



East London 2025

A Community Inspired Vision

Research proposal

Prepared by Opinion Leader

29th April 09

## Summary

We recommend:

- A detailed scoping and piloting phase revolving around a needs-analysis workshop with key internal stakeholders, focus groups with potential participants, and detailed specification of the outputs needed and the functionality of the online forum
- A launch event focussed on engaging people in the project by first setting the context of the forum, and second allowing participants to join working groups on areas of particular interest to them. Working groups will be set clear tasks and constructed so as to create a sense of team, which (along with an incentive) we expect to maximise participation rates
- Ongoing engagement, with at least three threads of discussion launched online each week alongside offline events
- Ensuring participants have a high sense of ownership over activities
- Using web 2.0 technology to allow participants to post and discuss using video as well as text
- Regular reporting including weekly summaries, monthly client workshops and full reports at key points in the project

## Why us?

- **One company. One team.** We have the research, technological and deliberative skills in a single team housed in a single location, reporting to the same senior management. This is not a partnership between companies with different agendas, it is a single team in a single company.
- **Experience of community engagement.** We have a great deal of experience of this sort of community engagement work. The team leader focussed on this area of policy at the Institute for Public Policy Research and the team has experience of running long term engagement projects around the country, including engagement connected with arts and sports related redevelopment.
- **Technological capacity.** Our proprietary CaucusWorld platform is designed precisely for this sort of long term community.
- **Understanding government's needs.** We have worked extensively with several government departments including DH, DWP, the Treasury, DCSF and DCMS. We have also worked with local government around the country as well as numerous quangos.
- **Understanding the East End.** We have extensive experience in the East End and understand the vibrant and diverse communities that live there.
- **Understanding the Olympic and Paralympic Games.** As the sole research supplier to LOCOG we are up to speed with the plans for London 2012.

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## 1. Research objectives

- To create a platform for local residents to truly be engaged in a conversation with the department and the Minister
- To gain regular insights into issues arising so that action can be taken by the appropriate agency
- For local residents to feel that they are being listened to by the Minister and in decisions shaping the future of their area
- To assist in shaping the future of Olympics and the area itself

## 2. The context

The East End is one of the world's most vibrant and diverse localities.<sup>1</sup> It is also one of the most deprived.<sup>2</sup> This project needs to respect and adapt to the reality of the twenty-first century east end if it is to be successful.

Annex 1 sets out a detailed list of the key contextual factors relating to the profile of the east end that we have borne in mind when devising the programme set out in this proposal, and their impact on the project design. They cover the context in terms of, the political and policy landscape, the socio-economic landscape, technology and Olympic specific factors.

Reading across the issues raised in that Annex suggests the following as particularly important themes the project has to address:

- Significant but limited scope for influence. While there is a lot that the community can influence, some issues will necessarily be off the table, either because decisions have been taken or because they are outside the jurisdiction of the DCMS and its partners in this project. We will need to be clear to participants both about the role of the community and the other channels they can use.
- Diversity. The boroughs are not just ethnically diverse, they are also diverse in terms of religion, class, age, work type, income, disability and many other factors. There are significant differences between boroughs and between neighbourhoods within boroughs. The project needs to find a way of reflecting this diversity in the context of a necessarily limited membership.
- Variable technological capability. While broadband penetration rates are not particularly low in the five boroughs, there is a significant class and age skew on access. There is also likely to be significant differences in terms of familiarity with web 2.0 functionality.
- Political alienation. The five boroughs are not immune from the national distrust of the integrity of politics and politicians. That creates a high bar for demonstrating to potential participants that

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<sup>1</sup> North East London: A case study in globalisation (Young Foundation, 2006)

<sup>2</sup> Index of Multiple Deprivation (DCLG, 2007)

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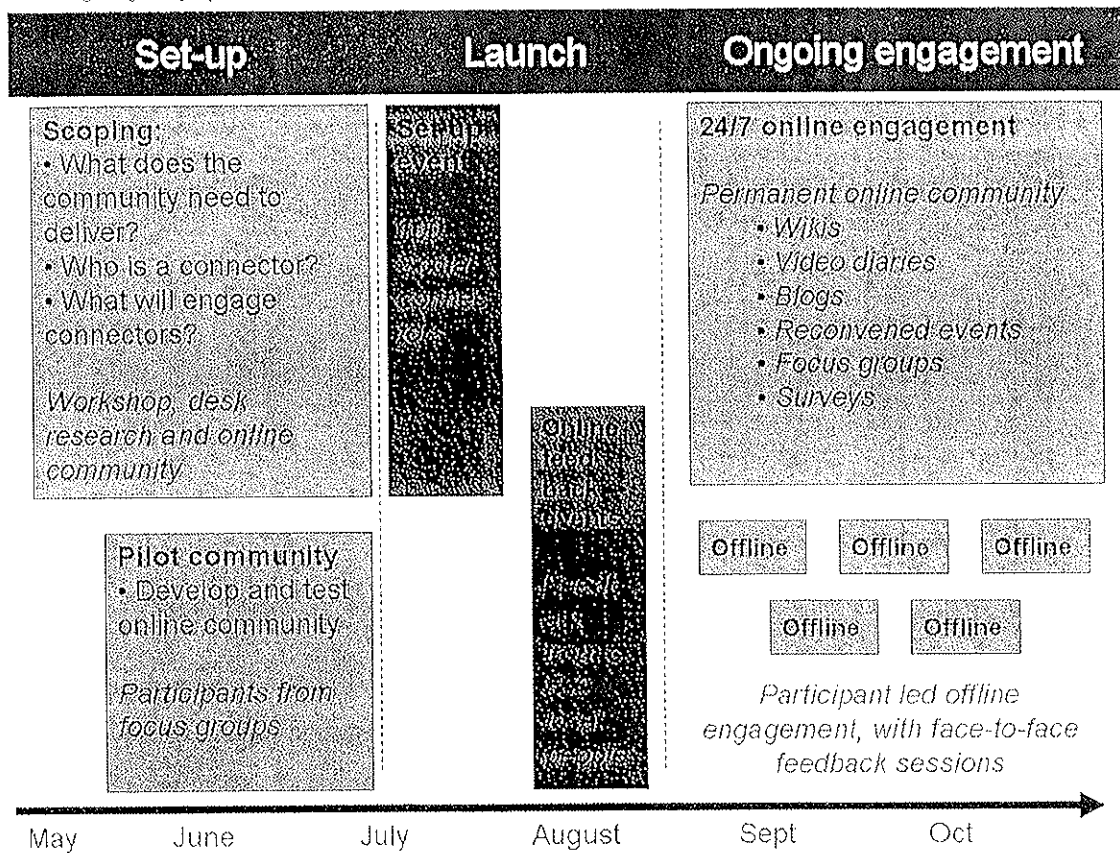
this community is an honest and influential platform. Meeting that bar is essential to sustaining engagement, ensuring the quality of engagement is high and boosting the reputation of the Department.

- Olympic positivity. While there is significant concern about a number of issues related to the Olympics, the overall mood is positive and people are keen to learn more. This will to some extent counter-balance political alienation and give people a reason to want to take part over and above any paid incentive or enjoyment that comes from taking part.

We have borne these in mind when designing the programme below.

### 3. Our recommended programme

The diagram below sets out our suggested overall programme. It is cut into three steps: set-up, launch and ongoing-engagement.



