

Appendix 1: Update on the Community Participation Strategy

1. Introduction

1.1 The Community Participation Strategy and its associated work plans were agreed by the Community Leadership Committee in March 2015. This report provides a progress report on the strategy, highlighting areas of success and presenting mitigations for areas performing less well.

1.2 The Strategy's aims are to:

- increase the level of community activity across the borough;
- build stronger partnerships between the community and the Council;
- coordinate and improve the support the Council gives to communities; and
- help the Council take more account of community activity when making decisions about how to deliver against the Borough's priorities

1.3 To achieve these aims the Community Participation Strategy includes six workstreams. The workstreams and their associated key deliverables are described in the table below:

Workstream	Deliverable
1. Improving our information about local communities	<ul style="list-style-type: none">• Produce a VCS Directory• Improve online directories
2. Making more use of current community capacity	<ul style="list-style-type: none">• Work with our Local Infrastructure Organisation partner to empower local people to become more active, involved and engaged.• Support local businesses to contribute to the Borough through corporate social responsibility (CSR)• Create better support mechanism for public service volunteering
3. Using our purchasing power	<ul style="list-style-type: none">• Improve access to information about tendering opportunities and Barnet procurement• Provide training and development for VCS organisations• Streamline Barnet's procurement processes to remove as many barriers as we can.
4. Exploring the benefits of working locally	<ul style="list-style-type: none">• Work with the community to test the feasibility of commissioning groups of services at local level, in response to a particular combination of community needs.• Roll out the community mapping toolkit.
5. Building relationships between the voluntary and community sector and the Council	<ul style="list-style-type: none">• Set up a Borough-wide VCS representative forum• Build VCS organisations' networks within the Council• Maintain an up-to-date directory of the Council's engagement mechanisms
6. Using our resources and assets	<ul style="list-style-type: none">• Coordinate grants and funding to make them easier for communities to access• Make sure the Council's community assets are used to their

	<p>full potential to support community activity.</p> <ul style="list-style-type: none"> • Deliver a VCS 'portal' giving a single point of access to resources which the Council makes available to voluntary and community groups.
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2. A. Improving our information about local communities

- 2.1 There is an increased emphasis across the council on demand management methods but in some cases, it may not be possible to reduce the volume of people requiring a given service; however, it is possible to share the demand with partners and organisations, instilling a collective responsibility for public services, empowering the community to build resilience, and allowing a more efficient and effective solution to local problems. Research also tells us that the voluntary and community sector (VCS) in Barnet do not feel well connected to each other, resulting in less opportunities within the sector for partnership working.
- 2.2 The delivery of a VCS database and directories will improve the information that is available both to the council and to partner organisations on 'the whole system' of Barnet, enabling more effective partnership working.

Deliverable	Date	RAG Rating	Narrative
Produce a VCS Directory	21.11.16	Amber	Due to a technical error, the delivery of the database is delayed. A reforecast date will be available by 04.11.16
Improve online directories	21.11.16	Amber	Directories will be pulled from the information provided through the VCS Directory on the Open Data Portal

- 2.3 The council has worked with Capita and Groundwork to deliver the Barnet Community Directory. The database is hosted on a website and is available through the Barnet Open Data Portal, enabling officers and partners to produce tailored directories.



[organisations](#) have already registered.

The most up-to-date list of the voluntary and community groups active in Barnet. Join our directory of organisations and groups that are working with local communities in Barnet by registering for FREE below.

[Register here](#)



- 2.4 The Barnet Community Directory was co-produced with members from the VCS. This involved;
- 4 workshops with on average 11 VCS organisations to develop an understanding of the need of the sector in relation to the database
 - Workshop with officers to understand the need of commissioners and frontline staff
 - A blog and a newsletter distributed to 50 VCS organisations to ensure a transparent approach

- Progress updates provided to the sector via the Communities Together Network and the Volunteer Barnet newsletter

2.5 Key to the success of the Barnet Community Directory is the sustainability of the database, ensuring information is up-to-date and reliable. With this in mind, the database was designed using the following principles, which were developed with officers and VCS representatives.

