids under 10. He would be interested in volunteering with employment and homelessness.
- Bengali male Age 60-70 Elder in the community, spoke with him at the mosque and did interview when bumped into him later that day on the street.
- Mixed White and Caribbean - Age 9. He was at the Lighthouse Church with his mother. He was very articulate in his responses and when pointing out how intelligent he was he responded with saying he is in the top groups at school and sits on the top tables in all his lessons.
- White British - Age 60-80. He is retired and is currently busier now than when he was working. He has a lot to do with the local mosque and has done a lot around building bridges between Muslims and the local community.
- Male Lives in Mental Health Housing Association Property. He came over to the park in his pyjamas - self proclaimed 'bonkers' (Bi-Polar) - incredibly vocal and articulate. Also registered disabled.



- Maltese woman in a wheelchair - over 60. She has had polio since birth and says that they treat the disabled badly in Malta so her dad paid for her to come here and have treatment. Very vocal, writes poetry, very into healthy lifestyle and cooking.
- Mary Todd - Head of Marner Primary

- 20 year male old running a pub for his parents.
- Male aged 23 was involved with gangs and street crime, turned life around and now volunteers with young people.
- Asian woman (20s) running a community oriented youth performing arts group with limited funding, wants to set up a social enterprise. Since age 14 she has been working to bridge youth gap.
- Chris (Reverend at All Hallows Church) interviewed him and he sent us on to the mother and toddlers group that runs every Tuesday and Thursday.
- Female - Mixed White and Caribbean - Age 25-39. She is a local business owner. She was talking about money being spent on developing cohesion from different communities and that she also thought she should be "doing her bit to be involved in the local community as a local business woman".
- Male Builder working in area: he would love to move to the area and think money should be spent on affordable housing for first time buyers and he would buy.
- Female Family Support worker met on the grass having lunch. Ticked a few involvement boxes. Been in the area for over 20 years and seen a lot of changes.
- Male Age 20 - Teaches Dance He used to be in trouble on the streets. He discovered dance at age 17 and now teaches to children from age 9 to mid twenties. He is very much interested in communication training and diversity training in terms of including Asian young men in dance when their parents won't let them due to religious beliefs.
- Bengali woman 20s who teaches Zumba. Works with youth, youth led community centre develop range of activities to bridge gaps in community, interested in integrating religious group through music and cultural activities. Want to grow advertise and develop into fully-fledged scheme.
- Female youth worker: their organisation has people live and work on estates to achieve community transformation working with parents, neighbours etc. They would love to see young people empowered to change and invest in their community.

Appendix G – Further information about PNCB Partners

Poplar Housing and Regeneration Community Association
167a East India Dock Road
London E14 0EA
(Lead - Accountable Body for PNCB)

Mile End East & Bromley By Bow Health Community Interest Company
C/o St Paul's Way Medical Centre,
99 St Paul's Way,
London
E3 4AJ

St Paul's Way Trust School
125 St Paul's Way
London
E3 4FT

Bromley by Bow Centre
St Leonard's Street
London E3 3BT

Andrew Mawson Partnerships
Ground Floor
46 Lomax Street
London SE1 0EH

Appendix H – Further information about Kaizen

The Kaizen Partnership Ltd (Kaizen) is an innovative social enterprise established in 2000. We are dedicated to making a difference within communities through a range of work with young people, professionals and community leaders. Our work includes the areas of education, employment, regeneration, housing and the care field and we are specialists in the design, delivery and evaluation of community sector services and projects.

Our clients range from Local Authorities to schools, small charities to the Olympic Delivery Authority.

Current and past clients include:

Action for Children, Barnardo's, Catholic Association for Racial Justice, Centre for Innovation and Enterprise, Changemakers, Code for America, Community Links, Community Resolve, Connexions, Contact Youth Counselling, Liverpool Fire and Rescue Service, London Organising Committee of the Olympic Games, Olympic Delivery Authority, Nando's Chickenland Ltd, Newham College, Peabody Group, Poplar Harca, Raleigh International, Re:generate, Royal National Institute for the Blind, Royal Institute for Public Administration, Smoke Free North West, Southampton FC, South Kilburn NDC, Teach First, The Audit Commission, The Learning Trust, The Salvation Army, The Sainsbury Family Charitable Trusts, The Tutu Foundation, The Young Foundation, Transport for London, Young Advisors UK, Young Potential East Midlands, Working Links.