The next three sections of this proposal discussion each phase in turn.

### 4. Set-up

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The set-up element will involve first scoping the project in detail, and second running a small pilot community to test and refine the technology and functionality before roll out. These are discussed below.

## 4.1. Scoping

We strongly agree that a scoping phase will be vital to ensuring this innovative project delivers effectively. In our view, there are three key questions to be answered at that phase. The questions are:

- » What exactly does the community need to deliver?
- » Who is a social connector?
- » What would participants need to get and stay engaged?

### *4.1.1. What exactly does the community need to deliver?*

The brief is clear that the focus for the community is the Olympic legacy and the linked regeneration of the area. The scoping phase will need to unpack this to understand:

- » what aspects of the legacy programme are open to influence by the community?
- » how often are different issues likely to emerge that DCMS wishes to put out to the community?
- » how (if at all) the community should interact with stakeholders outside of DCMS (eg the ODA, local councilors, the local councils, etc)?

This will allow us to design the stimulus material for the first event, develop in detail the programme for publishing content for the community to engage with, and the protocols for dealing with issues raised by participants that are outside the concerns of DCMS.

How we would scope these issues: Our expectation is that we can unpack these issues in discussion with you, at a half-day scoping workshop involving the key internal stakeholders at DCMS.

### *4.1.2. Who is a social connector?*

At the heart of this project is the idea of 'social connectors'. The project's success depends on a clear operationalisation of this concept. We suggest that developing a sound and practical definition is part of the scoping phase of the work. Some of the issues to be explored include:

- » How connected does someone have to be to become one of our 100? Almost everyone is connected to a large number of other people. While there is no definitive evidence around the size of a typical social network, studies have regularly put it in the range of 150-300<sup>3</sup>, with an additional number of looser acquaintances. A key task is developing a metric that will allow us to identify people who go beyond that, either in the sheer number of connections they have or on some measure of the quality of those connections (eg the number of friends, or the variety of friends, or the frequency of interaction with neighbours, or whatever).
- » Should a connector have a deep connection to a particular community or a shallow connection to a broader range of communities? While some people may have many

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<sup>3</sup> The lower number is quoted by anthropologist Robin Dunbar based on studies of primates and documentary evidence, the latter larger number is of the order cited by H. Russell Bernard and Peter Killworth based on American field studies.

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connections within a single community, others may have a similar number of connections, but be more like a bridge between communities. For example, in a recent focus group we ran with Eastenders, one of the participants was particularly well connected amongst elderly Black Africans in Greenwich as he volunteered in friendship schemes and at a day centre, however he had very few connections outside that community. In contrast, another participant had a much more diverse range of connections (to dogwalkers from her time spent in parks, residents on her council estate through a residents committee, people with mental illnesses through a treatment group she was part of) but they were much shallower connections. We should consider the balance we want between breadth and depth of connections. This consideration should be informed by both by a view on what sorts of group or community should be represented in the programme, and possibly also by the social capital literature on bridging and bonding social capital at an individual level.

- » Does a connector have to be influential as well as knowledgeable? As the programme develops, a balance will need to be struck between the community being purely an intelligence gathering forum versus it becoming an active force directly 'shaping the future of the area'. If the latter is an important goal we might want to ensure participants are influential in local communities, not just knowledgeable about them. For example in a recent focus group we ran, one participant talked about a couple of market traders in Walthamstow market as highly knowledgeable about the area and local people. However they were not felt to be influential.

**How we would scope these issues:** We would address these issues in the half day workshop we run with you as part of the scoping phase. We suggest that you invite internal experts in social capital and related areas of theory to the workshop.

#### *4.1.3. What would participants need to get and stay engaged?*

A more practical question to address in the scoping phase is around what is needed to get people engaged in the first place and then hold their attention. At a broad level, some principles are clear. Participants will only engage if:

- » they feel their engagement can make a tangible difference
- » they are kept informed
- » the issues are relevant to them
- » the community feels open and welcoming, using everyday language
- » the demands on people's time are reasonable and where possible flexible

However, the innovative nature of this community raises some further questions around engagement, for example around the balance between online and offline engagement. how people without internet access might engage in the community, the need for a paid incentive, how to manage people's desire to talk about issues that do not connect to the strategic aim of the community and so on.

The brief suggests that connectors should grow their networks. As such we should also look at what tools people might use, ranging from online tools to training in networking, to build these networks.

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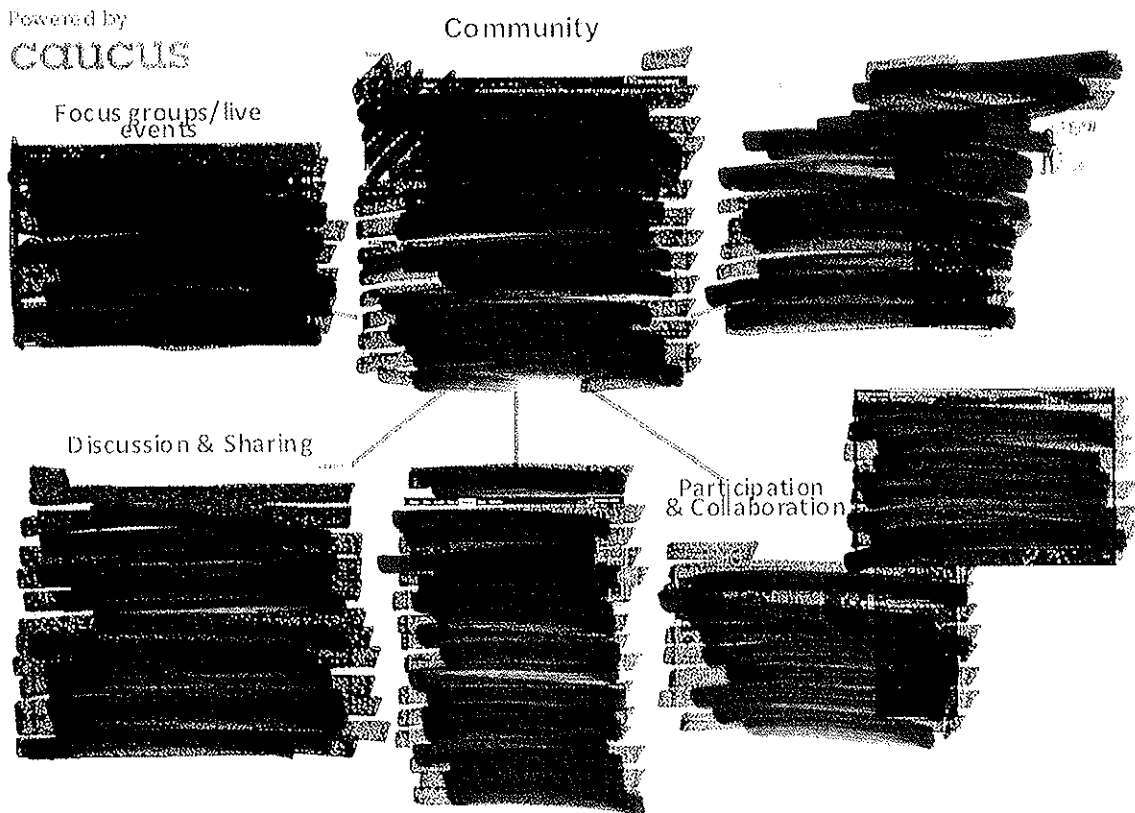
How we would scope these issues: As part of the scoping phase we suggest running four focus groups with connectors. These sorts of 'process' issues would be the central topic in these workshops. The participants in the groups would then be asked to take part in the next phase – testing and piloting the online community.