- Open Data Principles, allowing users to access and manipulate the data to suit their own specific needs
- Organisations own their data with no one person acting as gatekeeper, reducing the risk of key individuals moving on and leaving gaps in the system
- Data maintenance will be a core process to ensure that organisations are supported to keep their records up-to-date and accurate
- Basic and advanced profiles will allow organisations the flexibility to highlight information on different elements of their work
- The database will become the golden record within the council, with officers aware and able to draw down information they need rather than replicate information and requests for information

Encouraging registration and maintenance

2.6 Groundwork is commissioned through the Local Infrastructure Organisation contract to maintain the database. A Service Level Agreement (SLA) has been agreed that defines the level of service expected from Groundwork. The SLA defines:

- An intensive engagement plan for on-boarding organisations during the first three months of operation;
- Outline of basic quality assurance and validation;
- Process for keeping records current;
- Data exports to the Barnet Open Data Portal.

Embedding the golden record within the council

2.7 There is also a responsibility on the council to develop processes which support the database's function as a gold record, both in terms of collecting and disseminating information.

2.8 Follow-up workshops will be conducted with officers to identify 'touch-points' within the system which could be used to promote the database. For example, natural 'touch-points' would include Corporate Grants, Area Committee funding and Procurement. In addition, workshops will be conducted via the Barnet Innovation Lab to connect the database to different functions of the council where the data could be used. For example, the work being conducted by Adults and Communities to refresh their website could include an API¹ which could draw data automatically from the database.

¹ A set of functions and procedures that allow the creation of applications which access the features or data of an operating system, application, or other service.

b. Making more use of current community capacity

- 2.9 The Community Participation Strategy aims to support residents, voluntary and community groups, and businesses to be empowered, independent and active agents in their local areas. Activities within this workstream are designed to identify and support the creation of more community capacity through working with employers on responsible business practices and demonstrating leadership through implementing a council employer-supported volunteering policy. Encouraging responsible business practices unlocks additional community capacity and directs it to where it is most needed in the borough by providing local businesses with information and guidance on how they can use their skills and resources to tackle local challenges.
- 2.10 Volunteering in public services is also a key area of the focus for the council, with service delivery strategies now relying explicitly on volunteering. Expanding formal and informal volunteering provides an opportunity for local services to positively promote wellbeing and social value, move resources towards prevention, and redesign services to be more inclusive, collaborative and accountable to communities.

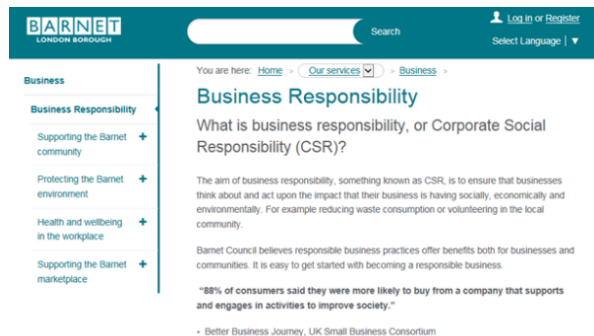
Deliverable	Date	RAG Rating	Narrative
Council employer-supported volunteering (ESV)	31.02.16	Green	Policy agreed and implemented
Encouraging local corporate social responsibility	04.11.16	Green	Approach agreed and implemented
Enhance public sector volunteering support	31.01.17	Amber	Mapping of activities completed. Scope and policy for improving public sector volunteering

- 2.11 In February 2016 the General Functions Committee agreed the establishment of an Employer Supported Volunteering (ESV) Scheme for Barnet Council². The ESV scheme in Barnet follows a similar model in place across many Government departments which encourage staff to volunteer as part of their employment. The proposed ESV scheme states Barnet Council staff will be able to take up to 2 days of paid volunteering leave per annum, (pro rata for part time staff) to volunteer with charities for the benefit of Barnet residents.
- 2.12 Since its implementation in March 2016 2 groups (11 individuals) have taken up group volunteering opportunities via the Council ESV scheme. Organisations who have received volunteer support include HeartReach (a mental health charity) and Dementia UK. Upcoming activities have been organised with AgeUK Barnet, Sweet Tree Fields Farm and the Barnet Homes Sheltered Accommodation. In addition to group activities, individuals have also engaged in volunteering opportunities. For example, one individual supported the North London Samaritans to design and formulate their own risk register. The next Staff Survey will provide data on the number of employees who have taken part in this scheme.

