Beyond the Radar: love, passion and fun!

btr11 Conference Report July 2011

Feedback cloud from event participants

Contents

Acknowledgements

The Below the Radar (BTR) research stream of the Third Sector Research Centre (TSRC) was established to explore the role, function, impact and experiences of small community action groups or organisations. These include those working at a local level, or in communities of interest which are formal organisations, or more informal community activity. The BTR research is informed by a TSRC Reference Group which brings together practitioners from national community networks, policy makers, researchers, as well as others who bring particular perspectives from the sector.

Since the BTR Reference Group met last September 2010 we have been developing an action planning/impact project to explore how to overcome some of the challenges, identified by our research, for communities, practitioners and policy makers. The Beyond the Radar 2011 (btr11) project was launched in July 2011 with an event hosted by the Department for Communities and Local Government (CLG) and over 50 participants attended from the policy, practice and research communities (see Appendix A). Barrow Cadbury Trust (BCT) provided funding to enable us to offer an online 'virtual continuation of the debate' for participants, and for the wider public engagement, using social media over a six month period.

The aim of the btr11 impact project is to explore the implications of the BTR research findings, and to see how changes can be made to maximise impact. The impact facilitation model used for the event was adapted from an international approach (RAPID) which maximises the influence of research-based evidence on policy and practice,[1] and from 'Our Society's' adaptation of social network mapping theory[2].

The event was chaired by Sara Llewellin, CEO of BCT. She introduced the work of the Trust and reinforced the Trust's support for the BTR research steam. As keynote speaker, Hulya Mustafa, Deputy Director of the Big Strategy Team, Department of Communities and Local Government (CLG) outlined the key strategic priorities of the Government in relation to communities. TSRC researchers, Angus McCabe and Andri Soteri-Proctor set the scene based on their BTR activities to date. The remainder of the day offered a series of participatory workshops for participants to:

- map the socio-economic and political context for BTR activities;
- undertake a 'force field analysis';
- participate in a network and asset mapping exercise;
- identify key stakeholders and create an interest and influence matrix;
- explore ideas and solutions to share after the event through online discussions and a virtual social media platform.

The event outcomes were recorded on the day (see Appendix B and C), tweets (see Appendix D) and vox pops were available for participants to record their views. These can now be viewed on http://btr11.civicrowd.com.

An online rapporteur (micro blogger), tweeted about the event to engage a live virtual audience. A 'civicrowd' platform was created to offer an ongoing interactive space in order to continue the conversation with wider networks after the event. The Guardian Voluntary Sector Network hosted the first of our live Q&As in July, with a panel from the world of academia, policy and practice. We are

---

[1] Overseas Development Institute's RAPID (Research and Policy in Development) Model - Young, J. 'Impact of research on policy and practice', ODI, Gateway for capacity development, www.capacity.org
[2] See website www.oursociety.org.uk

planning a series of other online debates targeting different communities to introduce new participants to the 'civicrowd' site over the next six months.

This conference report is the first of three reports which will make up the btr11 Impact Project Report and details the outcomes from the event itself. The second report which will be published in early 2012, will be an academic discussion paper on the use of social media as a tool to engage wider audiences in knowledge exchange. The final report will be an evaluation of the project's process, reflecting back over the six months since the launch event to consider the project's impact.