## 4.2. Online community setup: functionality, development and piloting

The online community would be built using our CaucusWorld community research and engagement platform.

The platform has been built to researcher specifications and offers the following functionality (further detail and specifications are available in Annex 2):

- Full online community discussion and forum facility
- Snap polling, including a full range of question types and engagement techniques (e.g. budget priority setting simulators, trade off questions, word sorting techniques)
- Live event broadcasts, with video streaming to community members' desktops (this functionality can be used to run online focus groups and seminars)
- Participants uploading of videos and photos as well as text



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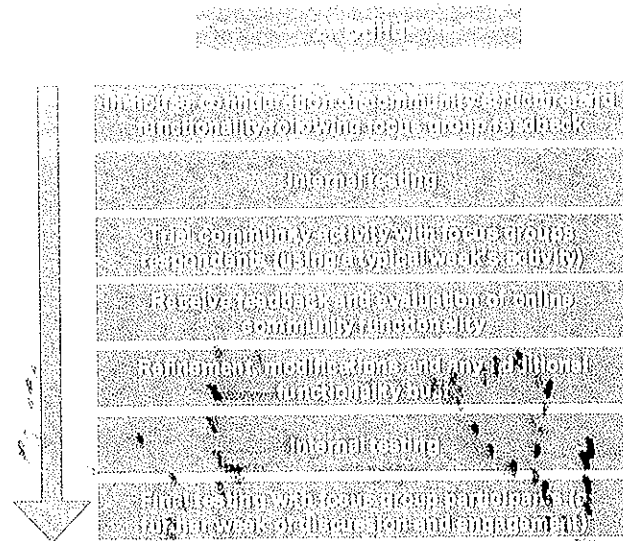
The platform is fully flexible and configurable and can be used to post and share a variety of multimedia stimuli.

#### 4.2.1. The development process for building a bespoke platform using *CaucusWorld*

The development process for the online platform will run in parallel with the scoping phase:

- A key output from the half-day scoping workshop will be a brief specifying the outputs needed from the community
- The focus groups will be used to test potential models for the online community
- The focus group participants will be invited to pilot the online community once the first generation platform has been built.

The process will run as follows:



Throughout this phase we would stay in close contact with you, producing:

- A note debriefing the focus groups and setting out a plan for the community. This would form the basis for a final scoping meeting
- A note identifying key modifications needed after the trial community activity

## 5. Launch phase

Getting this project right will involve getting the balance right between online and offline. Successful online communities almost always balance online and offline engagement. This is as true for the typical Facebook group (which comprises offline friends) as it was for the Obama election campaign (which used online to connect offline activity). Online engagement can be interesting, easy and informative but relationships forged and fermented offline also have to be a key part of building momentum and enthusiasm for the community. Moreover, offline engagement will be key for participants without access

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to the internet. As such we strongly agree that a physical event bringing the 100 social influencers together is key.

Energising the attendees at the event, so they come out keen to take part in the community, will mean ensuring that the launch event is itself an interesting forum where participants feel they have influence over decisions that are important to them. This means that it cannot just be a training session for what people will be asked to do in the forum. It has to cover some substantive content.

We would work with you to agree what that content should be. Ideally it would demonstrate to people that this community will be influential. In advance of those discussions, we have suggested a straw-man below.

### *5.1. The launch event itself – East End 2025*

The long term viability of the community will depend on building momentum early on. Our suggestion is to build this by giving participants a specific task with specific deadline coming out of the launch event. This will focus their activity, make them accountable for delivery and speed the formation of the social connections that will maintain people's interest in the community.

We have therefore structured our initial plan for the launch event to build up to this task setting activity.

We have also structured it to allow lots of time for informal socializing to build the offline relationships that will help build a stable community online. We suggest that the day is broken into three steps:

Step 1: Warm up and introduction to the community

Step 2: Formation of working groups on specific areas, inc training in using the community

Each step will be highly interactive.

Below is a suggested programme for the day. It is very much a straw man which would expect to refine with you. In particular, we could dial up or down the extent to which participants are asked to generate ideas versus comment on existing plans. While we are confident in the need to set a task for participants coming out of the event, we are very open to changing what that task is and as to whether working groups is the right way to go.

#### *5.1.1. Step 1: warm up and introduction to the community*

The time spent setting up the community is probably the most important couple of hours in the life of this project. It should leave people feeling empowered, interested and eager to play their part. We suggest achieving this by first emphasizing the importance of what we are asking people to do and by demonstrating our openness to their ideas. As such we suggest the following as a draft agenda for this section of the day

- |  |         |
|--|---------|
| 1. Participants arrive to a good breakfast and mingle  | 30 mins |
| 2. The SoS sets out why participants have been invited                                       | 10 mins |
| 3. Participants have a discussion of their priorities for the area, SoS and officials listen | 30 mins |

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4. Participants are informed by a short, interesting, multi-media presentation provided by eg the ODA on what changes are planned for the area 15 mins
5. Participants discuss the things they think it is most important for authorities to consider when delivering these plans 30 hour
6. These considerations are presented back to the room in 1 minute pitches 30 mins
7. the SoS responds 10 mins
8. Lunch 45 mins

#### 5.1.2. Step 2: Formation of working groups

After lunch, we suggest the day shifts to focus more on what we are asking people to do and how they will be helped to do it.

We suggest beginning by the lead facilitator explaining that over lunch we have looked at the pitches people presented and identified a number of themes for action. These themes might be traditional policy areas (transport, policing, sports facilities, etc) or they might be something different. Either way, we suggest using them to structure the working group activity we ask participants to take part in.

The working groups will each have c.10-15 members and a specific task to complete. We are open as to what that task is, but suggest it will be canvassing the opinions of the wider community and feeding those back at a later date. The value of these groups is that it gives people's activity a clear focus, ensures we can cover a range of policy areas, and forms another set of real-world social connections before participants leave the launch event.

Our suggestion is that participants are allowed to join whichever working group interests them the most. This ought to maximize their enthusiasm and so make it most likely that their interest will be sustained. When we move out of the launch phase, the groups will likely break down, with people following whichever thread of debate that interests them the most.

The draft agenda for this phase is:

1. The working group concept is explained and participants are invited to join them 10 mins
2. Participants move to join their working group and hold a discussion about what changes are needed. This could involve discussion with DCMS/ODA/LA officials working on the area. The working group develops a 5 point plan 70 mins
3. The working groups are given a task to perform over the next three weeks. Most probably canvassing the views of 5 other people and discuss how they will do that 15mins
4. They are trained in batches in how to use the online technology to help them do this and feed it back to DCMS. They are also shown the online and offline tools they can use to engage people outside of the community 60 mins
5. Each working group explains their plan to the whole group 20 mins

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### *5.1.3. Event logistics*

Participants will work on tables of ten, with a facilitator at each table. We propose heterogeneous tables bringing together people from across the area and with different lifestyles to ensure participants are exposed to diverse ranges of views, behaviours and experiences.

Facilitators would ensure that all voices are heard at their table, and would also prevent more confident participants becoming too 'dominant'.