² The full paper can be found here: <https://barnet.moderngov.co.uk/documents/s29765/Report.pdf>

2.13 The agreement and implementation of the council's ESV scheme has enabled the council to take a leadership approach to encouraging local businesses to develop responsible business practices. A one size fits all approach is not suitable for responsible business practices and the council has developed two approaches, one for engaging small businesses and a separate approach for engaging larger businesses.

2.14 The approach to encouraging responsible business practices amongst small businesses is focused around providing online information which will support businesses to shape the focus of their local CSR activities on areas of need. This will enable the Council to harness additional community capacity to tackle specific local challenges.



2.15 Large employers in the borough such as McDonalds HQ, Middlesex University, the NHS, Brent Cross, and Barry M already have well developed and published CSR policies so will not need information and guidance. There is a strategic opportunity to engage with larger organisations on a one to one basis and discussions have been focused on a number of targeted 'asks'. 'Asks' may include donating money or providing corporate sponsorship to local causes or joining Barnet's new Dementia Action Alliance (DAA). Discussions with large employers are being led by officers with Growth and Development, enabling current relationships to be enhanced.

2.16 The council will promote local responsible business practice through a communication and engagement campaign, which will include publicising examples of good practice case studies on our website and working with partners to promote latest thinking on opportunities through local business networks- Federation of Small Businesses and the North London Chamber of Commerce.

2.17 Recognising the contribution of local businesses to the community is a key tool to encouraging and promoting local businesses to develop responsible business practices. The council is actively seeking opportunities that could support this aim.

2.18 To enhance public sector volunteering, we have conducted a mapping and research exercise to better understand the needs of the different areas of the council which include volunteers. A paper summarising the results of this exercise will be presented to the Strategic Commissioning Board in December 2016 and an action plan developed in January 2017.

c. Using our purchasing power

- 2.19 A national review of the sector's financial stability by [NCVO](#) concluded that although there is increasing demands for their services, the sector's funding has diminished. Income from government contracts and grants has decreased and there is more dependency on Foundations and donations. The Council recognises within the CPS that its own procurement processes and spending power can be powerful tools to boost community capacity and help organisations become more sustainable. In 2014/15, the Council spent approximately £30.4m with voluntary and community organisations £10.7m of which was with VCS organisations based in or near Barnet.
- 2.20 However, we also know that VCS organisations often feel that public sector procurement is difficult to engage with. This has been a consistent theme emerging from both local³ and national⁴ consultations. The biggest challenges facing the VCS when working with public sector procurement can be summarised as: access to information on procurement opportunities; complex processes and paperwork; and a lack of relationship between commissioners and the wider VCS sector.

Deliverable	Date	RAG Rating	Narrative
A package of measures to improve procurement	31.03.16	Green	In April 2016 the Procurement Board agreed an actions plan to support our local voluntary and community sector through the procurement process.

- 2.21 The challenges facing VCS organisations when dealing with public sector procurement are often similar to those faced by SMEs. Drawing on the insight from the research, from the experience of Entrepreneurial Barnet in supporting SME's and in discussion with CSG Procurement and CommUNITY Barnet, an Action Plan was developed to support local VCS organisations to better access the Council's spending power. The Action Plan was agreed by Procurement Board in April 2016.
- 2.22 The objectives of the Action Plan are to increase awareness of the benefits of commissioning from the local VCS, increase awareness of the procurement opportunities, improve bidding practice of VCS organisations and improve Council information of VCS expenditure.
- 2.23 The Action Plan has resulted in activities such as joint working with CommUNITY Barnet to include information on the VCS within staff induction document; making better use of the Communities Together Network and CommUNITY Barnet to keep organisations informed; and a review and refresh of the training provided by CSG Procurement.
- 2.24 The focus for this workstream going forward will be to better align the support provided with the strategic commissioning activities for the council. For example, the provider group

³ 'To bid or not to bid – that is the question we are considers: Barnet's charity, voluntary and community sector's response to the council's tendering and procurement processes'. CommUNITY Barnet consultation report for CSG, 2014.

