Evaluation of Community Plan for Holloway:

Full Report

May 2022

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1 Introduction

Art of Regeneration (AoR) carried out an evaluation of the *Community Plan for Holloway (CP4H)* between December 2021 and March 2022. The research provides a valuable opportunity for CP4H to reflect on their practices and organisational structure during a phase of transition, following Peabody Housing Association's planning application to the London Borough of Islington Planning Committee to redevelop the site of the former women's prison at Holloway. Our research has been shaped by the following questions:

- What has the campaign achieved already?
- What can the campaign learn from experiences so far?
- How can the campaign develop more effective and inclusive strategies going forwards?

These questions shaped the mixed-methods research approach and fed into the production of an accessible participatory learning resource to support future self-evaluation for CP4H and other campaign organisations (see the *What We Learnt* summary supplement). Most of the evaluation data was collected during a period when those involved in the campaign were waiting to find out the outcome of the planning application. The data was deliberately collected prior to the planning meeting to capture the influence of the campaign over time, aiming to avoid collecting responses disproportionately focusing on the planning application's outcome. This included reflections on its organisational structures, communication strategies and inclusion practices. However, the learning resource was developed following LB Islington's approval of Peabody's planning application and included views expressed throughout the evaluation, providing useful learning from different stages of the campaign.

2 Methodology

The mixed research methods were designed to develop an in-depth but broad understanding of the campaign, reaching a wide range of CP4H campaign members, employees, trustees and other stakeholders.

2.1 Literature Review and Orientation

The research team reviewed the following documents in order to understand the work of the campaign and guide an effective located research strategy. This provided a baseline for understanding how CP4H had accessed and amplified community concerns and how the campaign had deployed strategic influence on the redevelopment. Reviewed documents included:

- CP4H Annual Report 2021
- CP4H Community Voices Report 2021
- Islington Local Needs Analysis (Ford 2017)
- Unlocking Holloway for the Community Report 2018
- Holloway Prison Community Perspectives Report 2017
- Holloway Prison Supplementary Planning Document (SPD) A plan for the future of the Holloway Prison Site 2018

2.2 Primary Data Collection and Analysis

The research team collected both qualitative and quantitative data to provide both a depth and breadth of understanding. To this end we conducted semi-structured interviews with six campaign participants, a focus group with eight campaign participants and a survey with open and closed questions for other participants. For each method, the participants represented a diversity of positions, interests and identities across the campaign. To further understand communication, narratives and strategies emerging from the campaign, we referred to CP4H's online website, social media and communication platforms. AoR used a participatory approach from the outset, engaging a CP4H volunteer as a researcher as a way to access and value insider/local knowledge. This was balanced by an AoR 'outsider' researcher leading the evaluation and analysis. The research team worked closely with CP4H throughout to design the research, access participants, distribute the survey, collect responses on the street and develop the outputs. Together, the methods accessed the views of CP4H Board members and employees, campaign volunteers and members of other campaigns liaising with CP4H. Thus participants with both long and short-term and different levels of involvement were reached.

3 Key Achievements

3.1 Researching and Amplifying Community Voices

It is clear that CP4H's key aim is to amplify diverse local views. To this end they have produced research to gather and amplify community perspectives and priorities. The campaign has balanced a need for professionalism in running a campaign with foregrounding community engagement. It has also balanced community concerns with a social and environmental justice approach, developing the following principle objectives:

- The redevelopment should meet local people's needs rather than being purely market driven. Therefore the development should provide:
    - A high proportion of social rent housing (council-equivalent/target rent) , offering genuinely affordable, secure and good quality homes to help address Islington council's waiting list of over 14,500 households (Islington Council 2021).
    - Community spaces that are accessible for all residents to enhance equality and integration. This can include co-housing, a community centre and spaces for parents and children.
    - Spaces and services for young people, such as sports and training facilities.
    - A Women's Building, to replace the holistic range of services that were lost when the prison closed, aimed to be a transformative alternative to incarceration; and to honour the legacy of the women who suffered and benefited from the prison (Women in Prison 2017, 2020).
    - Green space with shared spaces such as a community garden and food-growing areas.
    - The highest design and environmental standards using low-impact greener building techniques. Construction should include employment opportunities for women.

- Consultation of the community by LB Islington and Peabody Housing Association should include a mixed-methods online and offline approach to ensure a diversity of views are heard. In particular, young people, ethnic minorities and working-class local people are better reached through offline street and participatory work, whilst older and disabled participants are better reached online. It is crucial that demographic data is collected to provide transparency about effective consultation with those most impacted by the development.

3.2 Strategic Influence

CP4H had an early success in bringing people together to pressure for social housing, green space and a Women's Building to be integrated into Islington Council's Supplementary Planning Document (SPD) for the Holloway Prison redevelopment (2018). The SPD was the key statement of policy regarding site provision prior to sale of the site and clearly responded to CP4H's early analyses of community needs. The SPD has significant implications for the redevelopment and indicates the influence of CP4H as it stated that the site was a major opportunity to address local social needs. CP4H influence can be identified in the following key provisions emphasised by the SPD:

- A Women's Building to replace key women's service lost when the prison closed. This was one of the earliest community demands made by Sisters Uncut and Reclaim Holloway following the prison's closure. CP4H worked with these groups and co-produced a Statement of Principles for the Women's Building with Sisters Uncut. The requirement for a Women's Building on the SPD was a key achievement emerging from the collaborative pressure and solidarity amongst these campaigns (SPD 2018; Women in Prison 2017).
- Low cost social (target) rents at council- equivalent rent levels to address severe housing shortages in the borough.
- Much-needed green space
- Community facilities to address problems resulting from poverty, faced by many women and children in the borough.

This emphasis in the SPD on social needs signalled that the site was not suitable for sale to a luxury developer or speculative investor and in 2019 Peabody Housing Association bought the site from the Ministry of Justice (CP4H 2020). As one survey respondent commented, these stipulations were important for deterring more *"hard-nosed profit-driven private developers"* . This represented a key strategic achievement in which CP4H played an important role. Additionally, CP4H influence is evident as:

- The SPD was reflected in **Islington Council's Local Plan** (2020), in which they state that low cost social (target) rents at council- equivalent rent levels are the priority.
- The SPD was supported by the **Mayor's Affordable Housing Viability Supplementary Planning Guidance** (2017)
- The **Mayor of London** underlined the need for the site to meet community and housing needs in 2018, with support for a high proportion of social rent delivery. This was reflected in Peabody's status as strategic partners with the Greater London

Authority (GLA) which led to a **loan from the GLA of £41.636 million** plus an upfront grant of **£39.864 million** to support **Peabody Housing Association** to purchase the site for £82 million and provide affordable housing delivery (Mayor of London 2016).