We envisage that there will be scope for Q&A sessions and discussions with experts. We would manage these carefully so they do not become an unstructured 'free for all', or become hijacked by people with a specific axe to grind.

Participants will then deliberate the issues and options, as the facilitator summarises the deliberations from each table via a laptop. Facilitators will have a set form on their laptops which will help ensure consistency of outputs.

For the training session, we will have laptops available so participants can use the digital community software.

We suggest holding the event in an Olympics-related venue. This should help boost participants' excitement about the project. Ideally the venue would have a room large enough for all the participants to be sat in cabaret style tables, a separate room for breakfast/lunch and a green room for stakeholders should they need to catch up on work. The venue will need to provide the appropriate IT infrastructure in terms of a T1 or similar network.

Our expectation (and hope) is that you will be able to secure the venue without charge through the ODA.

### *5.2. Helping the working groups get community feedback*

At the end of the launch event, each participant will have a task that will involve them interacting with the rest of the community. They will also be trained in using the Caucus platform. The next step is for them to go out and complete the task.

Whatever that task is, we will provide participants support to complete it. This will include online tools. For example, participants will be able to set up blogs where they can post their ideas and receive comments. They will be able to start online chat threads so people can engage in their discussions.

Support will also include offline tools. For example, we will supply pro-forma pen and paper templates for them to use when collecting other people's opinions.

We will also contact participants online or offline to ensure they are making progress and answer any questions.

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Through this period participants will be encouraged to use the community tools to post on their progress. They will be asked to, and shown how to upload videos of interviews they carry out, upload photos, post comments, open discussions up for comment and otherwise begin to populate the community with content.

### *5.3. The working groups feedback online*

The final element of this launch phase is feedback from the working party's activity. This will take place using the online platform. Each working party will be invited to a one hour online event which will replicate the discussion format used during the face-to-face event. The event will begin with a facilitator asking each working group member to feedback the key findings from their interviews (or whatever task we set them). The group will then debate those findings in real time online.

It may be that officials from DCMS, Local Authorities the ODA or elsewhere would want to participate in these feedback sessions, interacting with participants and asking them questions.

At the end of these sessions, participants will either be set the next research task, or told that stakeholders will regularly turn to the community, so participants should feel free to post on topics that are important to them.

## **6. Continuing engagement**

After this initial flurry of activity during the launch phase, the community will move into a less intense ongoing activity stage. At this point we would need to work with you to identify content to feed the community with stimuli. We will need to regularly – three times a week or more if possible – post new discussion content for people to post comments on. We would also need to regularly get involved in discussion threads posted by participants. To boost interest, we would expect to also hold reasonably regular online events, such as live video web-chats with key stakeholders, perhaps including the SoS.

We suggest a programme that involves:

- Starting at least three online debates a week
- A monthly set-piece web-chat, some of which feature the SoS
- Monthly reports about what the department has learned from the community posted back to the community for comment

Alongside this we suggest an offline programme of engagement linked to the task-setting approach we suggest above. Our initial recommendation is that participants are asked to put together coffee-mornings or other informal engagement opportunities with their wider circle of community contacts. The community member who convened the coffee morning would be provided with a discussion guide. At the end of the morning they would be interviewed by one of our researchers to understand what they found. We suggest conducting 4-6 of these in each month of the community's activity.

In addition we would hold a programme of quarterly face-to-face debates with community members. These would be more informal and open than traditional focus groups, with participants having more responsibility for developing the agenda. Their constitution, frequency and content would be informed by

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departmental needs and the activity taking place online in the community. We envisage holding one 12-18 person forum a quarter, lasting two or so hours.

## 7. Securing proportionate engagement

One of the key challenges set out in the brief is ensuring that engagement with the issues is 'proportionate'. Presumably this relates to the importance of focusing debate on areas the community was set up to influence, rather than shorter-term non-Olympic related issues. This community is not designed to be a forum to debate dog-fouling and the frequency of rubbish collections.

Our approach to addressing this challenge is to provide clarity to participants at the launch event about exactly what the community is for (once this has been settled in the scoping phase). We would relate this scope to the sorts of issue the community has the power to influence; explaining that while legacy-related issues will be affected by the community's deliberations, other issues will not. At the same time, we would provide participants with the information they need to take up other issues in different forums (from MP's surgeries to formal consultation processes). This should act as a valve, releasing the pressure to talk about issues unconnected to the purpose of the community.

That said, a balance has to be struck between keeping on track and being so prescriptive about content that participants don't feel they own the conversations. We need to give people a certain amount of latitude. The more the content want to discuss is relevant to participants' concerns and presented in an interesting manner, the less latitude needed to discuss other issues.

## 8. Reporting

The project will produce large amounts of data. Unlike traditional research projects, this data will filter through on a rolling basis as participants engage in the community. Given this, we recommend a reporting schedule based on time:

- **Weekly one-page top-stories notes.** These would cover the major themes and developments in the community in that week
- **Monthly three-hour debrief and planning sessions.** These sessions would involve us providing a PowerPoint debrief covering both research findings and analysis of the health of the community. As well as debriefing findings, we would use these sessions to plan the next months activity, identifying what content we will need to community to respond on, the tasks for the face-to-face research elements, and the potential for ministerial and departmental involvement in research activities.
- **A written report at year end.** This report would draw on all the data gathered through the year to provide a holistic overview of attitudes reported by the community. It will be accompanied by a process report looking at the strengths and weaknesses of the online engagement approach, the factors that drove up participation rates and provide advice for future use of this innovative methodology.

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## 9. Sample design, inviting participant and what to do about internet-less households

### 9.1. Sample design

As is clear from Annex 1, the five boroughs are very diverse in terms of a range of factors including ethnicity, religion, type of work, working status, age and so on. There is also likely significant attitudinal diversity with relation to the Olympics and the different aspects of the legacy. There is a great deal of difference between the profiles of the different neighbourhoods and boroughs, which may be important where the community's findings need to impact decisions taken in specific localities. Moreover, while we know the profile of the general population we do not know the profile of social-connectors. They may well not be distributed through the area in proportion to the general population. This creates some important challenges for sample design.

Central to answering this question is to be clear about the role of participants in the social connector community. Our initial view, prior to the scoping phase, is that we should be very careful with the notion of representation – in both its statistical and democratic senses.

We strongly endorse the brief's view that this community is a 'qualitative reality check'. It can also be more creative than a reality check, generating ideas as well as sense checking them. However, the community of 100 social connectors clearly cannot be statistically representative of the population of the 5 boroughs, particularly as this community is deliberately skewed towards social connectors.

As a qualitative reality check, it is important that the community reflects the range of 'realities' that exist across the East End. An idea that is entirely uncontroversial for the creative industry workers so prevalent in parts of Hackney, may be much more of an issue for Newham's Bengali community. We would work with you to identify the criteria against which we want to ensure there is representation in the community, but we would suggest considering age, gender, class, ethnicity and borough, alongside possibly disability, work status, work type, neighbourhood characteristics and sexuality.

An important limit on the differences we can cover is that we need to make sure there is a critical mass of people from different communities. If someone is going to express a particular culturally conditioned point of view that is controversial amongst the rest of the community, they are going to need support from other people with a similar perspective. That means trying to ensure that there are several members from each of the groups we want to cover.