Key emerging themes from the socio-economic and political contexts and forces

Two exercises were undertaken with participants to explore the social, economic and political contexts and forces at play for BTR groups in the current climate. Given the realities of local power and influence, they were asked to: assess the positive and negative forces on BTR which had an influence on the sector; and what needed to change. They placed the forces on a scale of -3 to +3 depending on the strength of the forces for each context. Below are highlights from the contributions made based on four emerging themes we have identified (some texts have been amended for clarification, the original texts can be found in Appendix B) :
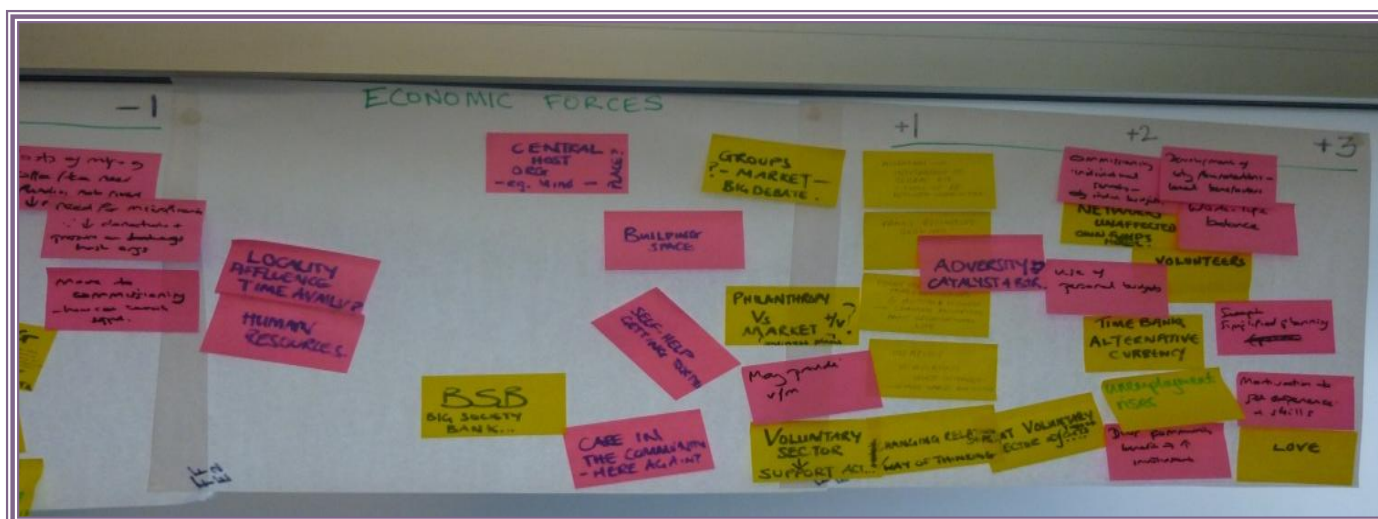
(1) Power and equality: who is being empowered, who is more able to engage?

	CONTEXTS	FORCES
Social	Power between communities Conforming to expectations of 'good' structure/organisation Policy blindness to social inequalities, stress on community representatives	**-3** In the current economic climate and welfare changes, people in communities do not have the energy or capacity to commit time or more time. (x2) **-1** People hijacking issues and not working for the general wider community. Stigma about particular problems such as mental health. Usual suspects trying to steer and dominate agendas. Logic of market forces against socially equitable outcomes. **+3** Local Authorities and communities joining forces for mutual benefits based on local needs!
Political	Different agendas of councils The structures that challenge marginalisation are being lost Grey areas around meaning of localism, which communities have power?	**-3** Postcode (*lottery*) nature of Big Society **-2** Commissioning systems, localism not just about local voice, but ability to deliver local solutions and commissioning systems favour 'same old' **-1** (*ethnic)* minority voices. Unequal benefit of devolution to communities.
Economic	Crowding out by wealthy Resources for Black and Minority Ethnic (BME), marginalised communities (*are needed)*	**-2** Attracting investment, innovative means in charity deserts. Locality, affluence, time and availability.

(2) Individual citizens: motivations and time available; shifting relationships because of new context and forces

	CONTEXTS	FORCES
Social	Culture change in services/government /formal sector Transient and highly mobile populations	**-3** Social implications of public sector funding and benefit reductions. Understanding jargon. (x2) Fragmentation of communities. (x2) Lack of public spaces. (x2) **-2** People in crisis don't have time to engage. Communities understand place in a different way. Lack of community facilities, increased living and housing costs breaking up families, lack of support. **-1** Drastic change in relationships between state and citizen. No resources and market forces. Government 'nudge' unit and focus on individual behaviour has some merit but steers the conversation away from systems, processes and social support, and/or responsibilities.