- Following pressure from *CP4H* Peabody made an early commitment **to deliver social housing at a higher percentage than required**: 60% total social housing (rather than 50%), split 42% social rent and 18% intermediate tenure.
- At a later date Peabody suggested reverting to only the minimum requirement of 35% social rent. Continued mobilisations by CP4H contributed to the **Mayor providing a further £10 million loan in 2020** to support Peabody's original commitment to provide 42% of the site's council-equivalent social/target rent housing (Mayor of London 2019).
- CP4H is developing strategies in collaboration with LB Islington, GLA and Peabody to include a high proportion of women to be trained and employed in green construction of the site, including women impacted by the criminal justice system.
- Responding to CP4H's consistent pressure for housing for women on the site, In November 2021 LB Islington announced that 5% of the homes for social rent would be for women leaving the criminal justice system in perpetuity[1].

4 Findings : Themes from Primary Data Research

Responses to the key research questions have been integrated from across all the primary data methods, drawn together in this section. This includes key findings from the interviews, focus group (FG) follow up phone-calls, the survey, discussions with Board members and employees and the observations of the CP4H 'insider' researcher. We supported this with collecting data from the campaign's online website, social media and communication platforms (see 2.2), which further illuminated the campaign participants' narratives, communication and strategies. The following three results sections reflect the key research questions and themes emerging.

4.1 Campaign achievements
4.2 Learning from experience
4.3 Developing inclusive strategies

4.1 Campaign Achievements

Many of the achievements identified in the documentary research were reiterated across the primary data, such as the campaign having a wide reach into the community and strategic influence.

4.2 Organisational Structure

There were several key organisational structures that facilitated engagement and effectiveness. The four Working Groups (WG) focused and amplified communities' concerns by enabling a concentration of expertise, interest and action around the key areas of: Architecture and Environment; Social Housing; Women's Building and Co-housing. Strategic

[1] See https://www.bigissue.com/news/housing/new-holloway-prison-site-must-fill-massive-hole-for-womens-services-despite-homes-pledge/

shorter-term task groups were also set up at appropriate junctures in the campaign, focusing on areas such as communications and media, social inclusion, women in construction, the Make Space for Women competition and a high-profile women's forum to promote the Women's Building campaign (the Women's Building Advisory Panel). These groups met regularly (mostly fortnightly), as did an overall campaign group designed to bring together the diverse interests.

The Board of Trustees also met fortnightly to address governance, finance, staffing and matters brought to its attention by the WGs and other stakeholders. The Board, Working Group and campaign group structure combines clear decision-making processes and accountability with horizontal spaces of influence, although there is a need to improve communication to raise awareness of there (see 4.2??). Funding for part-time employees with responsibilities for community engagement and campaign organising was mentioned by many people as crucial for the effectiveness of the campaign, although expectations that paid staff could pick up *all* of the campaign ideas and work emerging from the meetings need to be managed as there is *"this massive tidal wave of great ideas and just not enough people to follow them through"* (Interview).

Looking outwards, the campaign developed communication and alliances with local groups such as Reclaim Holloway, Islington Homes for All, local cycling campaigns, Sisters Uncut, Disability Action Islington, local tenants and residents associations from surrounding estates, an International Women in Construction group (Tradeswomen Building Bridges), local schools and colleges groups, local churches and community centres. Some members of these groups were represented at the WG meetings and on the board.

4.3 Communications and Adapting to the Pandemic

CP4H brought together diverse local interests and voices and sustained a vigorous campaign during the challenges of the pandemic, migrating successfully to a range of accessible and responsive on-line platforms, whilst continuing street work in safe ways when possible. In order to reach out to the community more widely, CP4H established more than 50 'community contacts', local people who were willing to share information from CP4H and feedback the views of their group or neighbours. This included churches, tenants and residents' associations, community centres, migrant and minority women's networks and other campaigns such as Islington Homes for All and Reclaim Holloway. The campaign also held regular public meetings and conducted (covid-safe) street work, such as leafleting, seeking local views and holding stalls at community events. They also held their own (covid-safe) community events, such as placard-making workshops, a placard parade and vigil events to remember the Prison legacy. Outreach was conducted with community organisations, groups and schools.

The interviews and focus group identified good communication and the provision of clear accessible information about the site and planning process from CP4H as crucial, *"providing information to ordinary people so they can understand what is going on better"* (Interview). Whilst 79% of survey respondents affirmed that *"Keeping people informed about what's happening and explaining it clearly"* was one of CP4H's most important achievements. CP4H

set up several effective WhatsApp groups for the campaign and various groups, such as local residents' and special interest groups, providing and exchanging regular updates and seen as "very responsive to questions" (FG). This was particularly valued as people had found it hard to access clear information from the council and Peabody, who were not felt to necessarily listen or respond to people's ideas, despite encouraging consultation, "*You (CP4H) were our main source of information on the build and what was going on. We weren't getting that from anywhere else.*" (residents' group member, FG). The campaign was therefore valued and felt to be necessary.

Offering a range of forms of IT and face-to-face communication enabled the campaign to reach a wide demographic. Some found the campaign's 'Basecamp' IT infrastructure a useful communications tool, whilst others responded better to the meetings or street work. The campaign regularly produced and distributed leaflets, updating information to all the streets and estates proximate to the site. As one FG participant put it, *"you (CP4H) were strong on the ground as well. And having a presence I mean, engaging the community".*

It was recognised that the Campaign has a good relationship with and regular coverage from the local press (Interviews & FG). The Women's Building WG's demand that the Women's Building should be a centre of national importance attracted national and international coverage, such as on Radio 4's *Women's Hour* and in *The Mirror* and *the New Yorker*. This needed to be sustained and could be extended by 'cashing in' on topical issues, *"Think bigger! National, keep up with current press attention particularly women's issues"* (Focus Group).

This informed a wider public and worked to amplify community views. 67.7 percent of survey respondents felt that enabling local people and communities to be heard was a key achievement of the campaign.

4.4 Inclusion

CP4H carried out extensive community engagement work, reaching and informing a wide range of local people. It has sustained the campaign over a long period of time with on-going involvement by many volunteers. Positive feelings of belonging to the campaign have contributed to this, with strong social and emotional bonds between campaign volunteers, staff and some Board members. CP4H was felt to be a powerful group,

> *"I've been very impressed with the power of the group, the different skill sets, that people come together and that the group is still together after several years. I think it's really, so for me it's been very impressive." (Focus Group)*

Participants across all the data sets commented on the value of having experts in the campaign. This included attracting and retaining volunteers with high levels of knowledge and professional expertise in planning processes, the criminal justice system (including lived experience of incarceration), women's services, the environment, housing, architecture, green energy, women in construction, community engagement, financial management, fundraising, media and communications, illustration, graphic design, video and photography. This supported the campaign in understanding how to challenge Peabody's

proposals effectively. For example, one FG participant commented, *"around the whole ventilation thing, which I wouldn't have thought of, and it's brilliant people with expertise in that I think it probably has made some kind of difference"*. Overall, the voluntary efforts of the individuals, supported by staff and others in the campaign, have ensured that a wide variety of local people, including local councillors and Working Group members, have the necessary knowledge to understand complex planning processes and evaluate the site proposals, including their implications for households and neighbourhoods.