A second limit is that interlocking quotas across the number of dimensions we are likely to want to consider may prove unwieldy, particularly as we do not have survey data to show us the profile of social connectors. We will inevitably need to prioritise the number of criteria against which we would like to recruit against.

In this proposal we are not suggesting a specific breakdown for the community. We think that this is a key issue to address in the scoping phase and should not be short-cutted at this stage. Above we have set down some of the considerations to be borne in mind that process.

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While we will make sure we have people from a range of communities, during the project we should be very careful about the sense in which we expect people to represent those communities. It does not seem to us sensible to ask, for example, a female black-African participant to take on a role as a representative of 'the black-African community' or of 'women' in the sense of being a delegate from those communities tasked with advocating on their behalf. While they may well hold those two attributes as important parts of their identity, it is unfair both on them and the wider community to expect them to talk on behalf of the wider group. Instead, we should see them as knowledgeable individuals who are providing their own point of view, not the point of view of a community.

## 10. Engaging households that are not online

Broadband penetration rates vary markedly across the boroughs, and presumably between neighbourhoods within the boroughs. While household penetration in Waltham Forrest is 77%, in Tower Hamlets it is 41%<sup>4</sup>. The five borough average is 61%, five points below the national average. Moreover, there is likely significant differences in penetration rates between social groups with older and poorer groups less likely to be online.

One response to this issue would be to make internet access a requirement of participation but to set very hard quotas around numbers drawn from communities that are systematically less likely to have internet access. For example, we could ensure we represented or even over-represented poorer, older residents.

The strength of this approach depends crucially on whether there are significant attitudinal or behavioural differences between eg older poorer internet users and their non-internet using counterparts. If you have such data we could use it to provide guidance on whether this approach is sensible or not. Our in principle view is that there are unlikely to be very many substantive differences between internet users and non-internet users once we have controlled for age, class, ethnicity, religion and so on.

However, we do not think it is adequate to simply rely on quotas to resolve the problem. It should be possible for non-internet users to access the community. There are two ways this could happen.

One option would be to loan a computer and provide broadband access for potential community members who do not currently have those facilities. This need not be as costly as it sounds if we use reconditioned PCs running Windows XP.

The second option is to partner with internet cafes in the neighbourhoods of participants without internet access to fund internet access on their behalf.

The former is preferable in terms of providing equal access to the community – having to leave your home to go to an internet café will doubtless reduce participation levels, particularly for people who are not familiar with computers.

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<sup>4</sup> Point-topic.com

However, providing computers and broadband for a subset of participants a computer (even if only as a loan) could create ill-will amongst other participants. It could seem unfair that they are getting bills paid that others are not. This could significantly damage the cohesion of the community.

We would want to explore this balance in the scoping stage. One option would be to provide computers for everyone, but that would likely be prohibitively expensive unless we could find a technology partner for the project.

The costing section of this proposal covers these options.

## 11. Incentivisation

Participants will only remain engaged if they feel it is worth their while. Central to this is the sense that their engagement makes a difference, combined with it being enjoyable. However, there may also be a need for additional more concrete incentives.

We would explore this at the scoping stage, but our initial expectation is that:

- Paid incentives will be needed to get a good cross-section of people to come to the launch event. Without them, we would skew the panel a long way towards the extremely committed and the time-rich. We suggest an incentive of £75 in cash for attendance
- As part of that incentive payment, participants will be asked to agree to take part in an ongoing programme of engagement
- In addition, a prize-draw format would be helpful to boost participation rates. These prizes would ideally be highly linked to the project -- for example tickets if they can be negotiated from LOCOG. But they could also include more day-to-day goods or cash.

## 12. Timeline

	Scoping and piloting		Launch phase	Ongoing engagement	
Early May	Scoping				
Late May		Pilot			
Early June					
Late June			Scoping and Pilot Report		
Early July					
Late July			Launch Event		
Early Aug				Feedback from launch	Community up and running with full functionality
Late Aug					
September					

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Oct						ty.	Project Review
Dec						Offline engagement takes place	
Jan							
Feb							
March							
April							
May							Year 1 Report

### 13. Team

Below are biographies of the core team members. They are drawn from Opinion Leader and her sister companies within the Chime Research and Engagement Division. We all sit in a single office in Holborn, within 20 yards of each of other.

The team would be supported by the wider Opinion Leader time and the Chime Research and Engagement Division at points where the team needs to be scaled up, eg to facilitate the launch event.

#### *Viki Cooke, Chair, Opinion Leader Research*

Viki Cooke is Joint Founder and Chair of Opinion Leader. Viki began her career in advertising, communications and planning.

Viki has played a leading role in developing new thinking about social influence, opinion leader engagement, reputation management, trust and driving behaviour change. She has been at the forefront of developing new research methods including pioneering approaches that engage citizens and consumers in an informed debate about the issues that affect them.

Viki is a frequent media commentator, a regular conference speaker and writer. In her spare time Viki is a Trustee of the charities Global Action Plan and Changing Faces and a lay member of the Warwick University Council.

#### *James Morris, Research Director.*

James is an expert in research and community engagement. He also leads our work for LOCOG.

At Opinion Leader, James has focussed on public involvement, for example leading a project exploring public attitudes to NHS reconfiguration that involved an event where the Prime Minister engaged directly with citizens in a manner similar to that envisaged for the SoS in this project. He has worked for clients including the BBC (engaging disabled people in developing a content strategy for the broadcaster), Channel 4 (engaging audiences in defining the channel's core purposes), Age Concern (exploring issues around long term care). The General Social Care Council (looking at regulation) alongside

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commercial work for clients including McDonalds, Marks and Spencer, Duke Street Capital, B&Q and several others.

His work for LOCOG has focussed on understanding public attitudes to the Games, exploring the legacy, expectations around delivery and interest in the core sporting and cultural programmes. He has overseen a long term public opinion tracking project as well as qualitative research looking at the positioning of the Games.

Prior to joining Opinion Leader James was a Research Fellow at the Institute for Public Policy Research where we focussed on the theory and practice of citizen involvement in policy making. He led a research project for the ODPM's National Community Forum looking at the role community engagement should play in policy making, as well as running projects that involved citizens in policy areas from city centre living to transport policy. James began his career as a Policy Analyst at the Prime Minister's Strategy Unit where he worked on strategic reviews of the UK's education and transport systems. He then moved into the world of advertising at TBWA London where he worked on clients including Sony PlayStation and John Smiths.

James won the Research Magazine 'Newcomer of the Year' award in 2007 and has been nominated for the 'Special Contribution to Conference' award for the MRS conference in 2008. He was also nominated for Perrier Best Newcomer at the 2001 Edinburgh Festival.

#### *Vijay Sodiwala, Managing Director, Caucus*

Vijay is the Managing Director of Caucus which specialises in building on-line communities to create consumer engagement and provide insights through consumer participation. He would ultimately be responsible for the online engagement and online community aspects of the project.

Vijay has a background in technology, media and telecommunications (TMT) and has worked as an executive and/or consultant with leading TMT companies such as BSkyB, News International/News Corporation, Tiscali and Video Networks. He has been involved in the launch of number of high profile and innovative technology platform based consumer businesses including The Sun's and BSkyB's launch of ISP services.