⁴ https://www.ncvo.org.uk/images/documents/policy_and_research/funding/financial-sustainability-review-of-the-voluntary-sector-july-2015.pdf

model is an example of best practice where a partnership approach to procurement was a key element of the tender. In April 2017 the action plan will be updated.

d. Exploring the benefits of working locally

- 2.25 This workstream focuses on exploring the benefits of place-based commissioning at neighbourhood level, bringing together a bespoke package of services to meet the needs of each local community.
- 2.26 It builds on the learning from a pilot project carried out in Dollis Valley as part of the first phase of the Community Participation Strategy, which mapped local 'assets' – using the term in the broad sense to mean people and functions as well as buildings – and worked with residents to match these to need, using local community members' knowledge to inform this. The pilot project developed a toolkit for the asset mapping and needs assessment process.

Deliverable	Date	RAG Rating	Narrative
Roll out the community mapping toolkit.	28.07.15	Green	The toolkit circulated.
Work with the community to test the feasibility of commissioning groups of services at local level, in response to a particular combination of community needs.	30.04.15	Amber	Identify two pilot sites to develop a place based approach. The date for this element has been re-evaluated to enable the approach to be piloted within the work of the Town Centre Strategies.
DCLG Community Ownership and Management of Assets (COMA) programme participation	06.06.16	Green	The Rainbow Centre, NW7 Hub and Council took part in the DCLG COMA programme.

- 2.27 In November 2016 the Neighbourhood Asset Mapping toolkit was made available to commissioners at the Council. The Council is taking a Place-Based Commissioning (PBC) approach to town centre management and investment, by coordinating action across local partners (including the VCS and communities) to tackle existing issues in the area in a joined-up way and achieve greater overall improvement to local outcomes. The defining characteristic of PBC is that it requires the rewiring of traditionally siloed activities to better integrate services and ensure activity is outcome-focused for local residents and maximises the impact of investment in regeneration. The PBC approach encompasses council, wider public sector and community-led activities.
- 2.28 Two areas have been identified to pilot place-based commissioning; Finchley Church End and Burnt Oak Town Centre Strategy. The Strategy Unit are working with the Growth and Development Team to deliver the pilots schemes.

- 2.29 The Council successfully applied to become part of DCLG's flagship community asset transfer programme, Community Ownership and Management of Assets (COMA), in partnership with The Rainbow Centre and the NW7 Hub group currently exploring opportunities to create a community hub in Mill Hill.
- 2.30 The programme made both financial and in-kind support available to the partner organisations and the workstream will involve accessing and shaping that support to enable the best possible outcomes for the Council and the partner organisations.
- 2.31 The Rainbow Centre was provided with financial support and advice to support their options appraisal for future accommodation for the Rainbow Centre. The NW7 Hub was provided with financial support and legal advice on setting up a community group to manage a community hub. The Council was able to learn from the advice provided to both groups and use this learning to influence the council's wider Community Asset Strategy through the Community Project Board⁵.

⁵ The Community Project Board is an internal board co-chaired by the Director of Resources and the Head of Estates. The Board oversees the implementation of the Community Asset Strategy.ctn

e. Building relationships between the voluntary and community sector and the Council

- 2.32 We must ensure we retain a strong and sustainable relationship between the Council and the voluntary and community sector, to promote trust and mutual understanding, enable us to identify shared priorities and respond quickly to concerns and issues. VCS organisations are a valuable source of insight about the needs of the groups they represent and can potentially act as strong advocates for the Council, promoting a better relationship with residents and communities.