The campaign has made efforts to extend inclusion for under-represented groups in the campaign, such as over 80s, younger, working-class and minoritised ethnicities. CP4H set up an inclusion Working Group, made efforts to target under-represented groups via street work, circulated information and extended invitations to local ethnic minority groups. CP4H offered support strategies, including skill shares, for older people, especially women, who lacked experience and confidence in using online tools. The Board deployed effective strategies to improve ethnic and class diversity of the trustees, consulting with specialist organisations around diversity in trustee recruitment, and drew in trustees with lived experience of the criminal justice system. The Women's Building WG's 'Principles of Inclusion for the Women's Building', promoted the inclusion of trans voices, women-only spaces that are important for victims of domestic violence and Muslim women, and mixed-gender spaces for the local community and to facilitate the integration of women with lived experience of imprisonment back into wider society. The *Make Space for Women Art Competition* was an innovative effort to extend the campaign's reach, targeting prizes specifically for schools and young people and women prisoners. CP4H worked with Islington Disability Network to facilitate consultation sessions with the developer. The campaign has successfully engaged students, especially volunteers at graduate level, and is successful in engaging women and amplifying their views. Nevertheless, sustaining and extending involvement, such as by ethnic minority, working-class and younger participants, is a challenge for the campaign going forwards (see 4.3).

4.5 Influence and Impact

Across the data sources, many instances of influence and impact were mentioned. The campaign was credited for its overall Influence in community organising, including making links with other organisations, significant achievements given the challenging context of the covid pandemic. This led to concrete impacts, with one local resident reflecting on the importance of CP4H supporting their residents' association to respond to Islington Council's consultation on Peabody's planning application, *"I think probably the biggest impact has been having a group there to encourage us to do something that is very difficult to do"* (FG).

CP4H, along with Islington Homes for All and some councillors, deployed persistent scrutiny to ensure Peabody delivered on their promise of the higher-than-usual 42% proportion of social/target rent. One councillor commented on their negotiations with Peabody,

> *"We vocalise very strongly, this was what the community wanted. And that, obviously, was Community Plan for Holloway. So we use that a lot… to lobby. And I think as a councillor with most things, when I'm hitting a brick wall, when I can't get anywhere, it's always, always me proving that this is what is coming from the*

community … So Community Plan for Holloway definitely played a huge role, and I think it was clear to Peabody and to the Mayor".

Meanwhile, getting the Women's Building on the SPD was *"a long shot"* and therefore a particular achievement (FG). The Women's Building WG and Architecture and Planning WG were both mentioned as especially valuable in persistently pressuring for optimal outcomes.

The campaign was credited with developing strategies in collaboration with LB Islington, the Greater London Authority and Peabody to include a high proportion of women to be trained and involved in green construction of the site, reflected in the inclusion of opportunities for women in construction in the section 106 provision. Pressure from CP4H also improved Peabody and Islington Council's consultation processes by extending the length of time given to submit community views and increasing opportunities for the public to ask the developer questions, including at face-to-face events.

"I think pressure from CP4H has made real differences in the plans but it's hard to comment on the extent of those at this stage before the final planning decision… differences we can measure so far include the increased size of the women's building on offer and the improved design of the blocks… The relationships CP4H has been able to create with LBI, GLA and others have been a real achievement too." (Survey Response)

CP4H had regular meetings with key decision-makers; Peabody HA, LB Islington planners and local councillors. Whilst it is difficult to measure influence in this context, as one survey respondent commented, this ensured persistent scrutiny of the decision-makers and planning processes. 61.3% of survey respondents cited that a key achievement was making sure decision-makers knew what local people wanted and one local councillor credited CP4H with "holding Peabody and the council to account on every decision, and not really settling for what's proposed", a point recognised by several councillors.

4.6 Learning from Experience

The campaign is at a point in its growth that holds significant potential for shared learning. This includes learning from its achievements – what has worked, how and why - as discussed above. However, valuable lessons also come from reflecting on the things that have been difficult or challenging. The research therefore has identified areas for improvement, learning from experiences so far, accompanied by a series of recommendations (and in section 6).

4.7 Improving organisational structures

It was felt by some participants that the expertise, passion and commitment in the campaign could be used to better effect,

"Everybody is so committed, when I see the analysis that people are doing, the planning applications and things and it is amazing. I just wonder whether more could be got out of all of that… I don't know how you do this

fully. But how is the campaign maximising a lot of the things that people bring to the table?" (Survey Response).

Several people suggested that a more selective and focused prioritisation of the many tactics and strategies suggested at the various meetings would make for a more targeted and effective campaign. Whilst it was felt important to maintain the horizontal campaign structures that aimed for all voices to be heard equally, it was also suggested that a strengthened vertical structure with stronger leadership and clearer direction in decision-making could focus and improve the campaign's effectiveness, "*it just takes so long to get decisions made that it's not effectual…" (Interviewee)*. Another suggestion was that the Board could have less responsibility and meet less often, and that a Director could be appointed to ensure clear direction,

"We needed a simple organisation like any other organisation, we need more staff... We can't just rely on volunteers all the time… They should have a plan for work and a Director to have more power on what she's doing… it shouldn't be that step by step all the time, every time for every single process, that she must ask the Management Committee or trustees … So I think the structure of the campaign must get better and easier." (interviewee)

This suggestion needs to be set against the risk that local activists/ volunteers come to rely more and more on the paid staff. There are real trade-offs here need to be weighed up. Again there is a need for a balance between professionalism and community engagement , and between focus and including everyone's views, which runs through this report.

Meetings could also be more focussed by improving processes and structure. Chairs and agendas could be organised in advance, with chairs addressing sensitively any issues or conflicts arising. Meetings could occur less frequently, such as two hours once a month instead of for one hour fortnightly, *"just wondering whether it needs to be so often because we're all volunteers" (survey response)*. The circulation of short minutes focused on tasks would help follow-through as good ideas sometimes got lost between meetings. The minutes should be readily available, always in the same place, and with a more consistent approach across the different WG meetings. To help newcomers or people who had not attended the previous meeting, it was important that everyone be made aware of what was in progress at the beginning of each meeting. These notes are available but people do not always know where to find them.