Vijay is a non-executive board member of Ofsted part of the Department of Children Schools and Families where he provides strategic oversight for all their technology programmes

Vijay holds a BSc in Electrical & Electronic Engineering, an MBA from London Business School and is fluent in Gujarati and Hindi.

#### *Ben Shimshon, Senior Consultant*

Ben specialises in using citizen engagement, qualitative research and political-style polling to solve social and commercial problems.

the last two years, Ben has worked on a range of engagement projects for a wide spectrum of clients. Recent examples include: engaging members of the public to help Channel 4 look at the future of their PSB output and the channel's distinctive public service role; a series of deliberative workshops with

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parents to find out what could get them engaged with a campaign to encourage people to step in where they suspect that child abuse is occurring. Before joining Opinion Leader, Ben worked for a think-tank which looked at social and economic issues. Ben holds a BA in History from Cambridge University, and an MSc in Public Policy from UCL.

*Graham Brown, Senior Consultant, Caucus*

Graham is a Senior Consultant and Caucus, and joined from its sister company Opinion Leader (part of the Chime Research and Engagement Division) where he held the post of Associate Director. Graham would be responsible for quality and delivery on a day to day basis.

Since joining the group in early 2005, Graham has conducted numerous research projects with very senior stakeholders across a range of sectors for clients such as BT, British Airways, Defra, Thames Water and Ofgem. His particular research interests are around national infrastructural issues, and he has also led on a number of large scale public deliberative events.

Graham has been extensively involved in developing and refining the platform functionality for research purposes. He has worked in the research industry for more than nine years, and holds a MSc in Psychological Research Methods from the University of Strathclyde.

*James Hallam, Research Executive*

James has worked on quantitative and qualitative research for Age Concern into the future provision of elderly care funding, a deliberative event with parents for the DCSF, reputation studies for Bupa and Aviva, and an ongoing quantitative project on people's engagement with the London 2012 Olympics. He is currently managing recruitment of a stakeholder survey for the Office of Government Commerce. Prior to joining Chime's research and Engagement Division, James gained a Masters degree with distinction in English Literature and Philosophy from the University of Sussex.

## 14. Cost and commissioning process

We suggest that you commission this process in three phases; the scoping and piloting phase; the launch event and initial consultation phase; and the ongoing engagement phase. The expected costs for each are broken down below.

### 14.1. Scoping and piloting phase

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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- [REDACTED]
- [REDACTED]

The cost for this phase is.

[REDACTED] [REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED] [REDACTED]

14.2. *Launch phase*

This phase includes:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED] [REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED] [REDACTED]

<sup>5</sup> This is an estimate based on our overall response to the brief. The cost will be confirmed once we have produced a detailed project specification note that all parties are happy with

<sup>6</sup> Again, this is an estimate to be confirmed on the basis of a detailed revision spec after the pilot has completed

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[REDACTED]

[REDACTED]

NB this cost does not include:

- venue hire as our expectation and hope is that you will be able to secure an Olympic related venue at no cost. This will boost participants' sense that this is an important event at the heart of the future of the Games. An ideal location might somewhere on the Olympic park, or LOCOG permitting, their suite of meeting rooms at Churchill Place, perhaps on a Saturday when the office is (relatively) empty
- Provision of IT equipment in the venue. We will need c.30 laptops linked to the venues internet network to train participants in using the Caucus platform. Hire of this equipment, if necessary will cost in the region of £8k-10k

14.3. *Ongoing engagement*

This phase includes:

- Starting at least three online debates a week
- A monthly set-piece web-chat, some of which feature the SoS
- 5 telephone interviews with community members following their offline activity per month
- One 12-18 person forum per quarter
- Monthly three hour debrief and planning sessions
- End of year report

[REDACTED]

[REDACTED]

Total exc Vat

14.4. *Grand total*

The total comes to [REDACTED] exc Vat, which we are happy to discount to [REDACTED] exc VAT.

14.5. *An important note on cost*

Such a complex and innovative project is likely to change as time progresses, particularly in the light of the scoping and piloting phase. As such, we need to reserve the right to adjust the platform construction

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cost in the scoping and piloting phase when we have a detailed specification for the platform. We may also need to revise the costs for the launch phase depending on the detail scope agreed for it. The ongoing engagement fee is fixed as are all elements excepts the construction cost in the scoping and piloting phase.

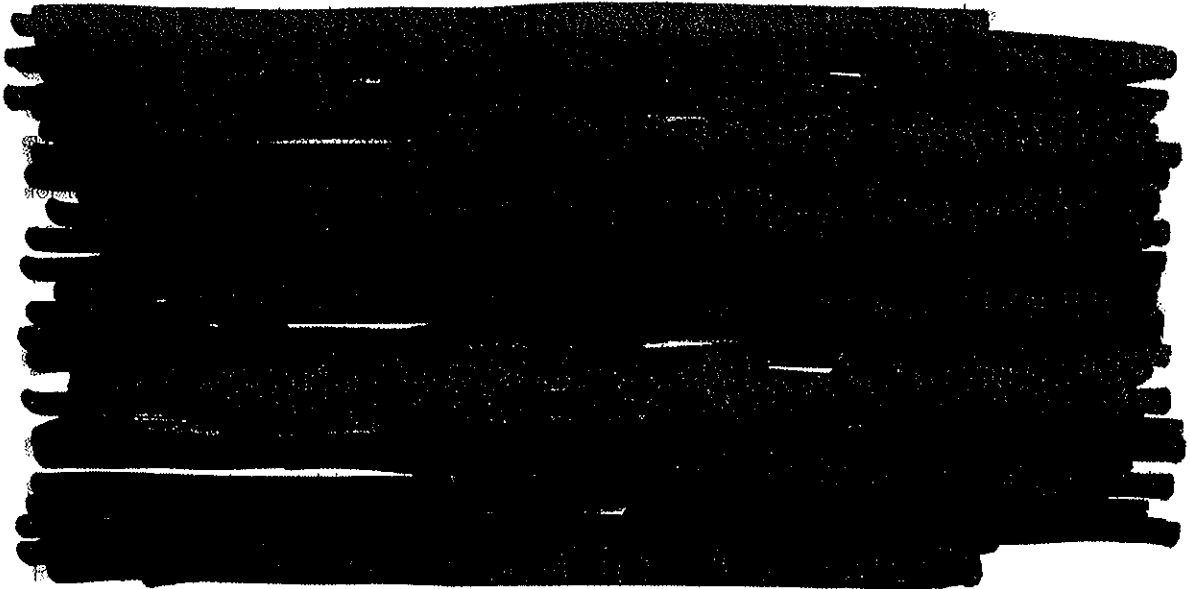
Our overall expectation is that the budget is sufficient for the task and that any changes in price will either be small or have the potential to be offset by savings elsewhere.