Deliverable	Date	RAG Rating	Narrative
Set up a Borough-wide VCS representative forum	31.12.15	Green	The Terms of Reference of the Communities Together Network have been expanded
Build VCS organisations' networks within the Council	31.12.15	Green	An internal network of community engagement practitioners
Maintain an up-to-date directory of the Council's engagement mechanisms	31.12.15	Green	An internal directory has been created

- 2.33 Following a review of the current Communities Together Network (CTN), it was proposed that in addition to its current function as a community cohesion and resilience forum, CTN's remit would extend to a Borough strategic Forum for the Voluntary and Community Sector. Expanding the remit of an existing network allows an opportunity to build on good practice and reduces the risk of duplication. The CTN Steering Group agreed amended TORs which aimed to create a forum to build and sustain good relationships with partner organisations within Barnet. To avoid duplication with other Council forums, the CTN Steering Group includes engagement leads from Children's Services and Adults and Communities.
- 2.34 In September 2016 the Community Leadership Committee agreed the CTN Annual report for 2016/17⁶. The report highlighted the increase in the number of VCS organisations attending CTN Open Forum Meetings and the positive response from partners and VCS organisations to the themed approach to the meetings. The meetings have been used to discuss and promote strategic decisions made by the council including the development of the VCS database, feedback on the Barnet Integrated Locality Team, how best to consult on Family Friendly Barnet and updates on the Libraries strategy. Council officers have also been provided with presentations from Young Barnet Foundation, HomeShare Barnet, and One Stonegrove to name but a few. The report highlights a new approach, bringing relevant council officers, VCS organisations and partners together to discuss and address issues that matter to Barnet's communities.
- 2.35 A particular area of focus for the improvement of the CTN will be the diversification of faith groups who attend meetings. The council recognises the importance of faith based

organisations in promoting strong communities and continues to develop approaches which encourage and promote the involvement of faith communities within the CTN. We are currently developing an outreach approach to Barnet's ethnically and socially diverse Muslim communities, kick-starting a reciprocal relationship with a currently under-represented group which represent 10% of Barnet's population⁷. In December 2016 the CTN Steering Group will meet to reflect on what went well during 2016, and decide on the direction for 2017.

- 2.36 To inform the development of the refreshed Terms of Reference of the Communities Together Network, an exercise was conducted to map and create a directory of VCS engagement routes maintained by the Council. The directory was produced in partnership with a network of officers from across the Council who work closely and champion the role of the VCS in their relevant areas. By co-ordinating engagement and ensuring the right routes are in place, this workstream helps reduce duplication of contact and encourage good use of resources.
- 2.37 We will continue to work towards a co-ordinated approach to engaging communities and representative organisations. As our work continues to improve the information we provide on the council website, internal information on the engagement routes will be made public and available to all.

⁷ <https://www.barnet.gov.uk/dam/jcr:926a6a16-9a19-4cae-b689-40ada234bb0f/Equalities%20and%20Cohesion%20data%20summary.pdf>

f. Using our resources and assets

- 2.38 The Council has a number of resources, assets and levers available to support communities. Information on how the council can support community capacity is currently maintained on different areas of the council website, making it difficult for communities to quickly access the information they need. This workstream aims to bring information on grants, procurement, physical assets, insight, the VCS database and engagement routes together on the council's website, to support better relationships between the Council and community groups.

Deliverable	Date	RAG Rating	Narrative
Coordinate grants and funding to make them easier for communities to access	01.04.16	Amber	Re-focused the Area Committee grants and updated online information and promotion
Make sure the Council's community assets are used to their full potential to support community activity.	31.06.16	Green	Supporting the Estates team to deliver the Community Asset Strategy
Deliver a VCS 'portal' giving a single point of access to resources which the Council makes available to voluntary and community groups.	30.09.16	Red	Delayed due to dependencies on other elements of work. A portal scoping exercise will take place during December 16-January 17.

- 2.39 In March 2015 the Community Leadership Committee agreed to refine the criteria for funding for Area Committee community project funding, to ensure that resources are allocated to schemes which are more closely aligned to the Council's priorities. The Committee agreed that proposals would need to contribute to at least one of five priority criteria:
- Improving community safety;
 - Improving local mental and physical health, physical activity and independence;
 - Supporting local people to improve their skills or find employment;
 - Providing support to local businesses; or to
 - Improve the local environment.
- 2.40 Information was also brought together on the routes by which Members and residents are able to access funding for non-Community Infrastructure Levy (CIL) proposals from Area Committee budgets. This information is now available on the Council website, along with information on the Corporate Grants scheme.
- 2.41 The Strategy Unit are also working to develop new methods of supporting organisations to raise funds for civic projects. Working with the Barnet Innovation Lab the council will pilot

the use of [SpaceHive](#), an online crowdfunding platform, to empower people to create and fund projects which matter to them. The council will seek to work with partners, local businesses and contractors to encourage funding pots to be made available to local communities. The online platform will allow organisations to access multiple funding streams from one location and application.