One FG participant commented that on joining an established campaign, they found it challenging to understand the systems and processes. The different roles and relationship between the two employees, who to 'go to', who to cc. into emails and the overall organisational structure could be unclear. FG and interview participants had some concerns that the linkages between the Board and the Working Groups were weak or lacked clarity *"there's a point sometimes when I can't quite see the interrelationship between all of the groups and the Board itself"* (FG). It could be unclear how communication occurred internally and more transparency was needed regarding how the Board responded to campaigners' issues. People were often not aware that Board meetings were open to campaign members, or how to attend them. *" I don't really have a sense of really what's*

happening with the Board … I'd like more transparency, but I just feel that this could work better. It's probably mainly a communication issue." (FG). Another participant commented on an incident of conflict between two Board members, suggesting that it could have been resolved more amicably had other Board members sensitively intervened, *"I don't want to be unfair, as I wasn't at the meetings, but I feel the rest of the Board should have helped to mediate"* (FG).

Suggestions for addressing the above issues included that new members be invited to a short zoom induction session, running every few months, with explanations about the history of the campaign, its organisational structure, who various people are and an overview of the IT infrastructure. Good practice is exemplified in the excellent video on how to use Basecamp that new members already receive. The invitation to attend Board meetings could be better publicised. As one Board member commented, *"I don't think we've publicised that clearly enough, and I think it'd be much better if we did so that(it) could be much clearer and more transparent. "*.

4.8 Improving Connections

Whilst Board members regularly attend Working Group meetings some, several participants suggested that individual Board members more formally represent the Board across the different Working Group meetings, with explicit responsibility for relaying information between the Board and wider campaign.

Similarly, to better connect the different parts of the campaign, representatives from each Working Group could be responsible for reporting back and forth between their group and the overall campaign meeting. Communication between different Residents Associations would also be beneficial, with opportunities to meet each other and share ideas. Circulating a one-page quarterly report outlining the key issues, things being done and challenges ahead would be useful for keeping all of those involved in the campaign up to speed, especially useful for sustaining interest and engagement for those less involved, *"When you're a real insider, you know what's going on and you know what's happening and what's next … but when you're on the fringe of it, you don't really get the overall picture, you just see a little bit" (Focus Group response)*.

Fragmentation could also occur across time, with momentum lost during the summer holidays, for example. This could be addressed by identifying those more able to contribute during this time, such as teachers. Overall, improving strategies for planning ahead was suggested by several interviewees, who felt that the campaign could be too reactive, which allowed Peabody or Islington to set the agenda. This was also raised by staff members who said they lacked capacity to plan ahead when they were busy responding to key stages of the planning process. This impacted on sustaining efforts to engage and retain diverse groups and be more inclusive.

4.9 Developing Inclusive Strategies

Developing inclusive strategies is a key area of learning for the campaign going forwards.

4.3.1 Improving inclusion

Despite successful efforts by the Board to diversify Board members, participants across all the data-sets felt that the Board could be more representative, especially regarding diverse ethnicities, working-class and younger people. Many also felt that the campaign needed to enhance its inclusion strategies. There had been some promising work (as indicated above in 4.2.1) and now that covid restrictions were lifting it was important to develop this work by extending the outreach. There was a gap between a high number of diverse people reached on the street but few becoming more involved in the campaign, and this needed to be addressed. One FG participant commented,

> *"(It's a) very diverse and extraordinary neighbourhood and I feel, I suppose most disappointingly recently, I realised how many people… don't even realise that it's to do with Holloway prison, or even that anything's happening with the site, and how big the site and the impact on the whole community of such a major development… I think going forward, it's really great to find a way to harness all those different communities."*

There were many different kinds of under-represented groups mentioned that it was felt needed to be drawn in to the campaign: teenagers and young people, local people and tenants from nearby estates, black and Asian people, disabled people, those with few IT skill, people from working-class backgrounds, people from different tenure types, including temporary tenants and potential future residents, local businesses and workers, more people with lived experience of the criminal justice system and more generally *"the pulling together of women's sector voices"* (Survey). Also exclusion was potentially reproduced as newcomers who added diversity could experience meetings as exclusionary spaces and not return. As one interviewee explained,

> *"I know that I'm in a room full of people who are (not) from the same background that I'm from. And I thought that that could be off-putting maybe for people for the first time, they might see this as a group that is just, you know, they can't get involved in as, you know, with most places where there isn't diversity, there's always that issue. So I do feel like there's a class issue and the lack of representation. And I think when that happens, a lot of the conversations that should be had are not being had because of that, you know, lack of representation… even like all the jargons, and there was a room full of people, like a lot of expertise, which is great. But at the same time, when you don't understand what they're talking about, you start to feel like, do I belong? … it seems that people are talking in another language. Also, when you hear people's personal experiences… they don't know what it's like to come from where I've come from. So how can they speak on that issue in that way… it might prevent other people wanting to speak up… So other stuff in the planning that we may have missed,… And that is my biggest concern "*

Therefore, lack of diversity in the campaign shapes which campaign issues dominate and may prevent people from voicing their views. Overall the lack of diversity meant that issues pertinent to particular groups were missed. Drawing in more people would also strengthen the campaign by building more critical mass, *"You should have spent your time building a 'mass movement' and collecting tens of thousands of supporters rather than pouring over details."* (Survey).

It was acknowledged that including diverse groups was challenging. As one survey respondent said*, it's "always tricky to reach marginalised communities, especially mothers whose first language isn't English"*; and another, *"More young adults - though I appreciate it can be hard to connect with them and get them on board".* One tenants' representative commented that they found it difficult to get people on their estate involved, *"I always felt that there are so many people who represent the community better than me in terms of their lived experience of living in Holloway, bringing up children, etc, etc.".* It was suggested that another barrier could be anxiety about being seen to be political in the workplace, for example where people worked in the private sector or civil service.

Nevertheless, there were various suggestions for improving inclusion. It was agreed that whilst Zoom public meetings had been effective, to harness different communities, it was crucial to get back on the streets, *"which was very very difficult during most of 2020 and 2021 due to Covid"*. The campaign's own research (Community Voices, CP4H 2021) found that different people responded to different forms of engagement, some better reached online, (such as older people and those shielding during covid) and others more responsive face-to-face on the street (such as young people, diverse ethnic groups and working-class people living in the nearby estates), *"So I think we've been learning quite a lot about how to go out and engage more effectively and I'm sure there's still more that we can learn about that"* (FG).