## 15. Experience

Below are a range of case studies demonstrating our experience in connection with:

- Research in the East End
- Regeneration related projects
- Working with diverse groups
- Deliberative research

### 15.1. *East End Experience*



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[REDACTED]

[REDACTED]

[REDACTED]

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## Annexe 1. The Local context

This annexe runs through some the key contextual factors that have influenced the development of this project. It runs through the following categories:

- Political and policy context
- Socio-economic context
- Technological context
- Olympic-specific context

These factors are summarized in section 2

### 1.1. Political and policy context

Factor	Impact
Jurisdiction. The area is part of a number of jurisdictions (councils, PCTs, GLA, parliamentary constituencies, etc). Some of these jurisdictions overlap. Most have a corporate point of view on what the Olympic legacy should be and how it should be delivered.	We need a clear strategy for informing, and where appropriate, engaging with local stakeholders.
Legacy planning. A great deal of work has been done to define the Olympic legacy. Some decisions have been taken and are off the table.	We need to be clear to participants about what they can and cannot influence. We need to do this upfront so we do not lose their trust by blindsiding them with obstacles.
Political disengagement. There is currently widespread cynicism concerning the credibility of politicians and the efficacy of political processes in general. It is likely that this will affect some people's attitudes to the consultation, particularly if the project is identified with politicians.	We need to take active steps to encourage engagement. This may involve paying incentives and it certainly involves being transparent about the potential influence of the community and responding appropriately to its views.
Current consultations and interest groups. There are already a number of other public consultations on the Olympics, as well as groups representing residents and various	We need to be clear as to how this process fits in with other consultation processes, both to our participants and to stakeholders running those processes.

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interest groups.

### 1.2. Social and economic context

Factor	Impact
<p><b>Ethnic Diversity.</b> The five Olympic Boroughs constitute one of the UK's most ethnically diverse populations. For example, over half of the population in Tower hamlets is non-white British. Participants from different ethnic groups may have alternative perspectives on the delivery of the Games and the Olympic legacy.</p>	<p>We need to ensure we represent these different identities within the community. We may also wish to consider the differing ethnic profiles of the different boroughs in recruiting the sample from each borough.</p>
<p><b>Linguistic diversity.</b> The East End's ethnic and cultural diversity means that there are a significant proportion of residents for whom English is not their first language, as well as a smaller minority who do not speak English at all. Literacy levels are also low.</p>	<p>We need to be clear about the relationship between this community and non-English speaking residents. Given that the aim for the community is for participants to communicate with each other (rather than just with us), our suggestion is that conversational English and the ability to read and write are requirements for participation. At the same time, all written material will be kept simple and easy to understand</p> <p>Alongside this process, it will be important that there are parallel consultation processes taking place in other languages around issues that are particularly salient to non-English speakers.</p>
<p><b>Religious Diversity.</b> The five boroughs are characterised by great religious diversity. Religion is an important part of many residents' identities, and plays a prominent role in local communities. Whilst religious beliefs are often a source of social cohesion, in some cases in they can foster an inward-looking mentality and some resistance to working with other groups within the community. The observance of different religious days each week may also affect the scheduling of activities in the course of the research programme.</p>	<p>We may want to purposively consider recruiting to ensure religious as well as ethnic diversity. We will also need to consider how we structure debate in the light of some religious-cultural values around e.g. the roles of men and women.</p>
<p><b>Diversity of socio-economic groups.</b> All five</p>	<p>Poverty is linked to a number of relevant factors,</p>

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<p>Olympic boroughs are in the top 10% most deprived boroughs in the UK. Of these, Hackney, Tower Hamlets and Newham rank in the top ten most deprived nationally. At the same time, there are areas of prosperity in the boroughs. Despite living in the same geographical area, well off residents and poor residents often have little interaction with one another. They are also likely to have quite different aspirations for the Games: whilst a prosperous young home owner might benefit from rising house prices, others may be concerned that local people will be unable to afford to move.</p>	<p>from relatively low internet usage to high levels of ill-health. We need to minimise the extent to which poverty is a barrier to participation, pro-actively recruiting from poorer sections of the local community and if necessary, and subject to budget limits providing additional support to enable engagement.</p>
<p><b>Commercial diversity.</b> Parts of East London have seen the development of new industries in recent years, such as the growth in the number of artists' studios and design companies.<sup>7</sup> At the same time, there are many more traditional businesses still flourishing – from market stalls to the rag trade. These different business groups are likely to have different perspectives on the Games and the Olympic legacy, as the success of their commercial operations is dependent on different factors. It is also likely that dissimilar industries will view the Olympics with alternative time frames in mind. For example, those employed in the construction industry may be more focussed on short term benefits, whilst others will consider long term changes in the region more important.</p>	<p>We need to consider this form of diversity in our recruitment approach. It raises questions about the role of the community in reflecting business opinion, and the extent to which people can split their professional/work life and their view as private citizens.</p>
<p><b>Age.</b> In general, younger people are far more likely to use the internet regularly than older people. In particular, older people are especially unlikely to use social networking sites. One task of the project will be to engage older people in the technology the research programme will employ. Another will be to recognise the youthful profile</p>	<p>We need to consider this form of diversity in our recruitment approach. This relates both to how we practically go about recruiting, eg address older people using titles rather than first names; and to who we aim to recruit.</p> <p>We suggest recruiting people aged 16 and older</p>

<sup>7</sup> Commercial Land and Property Study

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of the local population – a quarter of the five boroughs are aged between 0 and 16<sup>6</sup> This is a particular challenge as younger people are less likely to be interested in taking part in formal consultation activity.

**Gender.** The range of different cultural and religious beliefs across the East End means that attitudes to gender – and in particular the role of women within society – vary across social groups. An important facet of the project will be to involve men and women from all sectors of society.

We need to consider this form of diversity in our recruitment approach, both in terms of who we seek to recruit and the process we use to recruit them. We may also want to consider in how we structure debates, for example requiring that participants accept discussions taking place across gender lines.

### 1.3. Technological Factors

Factor	Impact
<p><b>Computer literacy.</b> Levels of computer literacy will differ across segments of the population. Older people are generally less computer literate than the young. If "new" computer users are engaged in the project, there will be a disparity between them and those with experience of computers, the internet and online social networks.</p>	<p>Access to the software will not be enough, we will need to train people in using it</p>
<p><b>Broadband penetration and home computer ownership.</b> Broadband penetration across the five Boroughs is relatively high. However, computer ownership and broadband access in homes is generally concentrated among the younger and better-off within the community. Broadband access within the community, such as in public libraries, is a potential solution, but this may place some restrictions on when and how those without home internet access can participate in the project.</p>	<p>We need to consider if and how to enable non-internet to access the community (see section x.x)</p>
<p><b>Broadband speed.</b> Broadband speeds vary from house to house across the country. Differences in connection speeds may affect how easily the online community can work with one another.</p>	<p>The platform is designed to make reasonable allowances for this</p>

### 1.4. Olympic Factors

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Risks	Impacts
<p>Attitudes to political figures. As the project has received ministerial backing, there is the possibility that the popularity levels of Olympics minister Tessa Jowell, as well as politicians in general, will affect participants' attitudes.</p>	<p>We need to position the role of the Minister to participants in a way that does not raise expectations beyond a reasonable level.</p>
<p>Credibility of the Games. Whilst many people view the Games positively, there is also likely to be some cynicism about how the Games will benefit sections of the community across the five boroughs. In particular, it may be important to overcome scepticism about the legacy of the Games. Of course, there will also be widely different perspectives on what the Games can and should strive to achieve for the local communities.</p>	<p>The process needs to be both transparent and effective in influencing decisions, so participants with concerns feel comfortable raising them and are more likely to accept decisions that go against their private interests.</p>
<p>Attitudes to the Games. Attitudes to the Games across the five boroughs are generally warm. However, opinions are often polarised, with some staunchly critical and others strong advocates. It will be important to gather the full range of opinions on the Games, not simply the most favourable and the most vehemently opposed.</p>	<p>To ensure we include a broad spectrum of opinion we should incentivise participation and set the programme in the context of the potential long term benefit to the area that can be delivered through the Games.</p>
<p>Expectations of the Games's legacy. Different groups are likely to focus on different aspects of the legacy. For example, an educational legacy might be particularly important in Newham where 22% of residents have no qualifications (nearly double the national rate)<sup>9</sup>. Housing may be particularly important to the disproportionately large proportion of people in Tower Hamlets living in accommodation that is too small for their families<sup>10</sup> or that is unaffordable<sup>11</sup>.</p>	