- 2.42 The Community Asset Strategy (CAS) Implementation Plan (agreed by Assets, Regeneration and Growth Committee in September 2015) set out that a new process would be developed for agreeing rent subsidies and leases, including lease renewals and new leases. The aims of the CAS are to increase transparency and consistency in the way that subsidies are awarded to VCS organisations; to recognise the important contribution to the borough that VCS organisations make by awarding subsidies informed by the level of community benefit the organisation delivers; and to ensure that the Council's buildings are used in a way that benefits Barnet residents by making sure organisations leasing Council buildings are financially viable, sustainable and governed appropriately.
- 2.43 The council developed and piloted a new process for determining rent subsidies for VCS organisations and assessing their overall suitability to take on a new or renewed lease. Under the new process, VCS organisations make a business case to the council to demonstrate their viability, sustainability, governance arrangements and capacity to deliver activities of benefit to the community; and demonstrate that awarding them a rent subsidy represents value for money to the taxpayer. To support the business case, a Community Benefit Assessment Tool (CBAT) has been developed to provide a fair assessment of the level of community benefit delivered by different organisations through their use of the building they wish to lease, and establish an appropriate level of rent subsidy in light of this.
- 2.44 After an open procurement process, an organisation called Simetrica⁸ was procured to develop the CBAT and business case template. Simetrica is a world leader in valuation of community benefit and in the UK has developed the Social Value Bank, which is now used to assess value across a range of social policy areas. Simetrica has also undertaken work for UK central Government, such as developing a cost benefit model for DWP. The CBAT is based on the Social Value Bank and uses methodology to objectively assess community benefit that is in line with UK HM Treasury Green Book guidance on valuation of non-market goods and services⁹.
- 2.45 In July 2016 the Policy and Resources Committee agreed that the CBAT and business case approach should be rolled out, based on findings from the pilot that the process is an effective way to ensure consistency and transparency in how rent subsidies and leases are negotiated with VCS organisations, which robustly assesses and considers benefit to the community and value for money.

⁸ <http://www.simetrica.co.uk/>

⁹ For more information on the CBAT methodology, please refer to the Policy and Resources Committee paper which can be found here:

<http://barnet.moderngov.co.uk/documents/s32739/Community%20Benefit%20Assessment%20Tool.pdf>

- 2.46 The scope and design of the 'portal' and identification of any additional resources it would be useful to include will be developed in consultation with the Communities Together Network through a workshop and follow-up activities. The portal will take a 'hub and spoke' format providing access to information on the various resources available. A portal scoping exercise will take place during December 16-January 17.

3. Communication Campaign

- 3.1 Complementing the Community Participation Strategy workstreams, the council is developing a communications campaign which will represent phase two of the 'Barnet Works Together' campaign. This centres on the 'Building Strong Communities' element of the Corporate Plan and the Community Participation Strategy, and will support the delivery of the council's demand management approach. The communication campaign will run from October 2016 up to mid-2017.

AIMS AND OBJECTIVES

- 3.2 The overarching aims of the 'Barnet Works Together' campaign are:
- Outline in simple and practical terms how residents can become involved in and more responsibility for their communities, leading to civically active communities
 - Signpost residents to support available from the council to become civically active
 - Illustrate a positive, partnership approach between the community, third sector and the council by recognising and rewarding community contributions
 - Engage in face-to-face conversations with residents, community groups and local businesses about the changing nature of the council's relationship with them to increase awareness and understanding of the role of the council and the individual
- 3.3 Phase two will focus on supporting the first two aims primarily, as well as implicitly demonstrating the positive, partnership approach. It is unlikely to involve the more explicit goals of the fourth aim at this stage. This is reflected in the objectives below.
- Raise awareness and understanding of opportunities for civic engagement in the London Borough of Barnet to:
 - Increase the number of individuals undertaking activities to help themselves, such as recycling, using libraries, and choosing to use council services online;
 - Where local residents are already civically active, increase the amount of time that they spend volunteering and/or otherwise engaging with their local community.
- 3.4 Longer-term objectives of the wider demand management and communication work will be to:
- Increase the number of residents that understand the 'new' relationship between the council and citizens, by demonstrating rather than telling;
 - Reduce demand on council services by increasing community resilience.