Extending and supporting the promising Community Contacts initiative would be useful, with representatives from neighbouring streets responsible for relaying campaign information and community views back and forth. Stronger solidarity with other campaigns was recommended for building power,

> *"our involvement (with) other campaigns is weak. When we ask them to come to us, when we need them, you know. But how about when they are running a campaign and we will be involved as well. We will show our solidarity and say count on us. We are with that. What I'm saying, we need you to have more connection with campaigns, with other organisations at the national level, if we wanted to be heard" (interviewee)*

One participant recommended reaching out to a greater range of women's networks and followed this up by sending us some contacts (Appendix C). Whilst journalists and other *"capable people"* in the neighbourhood could help raise awareness. The Labour party, for example, had extended debate about the site through their women's group and were planning a street stall focused on the Women's Building. Outreach to faith groups had had uneven success, but it was important to keep reaching out, especially to mosques, which would be easier now to do in person.

With the inclusion of young people such a priority, efforts could be made to extend the good work done by CP4H with a local primary school. Schools were also recognised as important for reaching parents and unlocking the community, including feeder estates. Offering apprenticeships would also help to bring in young people.

"One of the things I would say, without hesitation, that maybe you could do is suggesting to have an apprentice who would be a younger member of the community and put that on their CV or plans for college or university applications, etc. Because that would give someone who had less confidence an opportunity. I don't think I have the skills but I'd like to learn."

Processes to retain newcomers were vital to sustain inclusion, as discussed above in relation to best meeting practices (4.2.1). People, especially newcomers, should be given the opportunity to introduce themselves in meetings and invited to add items to the agenda. This already happening but could be more consistently embedded.

4.10 Developing Supportive Pathways into the Campaign

Providing different kinds of pathways into the campaign for different groups could be clarified: such as via attending meetings, volunteering on the street, leafleting, taking up formal placements or apprenticeships. Some newcomers could benefit from some kind of 'hand holding ', such as a buddying scheme, to help build enough confidence to deepen their involvement. Based on extensive experience of engaging communities, one participant suggested the value of consistently being physically present and approachable,

"Often it's actually going and sitting at the bottom of a tower block and having a cup of tea with people and they come to you and eventually they then get engaged … sitting in the community… It's just one way of getting people engaged, is by being where people are"

Going to where the young people are was felt to be important, such as to schools, youth clubs and sports venues, rather than expecting them to come to meetings. Similarly, regular face-to-face public meetings held in local places such as tenants' halls and community centres could reach new people.

Challenges ahead include dealing with unfavourable outcomes from the planning application.

It was suggested that the campaign needs a strategy to fund more paid workers in key expert roles, such as someone with legal knowledge,

"because a lot of people are giving a lot of voluntary time which is great. But you really need an infrastructure of support that's paid… So I think something where you could identify some particular roles and be able to fund them or get students … but think about some strategic roles that can be either pro bono roles or paid, preferably London living wage"

5 The Learning Resource

The research report provided the basis for a facilitated a session with the CP4H Board, staff and others closely involved in the campaign as a basis to co-produce a learning resource.

The workshop addressed the following questions:

- What has been learnt from the process?
- What worked and what didn't?
- What were the factors that have supported the campaign's achievements?
- How can barriers to the campaign's success be addressed?
- How can continued reflection and self-evaluation be embedded into campaign strategies?
- What advice would you give to other campaigns?

The workshop findings have been summarised into an accessible Campaign Learning document for Community Plan for Holloway moving forwards. The document built on the campaign's achievements and areas for improvement. It was designed to be shared with other campaigns (see the *What We Learnt* Supplement).

6 Recommendations

Detailed recommendations are embedded in the discussion above but to summarise:

- Formalise processes to support good practice in meetings, offering skills development such as minute taking, chairing, agreeing agendas, dealing with sensitive issues.
- Review the organisational processes to create more regular communication between the Board, the staff, the working and campaign groups thereby maximising transparency.
- Prioritize campaign strategies likely to have the greatest influence.
- Work towards strategic planning ahead to avoid being positioned as reactive to the developer's agendas.
- Embed opportunities for ongoing learning and reflection amongst Board and campaign volunteers to support best practices.
- Continue to embed strong relationships between existing campaign members.
- Developing further inclusion strategies, particularly regarding class, ethnicity, young people and other groups that are currently under-represented, including:
    - developing inclusive practice principles for meetings.
    - providing supportive and diverse pathways into the campaign for newcomers using clear communication guidelines, an induction sheet/session, follow-ups or a 'buddy scheme' and diverse ways to continue engaging with the campaign.
    - improving clarity regarding the campaign structure and governance processes.
    - expanding previously successful outreach to faith groups, churches, mosques, local schools, youth groups, community centres, shops and women's groups etc.

We give the last word of this report to one of the participants in this research

"I think Community Plan's ability to actually really shine and it can still do it because hopefully, we've come up, we've got made enough noise to at least rattle something like a lot… with the politicians to actually, you know, be able to do something and maybe have some actual impact"

7 References

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8 Acknowledgements

We would like to thank everyone who has kindly given their valuable time and shared their experience and reflections to contribute to this research.

9 Appendices

4.3 Appendix 1 Research Methods

- **Interviews:** Six people connected to the campaign participated in three **double-interviews**, i.e. where two people are interviewed at the same time, creating a dialogic approach eliciting shared and contrasting views.
- **Focus Groups:** Eight people connected to the campaign participated in an interactive online focus group, two of whom participated in one-to-one follow-up phone calls.
- **Survey:** the survey was delivered online and face-to-face. It was shared via CP4H virtual networks including Basecamp, the e-bulletin newsletter and social media platforms, as well as in-person outside Islington Town Hall. This was aimed at reaching participants both familiar and unfamiliar with online platforms. The survey generated 67 responses.
- **Ethics:** All research participants were informed about the research and the research team worked to ensure they were clear about the purpose of the research. Participants had the option to remain anonymous to protect their identity.
- **Analysis:** The interviews and focus groups were carried out online, then transcribed and summarised. Systematic coding analysis was used for the qualitative data and a systematic numerical analysis for the quantitative data.
- **Sample:** Efforts were made to reach a diversity of views. The interviews and focus group provided a good representation in terms of age, ethnicity and class and a slight over-representation of women; the survey was over-represented by white and older participants with a good/equal representation of gender. (See Appendix A)