		Issues regarding people understanding how to access services, which services are appropriate/ relevant etc.
		0
		Changing relationship between government, local authority, individuals.
		Choice may not always be desired.
		+1
		Changing demographics, older people increasing, ethnic diversity. Neighbours showing interest (*and more*) care to each other.
		+2
		There are many people who are willing and able to support others and provide some leadership.
		+3
		Personalisation, budgets can be empowering for some!
		Strong individuals.
		Real power and influence for local people.
Political	Nature of empowerment, individualism versus community Government accountability	**-3** Entrenched culture of direct power at local level. Entrenched embedded political power. Lack of influence for individuals. **-2** Government pushing down power in 'nice' (*easy*) categories, not cutting across issues. Working in silos. **0** *Policies of* reward, responsibility and accountability **+1** Growth of citizen education, more aware young people **+3** Individuals can still have influence and make a change if they can still put in the time and effort.
Economic	Accountability of public funds by government Cuts to shared resources for local communities	**-3** High level cuts feed down to individual spending. Less benefits (social security). Danger of over reliance on volunteers. **-2** Lack of time, growth of informal economy. Working poor, have time poverty. **0** Care in the Community –here again. Locality and affluence *effects on* time and availability **+2** Commissioning individual services, individual budgets. Use of personal budgets. **+3** Motivation to get experience and skills.

(3) BTR groups: indirect and unintended consequences of voluntary sector reconfiguration

	CONTEXTS	FORCES
Social	Maintaining independence and /or activism Understanding activity beyond 'community anchors'	**-3** Remoteness of top tier authorities from communities. **-2** Difficulty of developing a local coalition as strengths are often meeting specific needs not generalised. Support mechanism for mediation being cut: so difficult to deal with challenging, complex social challenges in some places. **0** Where is conflict in this conversation? Creation of interest groups. **+1** New roles, new skills, new ways of working and culture. **+2** The drive of local authorities to engage with small groups e.g. Service delivery. **+3** The right of groups not to engage with new ideas/agendas.
Political	Asset transfer – is it realistic? Funding cuts/cuts to contracts with VCS Lack of understanding of community development, cultural difficulties Lack of understanding of issues and communities	**-3** Pushes BTR groups to be more resilient, defy empowerment (agenda). Lack of recognition of the need to recognise the role of small groups or networks, no 'one size fits all'. Empowerment – lack of grant funding to support very small community groups, lack of support for groups, political polarisation, equality, less emphasis on user voice. **-2** Politics using a particular type of language not acknowledging the roles of community groups and networks. Timing, readiness of organisations to respond to new rights. Preparing bids, to buy assets, local organisations bidding to provide local services. Fear and impact of cuts is restricting the quality and range of work. **-1** Challenge of engaging with longer, consolidated, contracts for small voluntary sector organisations with little or no working capital. Transnational money flow, undermines community activity. **0** Unwillingness to fund process or community level outcomes. Conflict between local elected reps and community empowerment **+3** Asset transfer, and asset management, need for support, if can be sustained.
Economic	Cuts of shared resources for local communities Bonfire of infrastructure organisations Consolidation for	**-3** Loans? Obstacles? Accountability? Uncertain funding landscape. Loss of small grants. Pressure to formalise for government funding. **-2** Previously free services now charged e.g. meeting rooms. **-1** Costs of meeting. Move to commissioning.

	contracts VCS can't engage as (*contracts*) too big	Need for micro finance **0** Central host organisation e.g. Mind Self help, getting together. Big Society Bank. **+1** Focus on: enabling coops and mutual businesses; changed assumptions about organisational life. Changing relationships and ways of thinking about voluntary sector (time of cuts). **+2** Networks unaffected, if have own funds. Time banks alternative currency. **+3** Development of city foundations, local benefactors