Local Authorities that we have delivered programmes for include Harborough District Council; Essex CC; Norfolk CC; Liverpool City Council; the London Boroughs of Brent, Camden, Croydon, Enfield, Hackney, Hammersmith and Fulham, Haringey, Islington, the Royal Borough of Kensington and Chelsea and Waltham Forest.

"The Kaizen team bring a fresh approach with a shared ethos. Their blend of creativity and energy, (the ability to think outside the box), with their focus and determination, produces results that support organisations."

Derek Hamilton, Former Assistant Director, Barnardo's

Examples of engagement projects and experience:

- Engagement strategy and skills training for managers and frontline staff across the community sector;
- Support on community engagement for the Changing Places Programme Board of the London Organising Committee of the Olympic Games. We were invited to sit on the board as the only consultants specifically to bring this expertise on engagement;
- Consultancy on community engagement for organisations including the Audit Commission, Peabody Group and CleanupUK;
- Two, 1-year Community Leadership programmes with the London Borough of Camden across five estates to increase resident engagement and improve partnership working between residents and professionals;
- Engagement support and consultancy for Code for America on the development of an engagement toolkit
- Engagement consultancy and support for the Sainsbury Family Charitable Trusts
- Community consultation and research project on environmental volunteering across the 5 Olympic Boroughs, for the London Organising Committee of the Olympic Games;
- A community engagement and capacity building project for South Kilburn NDC;
- Delivery of seminars on Engagement at conferences including Chain Reaction, and the Bioregional One Planet Living Conference;
- Design and delivery of multiple community engagement and leadership programmes for the Tutu Foundation across the Midlands;

"Innovative models of analysis. The training builds wisdom in community engagement"

Superintendent Leroy Logan, Community Engagement Manager,
Olympic Security Directorate, Metropolitan Police

Examples of experience in Education and with Young People

- An award winning 9-month schools project across the 5 Olympic Boroughs for the Olympic Delivery Authority. We have now completed the 3rd year of delivery of this programme that has been highlighted as best practice in youth empowerment;
- Leadership workshops for young people at Primary and Secondary Schools, as well as Specialist Academies;
- Training and coaching for heads, teachers, governors, learning mentors and school support staff;
- Delivery of a large, multi-component 6 month youth leadership programme for LB Waltham Forest;
- Leadership training as part of a Masters degree on behalf of Teach First;
- A multi-agency pilot project for Transport for London to address the issue of young peoples' behaviour on buses;
- A training programme to support young Premier League footballers for Southampton Football Club;

Examples of experience in the Employment Sector

- Three intensive 2 week programmes for unemployed East London graduates for the Young Foundation;
- 2-year Training and Coaching Skills programme for the Diversity and Social Inclusion team, Liverpool City Council;
- 1-year package of training, coaching and supervision for employment advisors and managers from the Training Network Group;
- 2-year mentor training programme for Liverpool City Council;
- An intensive personal development programme to re-engage long-term unemployed in the possibility of employment, for Working Links;
- Training and individual coaching programme for trainees with disabilities and/or from ethnic minorities for Liverpool City Council;

Examples of experience in the Care Sector

- 4-year coaching, training and supervision package for managers and staff for Action for Children;
- Training and supervision for staff of private and statutory care providers who work with looked-after children such as Barnardo's, London Care Solutions, Progress Care, Royal Borough of Kensington and Chelsea.
- Crisis interventions to raise standards in under performing care homes for organisations including Barnardo's and London Care Solutions;
- Leadership workshops for looked after children

Examples of Experience in Project Evaluation

- Evaluation of a large scale anti-smoking campaign for Smoke Free North West;
- Delivery of a deep dive case study on best practice in youth empowerment, for Young Advisors UK, as part of a project for the National Empowerment Partnership;
- Design of evaluation methodology and training of youth evaluators for Vinolved East London;
- Programme Evaluation of the Enterprise Programme, Centre of Vocational Excellence, Newham College;
- Evaluation of the pan-London United Teens Project for Gingerbread

Appendix J – LAP6 Map & survey zone

LAP 6

Bromley By Bow
Mile End East