STRATEGY AND APPROACH

- 3.5 The communication campaign will draw on existing research and new data to explore how residents can be encouraged to do more on behalf of their communities. Based on what we already know from the 'Sense of Place in Barnet' report, we will ensure that the campaign has a strong, engaging identity and messaging to make sure residents can easily understand what is being offered.

- 3.6 To overcome barriers and perceptions about ‘community participation’ being driven by the council, we will develop a distinct method to engage residents. The campaign will:
- Use limited Barnet council branding;
 - Celebrate and acknowledge all levels of community participation;
 - Enable residents to identify themselves and developing an offer for different levels of participation.
- 3.7 The approach will focus on nudge techniques¹⁰, combining methods which are aimed to raise awareness of opportunities alongside methods aimed at changing the perceptions and social norms around volunteering.
- 3.8 We expect the campaign to be an integrated, multi-channel campaign aimed at reaching the local community. It will continue using print, social media and outdoor advertising alongside more in-depth community engagement activities to deepen understanding of the key messages.
- 3.9 The ‘initiation phase’ will take place in late 2016, ahead of a full launch in early-2017. In the initiation phase the campaign messaging will be developed, as well as a ‘soft launch’ signposting the campaign via articles in Barnet First.

Initiation phase

- 3.10 We are conducting a review of previous research and literature on volunteering and local campaigning, including the 2012 ‘Barnet Sense of Place’ project, to develop some preliminary themes and objectives for the campaign. Research has already been undertaken to understand quantitatively who and how many people volunteer. The focus of this research will be to understand local people’s motivations for volunteering and getting involved. The themes and objectives for the campaign will be tested with Barnet residents in focus groups in late November, before commissioning a creative agency to develop the campaign messaging and materials to be used in the full launch in early-2017.
- 3.11 Alongside this development work, a ‘soft launch’ of the campaign will take place via two articles about volunteering in the December edition of Barnet First; one with case studies of residents currently volunteering in Barnet and one showcasing the range of opportunities currently being advertised by Volunteering Barnet.

Full launch in 2017

- 3.12 Informed by the development work in the initiation phase, the council will develop a plan for the campaign to run from January-June 2017.

¹⁰ Nudge is a concept which argues that positive reinforcement and indirect suggestions to try to achieve non-forced compliance can influence the motives, incentives and decision making of groups and individuals, at least as effectively – if not more effectively – than direct instruction.

4. Measuring the success of the Community Participation Strategy

4.1 The Strategy is anticipated to contribute to and/or enable a number of benefits which link directly to the Council's commissioning priorities. These are as follows:

Adults & Safeguarding:

- Social isolation: proportion of people who use services who reported that they had as much social contact as they would like
- Proportion of people who feel in control of their own lives

Public Health:

- Percentage of the eligible population aged 40-74 who have received an NHS Health Check

Children's, Education, Libraries and Safeguarding:

- Percentage of the target groups that are registered with the children's centre within the area it serves
- Satisfaction of children and parents with services for disabled children and their families

Housing:

- Homelessness preventions

Environment:

- Percentage (of users) satisfied with parks, playgrounds and open spaces

Community Leadership Committee:

- Stronger communities – maintaining or increasing the percentage of residents who report feeling they belong to their neighbourhood
- More active, involved communities – increase in percentage of residents who agree that people pull together to help improve their area
- More active, involved communities – increase in the percentage of residents who volunteer at least once a month

4.2 In addition to contributing and enabling the council's priorities, each workstream will be evaluated individually to understand the impact of the Community Participation Strategy. It is proposed that November 2017 Community Leadership Committee report on the Community Participation Strategy provides an evaluation of the implementation plan.