(4) Government: contradictory agendas and messages

	CONTEXTS	FORCES
Social	Culture change in services/govt/formal sector Policy blindness to social inequalities, stress on community representatives	**-3** Politicians consistently 'behind the curve' of our social issues. Failure to see the significant difference in nature between community activity and the organised world (institutions, voluntary sector, business). **-2** Contradiction between government priorities of economic growth (wealth) and 'Big Society' (wellbeing). Cutting funding to parks, children centres, local community groups undermines communities and social wellbeing. Localism may provide innovative solutions or may not. And may not be of sufficient scale/reach. How will government know if it is unsuccessful, who will pick up the pieces ? Contradictions between collective actions and individualised empowerment/ personalised budgets etc. **-1** Contradiction between communities and active citizens **0** Payment by outcomes may not reflect community needs.

Political	Different agendas of councils, structures that challenge marginalisation are being lost	**-2** Government accountability for monitoring of big programmes which totally interferes with giving powers to communities to make their own decisions.
	Funding cuts/cuts to contracts with VCS	**-1** Structure inhibits voluntary sector bidding for contracts. Policy makers seemingly not listening to sector request to make Big Society Bank about 'soft, patient, impactful' capital (New Philanthropic Capital).
	Grey areas around meaning of Localism, which communities have power ?	**0** Localism agenda, and Localism Bill. Democratic deficit. Lack of credibility.
Economic	Consolidation for contracts VCS can't engage as (contracts are) too big	**0** Groups or Markets - BIG DEBATE. Building space. Philanthropy versus market (business plans).
	Accountability of public funds by government	

Asset and networking mapping analysis

Participants were then asked to consider, given the current social, economic and political contexts that effect BTR community groups and activities, what assets, networks and connections they had that could make a difference. Full report available at Appendix C. Based on the completed questionnaires 'network maps' were generated (see example below).

Based on 28 completed questionnaires, most of the participants were networkers (rather than network thinkers, analysts or builders)[3] interested in using the event to extend the range of their contacts. Over half had small, localised or interest-based networks. Assets included:

Resources: premises**,** funding**,** volunteers, knowledge / experience**,** speakers;
Skills: management**,** technical**,** facilitation / event management**,** communication, research**,** ideas/insight**,** sharing/collaborating**,** training/capacity building, network building;
Influence: power**,** position**,** contacts/networks, credibility**,** representation**,** access.

The maps generated raise a number of questions:

- How do the 15 unconnected clusters become more connected to the larger clusters around the main organisers (TSRC, BCT and CLG)?
- The three larger clusters are a mixture of research and action bodies. How do they work together and is the primary role for the btr11 project to be research or common action?
- What are the next steps in drawing the network together, and can this help the on-the-ground work of members?
- Can the btr11 project become a virtual network builder creating tools to encourage interaction between attendees and interest groups or individuals offering a clearing house for social networking?

---

[3] See Appendix C for a full explanation.