<sup>8</sup> Equality Impact Assessment: Initial Assessment (ODA)

<sup>9</sup> Newham Labour Market Profile report

<sup>10</sup> Tower Hamlets Market Demand Housing Need Study (2004)

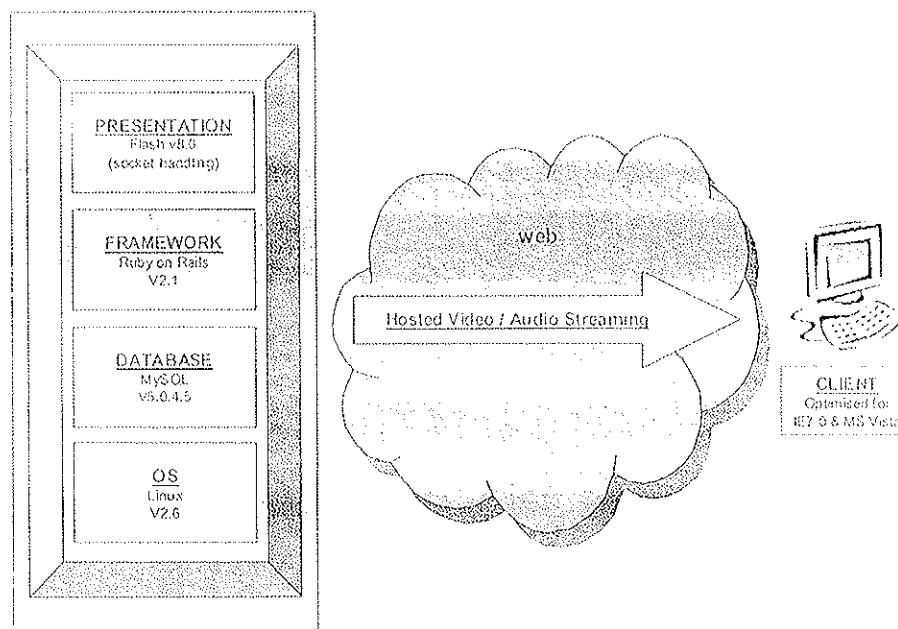
<sup>11</sup> State of the Gateway (DCLG),

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## Annexe 1: How the CaucusWorld platform supports online communities

### Technical architecture



### Security & data protection

As a research company, we are subject to a strict code of conduct that means respondent confidentiality and anonymity must be respected unless explicit permission is given otherwise. There are a number of key issues that we would need to highlight to community members, including the following:

- That the research is being carried out by an independent research agency and that all issues regarding privacy and stewardship of data will be displayed on the community site both on registration and whenever members may wish to consult it
- That cookies are used and stored on machines as part of the community membership (although not used or tracked by us for any reason)

Security is built into the CaucusWorld platform via SSL encryption such that it is compliant with the security requirements of most organisations. For added security requirements some organisations prefer us to partition the platform to allow a separate (private) environment to be created.

### Accessibility

Every effort has been made to ensure maximum accessibility by applying accessible design practices and standards-compliant design to the platform.

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## Resilience

The platform is hosted remotely in a secure server centre by Amazon Web Services Ltd which provides both a secure and a resilient hosting configuration.

## Images

the panel

Home

Participate in our next event  
Strategic  
Marketing  
(G)O(V)E(J)Y  
Discover more

Michael Halloran  
Private Equity Partner, St. James

Community Manager  
Rachel  
Rachel@Globe.com

Members

Latest

**HEALTHCARE** Healthcare in the 21st Century: Join the Live Discussion  
14 Jun 2012  
232 Comments  
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**MARKETING** Making Britain Drink More Responsibly: Your Views in the News  
11 Jun 2012  
0 Comments  
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**RECESSION** Panellist Ideas on How To Best Steer Organisations Through Recession  
11 Jun 2012  
12 Comments  
*What's the big idea?*  
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Forum

158 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Respond  
John F. Day 2 ago

158 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Respond  
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Open

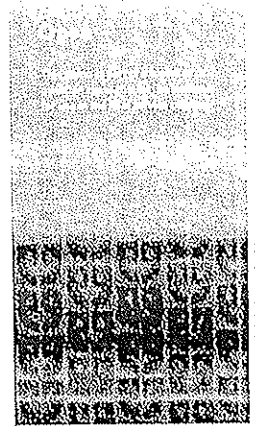
Close

What level of greenhouse gas reductions have members of the CBI Climate Change Task Force committed to achieving over the next 3 years by encouraging their employees to take action and home and at work?

1



Next >



Close

### Questionnaire Looked

Close

Yes or No

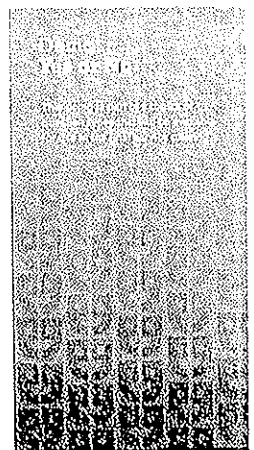
3 of 8

What level of greenhouse gas reductions have members of the CBI Climate Change Task Force committed to achieving over the next 3 years by encouraging their employees to take action and home and at work?

Yes

No

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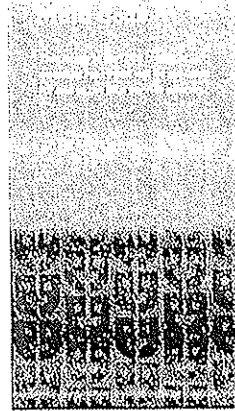
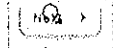
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Multi Choice

4 of 8

What level of greenhouse gas reductions have members of the CBI Climate Change Task Force committed to achieving over the next 3 years by encouraging their employees to take action at home and at work?

- 100 tonnes CO2 equivalent
- 1,000 tonnes CO2 equivalent
- 10,000 tonnes CO2 equivalent
- 100,000 tonnes CO2 equivalent
- 1 million tonnes CO2 equivalent



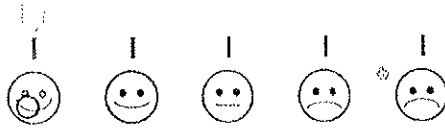
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Progress

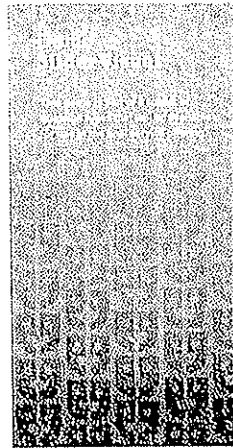
Slider Visual

5 of 8

What level of greenhouse gas reductions have members of the CBI Climate Change Task Force committed to achieving over the next 3 years by encouraging their employees to take action at home and at work?



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