Table A: Participants Focus Group

*Demographic characteristics based on cultural markers & insider knowledge

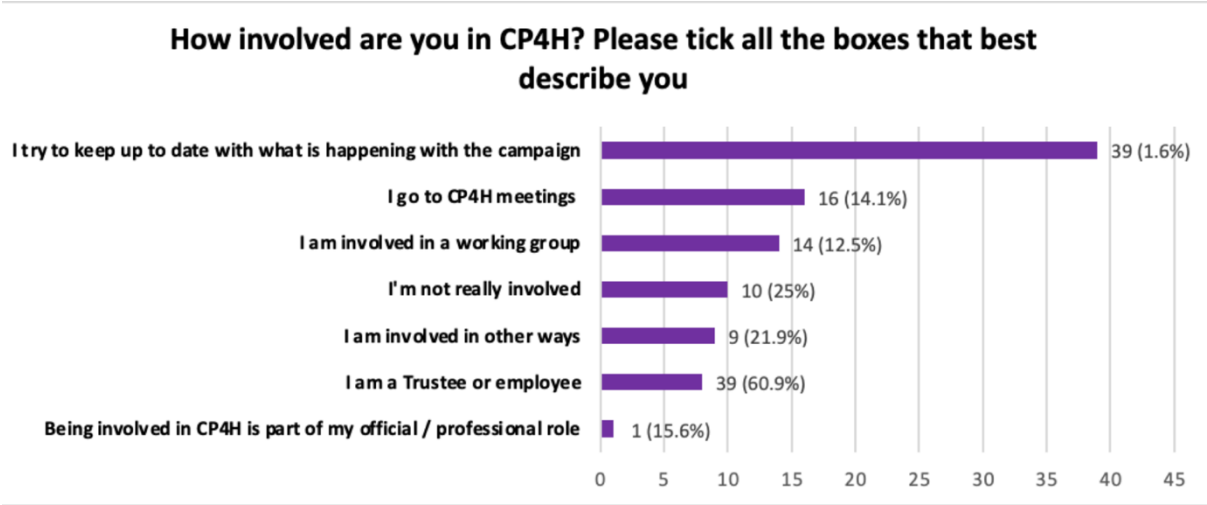
Participants Focus Group Total participants	8
Female	6
Male	2
White British	7*
Other ethnicity	1 Scottish*
Middle-class	4*
Working-class	4*

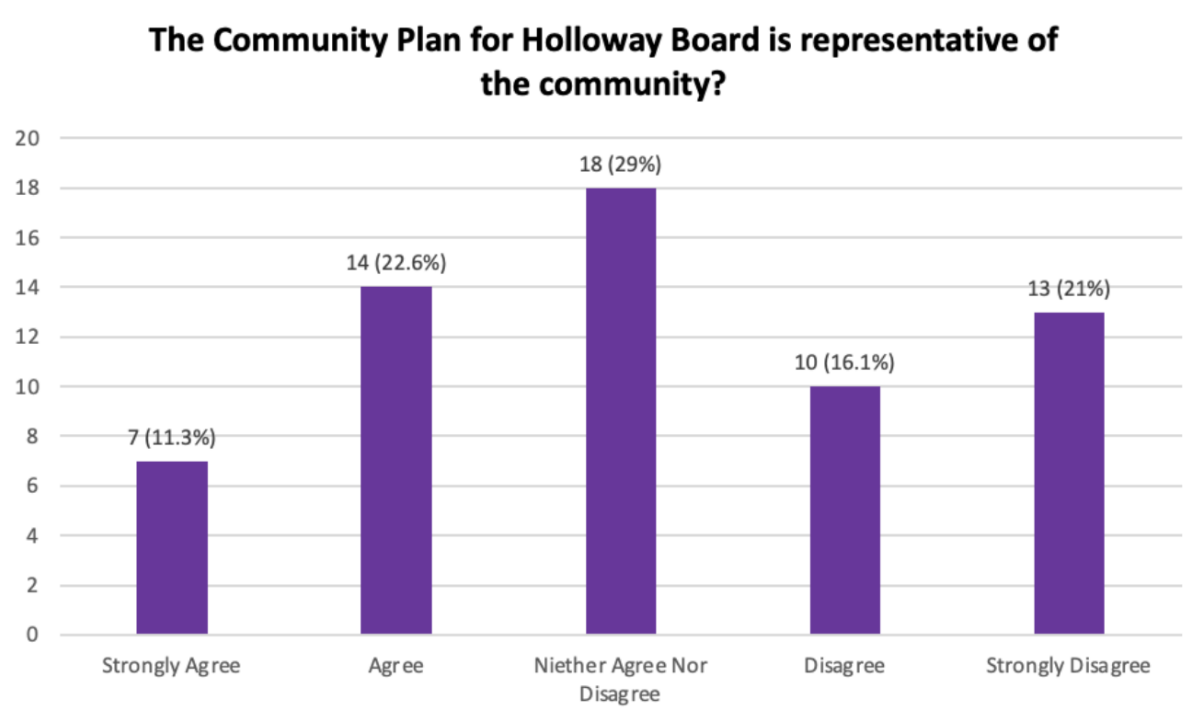
Age range	30/40-ish to 70-ish*

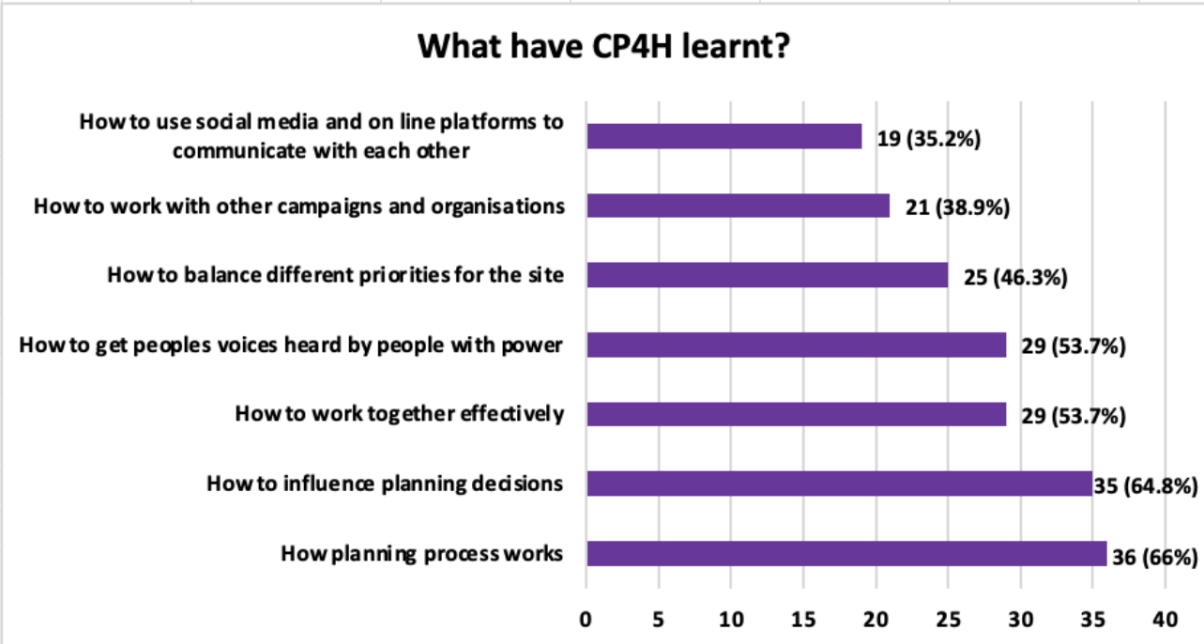
Table A: Participants CP4H interviewees
*Demographic characteristics based on cultural markers & insider knowledge