It is hoped that the project can create a 'virtual environment' where people can network, and where people can share ideas for action to support local networks.
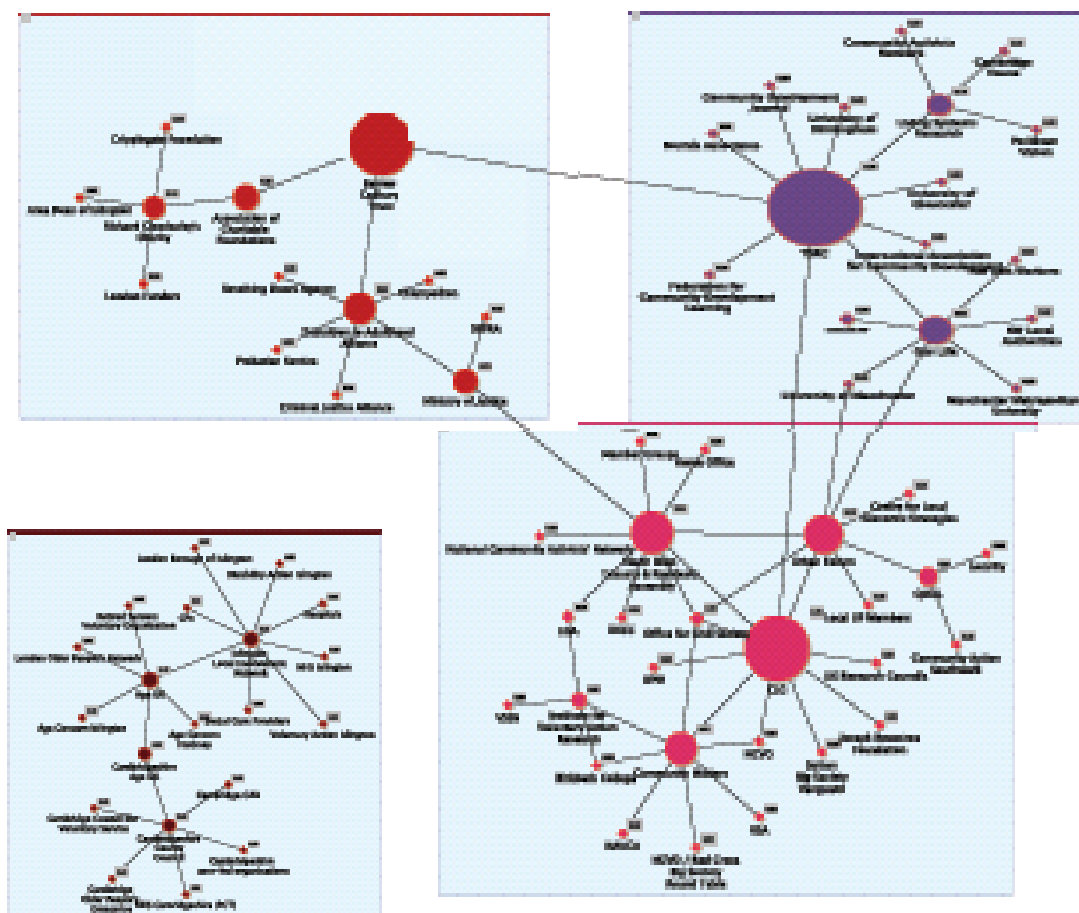
Agents of change

After lunch participants considered how they could use their assets and networks to create change.

- Who are the stakeholders that they need to influence on the micro (local) and macro (regional/national) level?
- How interested were these stakeholders in BTR issues?
- How could they be influenced?

Below is the matrix generated, the boxes in the middle axis indicate that participants were undecided in placing these stakeholders in a particular quadrant and so they were placed as having neither more nor less interest in BTR issues. The italics are suggest as possible actions that can be taken given the quadrant the stakeholders have been placed into.

MORE POWER, LESS INTEREST – *we need to develop the understanding of the following stakeholders and show why they need to take more interest in BTR*

Council
Volunteer bureau
Private sector
Faith groups
Health and social care providers
Big business/corporate
Funders, national
Ministers

MORE POWER, MORE INTEREST – *we need to motivate and coordinate the actions of the following stakeholders to change and support BTR*

CVS
BRC
Councillors (x3)
Planning officers
Universities
Common Purpose programme
Local media
Local funders
National VCS (infrastructure)
CLG
TSRC
Local faith leaders
Librarians

Local Authority
Joint Commissioners
Local MPs
BIG Lottery
Local Media Industry

Local services e.g. Police
Successful community groups
Big national charities
Housing Associations

LESS POWER, LESS INTEREST – *we need to develop the interest of the following stakeholders in BTR issues and link them to those in power*

Local small business (x2)
The needy, deprived individuals,
no voice, no time,
no energy, apathy ?