CP4H Participants Interviews	6
Female	5
Male	1
White British	3*
Black British	1*
Kurdish British	2*
Middle-class	3*
Working-class	3
Age range	29- 70-ish

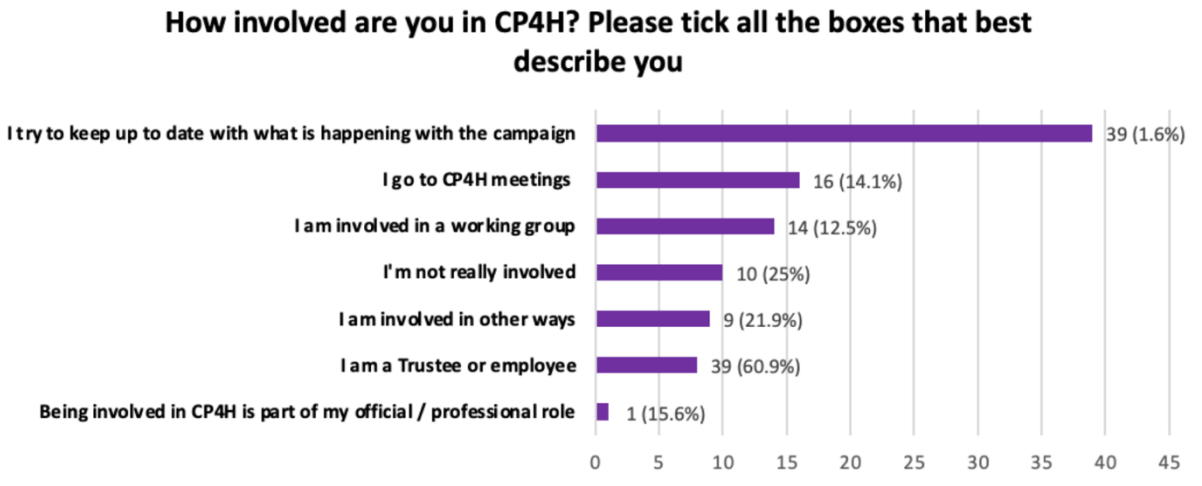
4.4 Appendix 2 Survey Results Graphics

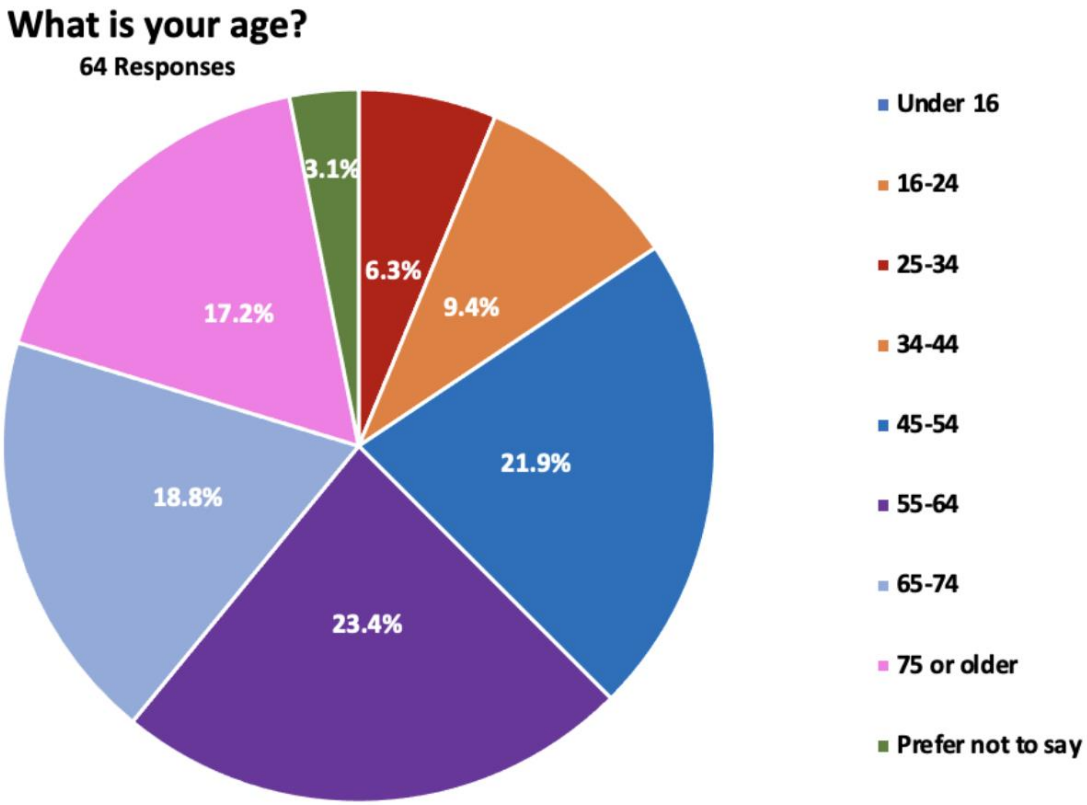




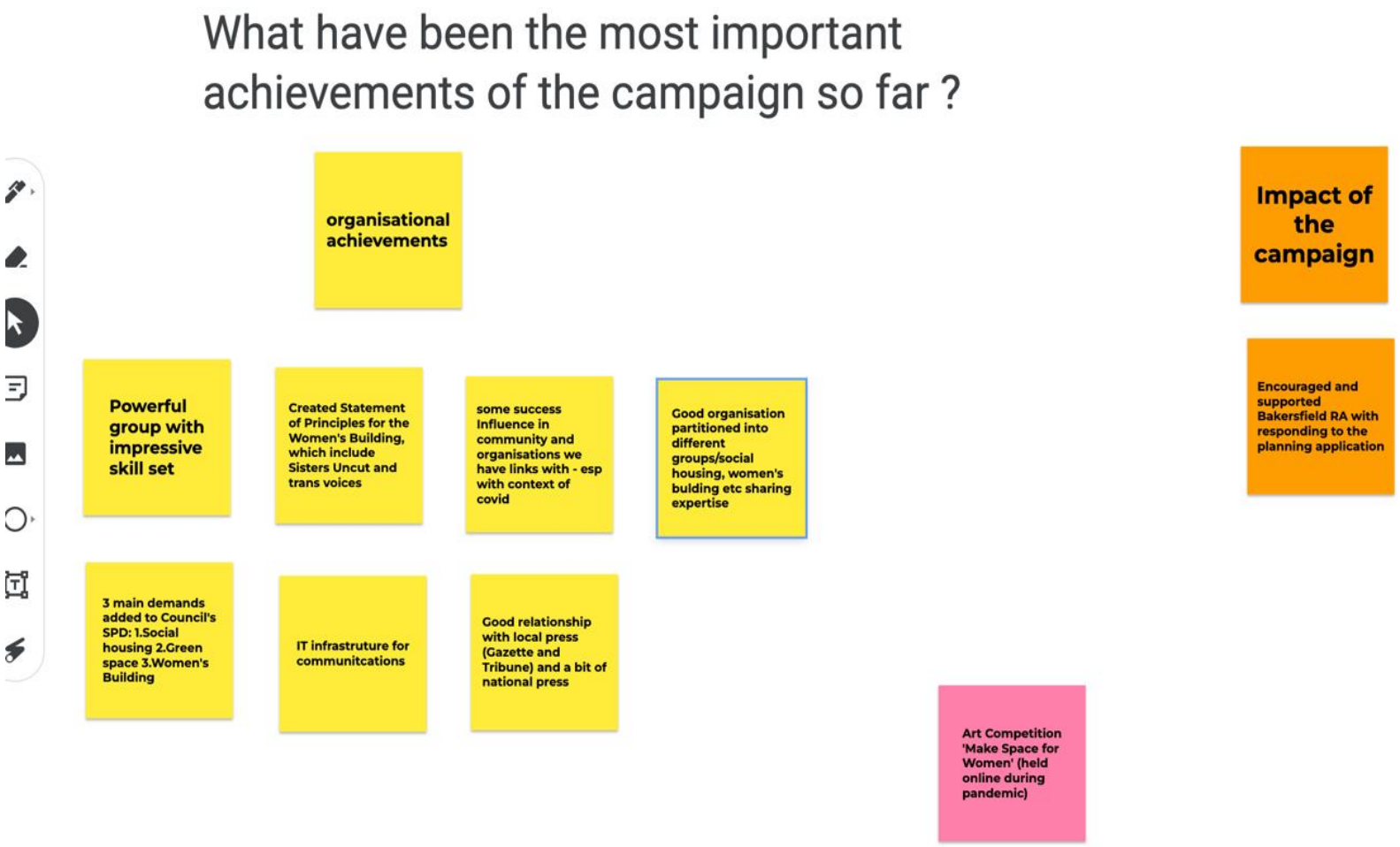


Survey Respondents

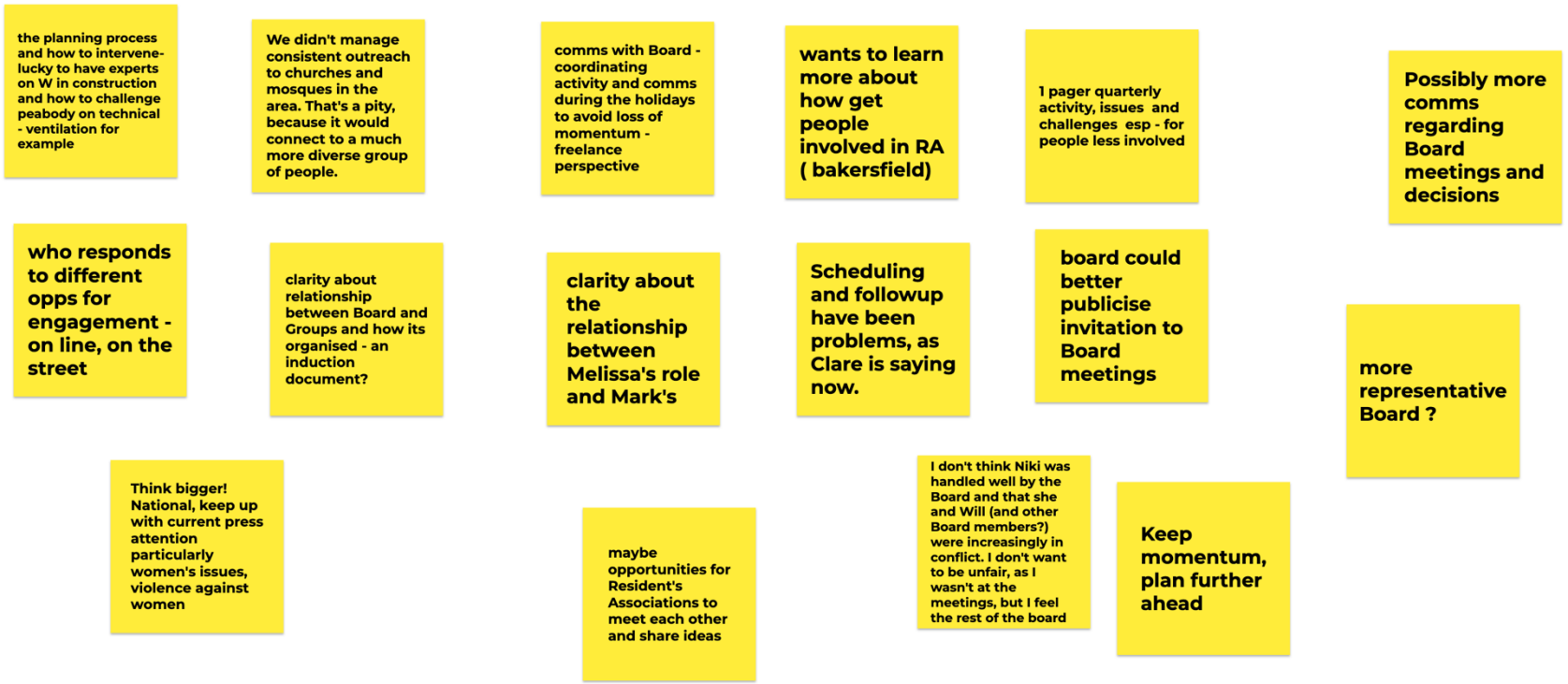

How involved are you in CP4H? Please tick all the boxes that best describe you
I try to keep up to date with what is happening with the campaign
39 (1.6%)
I go to CP4H meetings
16 (14.1%)
I am involved in a working group
14 (12.5%)
I'm not really involved
10 (25%)
I am involved in other ways
9 (21.9%)
I am a Trustee or employee
39 (60.9%)
Being involved in CP4H is part of my official / professional role
1 (15.6%)
0 5 10 15 20 25 30 35 40 45


What is your age?
64 Responses
3.1%
6.3%
9.4%
17.2%
21.9%
18.8%
23.4%
Under 16
16-24
25-34
34-44
45-54
55-64
65-74
75 or older
Prefer not to say

JamBoard Focus Group Notes



What can CP4H learn from its experiences so far? Are there any areas for improvement? What might be done better?



How can CP4H can become more inclusive going forward? (Whose voices are missing?)

How might the campaign become more effective going forward?