LESS POWER, MORE INTEREST – *we need to link the following stakeholders to those in power to influence positive change for BTR*

Fellow activists
Community champions
Small self help/mutual aid groups
Local Authority community engagement team
Local parish councillors
Head teachers
VCS
Users
Individuals less 'ground down'

Local Community Infrastructure
Organisations
Regional voluntary infrastructure

Ideas championed

This session was used to analyse what we have in our power to create change, what forces are at play, and how we can maximise what we have to influence change in our localities and on key stakeholders. We recorded the key messages to take forward from the day using an open space approach with flags for action to bring groups together.

FLAGS

Flag for action 1: focus on local activists and leaders:

Set the group up, continue the debate and exchange email addresses.

Flag for action 2 : creative approaches to resourcing small groups and successful stories:

Examples of help already available:
Seed money**:** small grants from a number of funders catalyse mutual aid.
Websites offering resources, for example free meeting space for groups.

Ideas for other things that could help:
- schools, churches, pubs making space available free of charge;
- personal relationships between funder and small groups enhances trust and increases the likelihood of funding;
- funders should make proportionate demands – light touch for small grants;
- funders could consider giving a sum to (trusted) intermediaries for disbursement to BTR groups. Small groups could benefit from pro-bono work;
- independent charitable trusts can be more flexible than statutory ones;
- helping intermediaries understand the aims of small groups;
- local shops can be a source of funding for local BTR groups;
- Corporate Social Responsibility (CSR) opportunities – BTR could promote opportunities to local businesses.

Flag for action 3: map local assets/networks and research and support under the radar groups:

- skills of activists, buildings, spaces;
- relationships – connecting up community activists/groups with neighbourhoods but also with other communities and public sector;
- building trust between small businesses and community groups based on community interests.
- look at/value what we have(*our assets)*;
- joint local community group and small business champion;
- Local Authorities commissioning and⁄procurement.

CARDS

In addition to the flags, idea cards were generated using 'Our Society' starter cards to generate ideas:

Mentoring visits

Problem: community groups can gain ideas and support from others, but may need to go outside their neighbourhood.

Solution: organise visits to link groups, and then support peer-to-peer mentoring
Needs: national framework, local organising
(idea used most from Our Society starter ideas).

Commuity organisers

Problem: small community groups need somewhere to be based and cannot continue to pay current rent and overheads.
Solution: use existing unoccupied retail units for social enterprise businesses.
Needs: promotion of available units on high street.

Problem: neighbourhoods with poor connectivity between social/public/commercial sectors.
Solution: community resilience action plan based on identification of shared needs/assets.
Needs: someone to investigate bringing people together at the local level.

Problem: BTR groups tend to focus inwardly and locally and may not provide potential for individuals (and the group) to develop.
Solution: develop networks (some regional ones are already going).
Needs: small amount of resources and leadership.

Community delivery teams (volunteers)

Problem: lay knowledge and networkers, build esteem, and capacity builds community.
Solution: team of supported local volunteers, trained.
Needs: training support, money to remove barriers for crèche and transport.

Area based community development (CD) workers

Problem: need coordinated communities.
Solution: a CD worker, advocate.
Needs: funding.

Advocacy and campaigning project

Problem: the participation rates of BME in our democracy is a serious problem which we need to take a lead on.
Solution: participation will increase confidence and motivation to alight and face the reality of the democracy they live in.
Needs: resources, support and organisation.

Open and inclusive community engagement

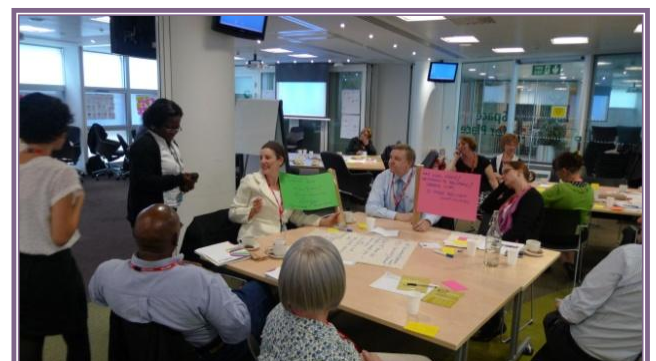*Problem*: ask the people what is open? Inclusive?
Solution: it is an ongoing process.
Needs: funding, will power.

Problem: aspiration building.
Solution: you need to know what the possibilities are.
Needs: online hubs, exhibitions, visits.

Problem: funding for small groups.
Solution: speed dating with high finance groups.
Needs: engagement with groups and local companies,

Community feasts

Problem: bring community together to know each other.
Solution: food stalls from service providers.
Needs: art, fun, food (provided by community members).

Co-design and co-delivery with local communities

Problem: deliver services that people want and need in a way that they want and need them.
*Solution*: help communities to do this, help services to know how to partner equally.
Needs: aspiration good practice community delivery teams, training, support, CD, spaces, community coordination.

Policy debating society

Problem: to set a debating society whereby we pick an issue.
Solution: the ability to make them understand what government policy is all about.
Needs: resources.

Tweeting outcomes
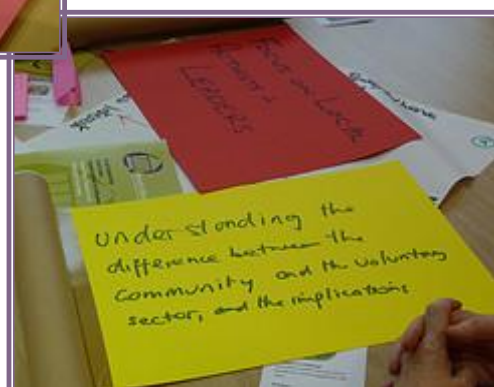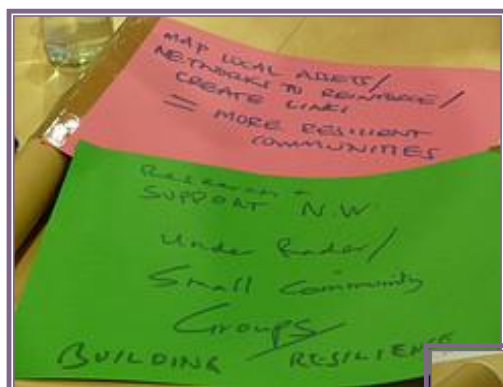
In addition to the 50 event participants, the tweeting (micro reporting) generated engagement from another 20 people, through an exchange of 130 tweets, 30% being re-tweets (see Appendix D for full report). As a result 38 twitter accounts have been added to our list of participants who will be kept informed of future online discussions. The tweets are estimated to have reached around 45,000 followers which included big and influential followers (big names or with large followings) some of whom were shared between tweeters (therefore reinforcing the messages sent). The tweeting generated conversation threads ('storifies') on the big society and micro-mapping, as well as network and power analysis. More than 25 links were shared including the TSRC events page and TSRC Working Paper 51, and TSRC BTR research pages. The profile of those engaging online ranged from social entrepreneurs, to voluntary organisations and individuals outside the UK.

Some of the tweet highlights included:

"How do we focus on the power in networks? Changing the dynamics of the networks needs attention and influence... how can we ensure people with the resources and skills are also central to our network? Only then will we be effective! … Often missing the real data to support localism – no one knows what's out there so how do we work to include them?" Mark Parker

" Micro groups are delivering services to local public over a long period – but this is not the same as 'delivering public service'....Big question today: Do we want to reveal the 'invisible architecture'? If the agenda is transfer of power what needs to happen? ... Participants comment: empowerment is not activism – community sector position to seize power while charities seek contracts." Commutiny

"Love the fact that the overarching aim of the BCT is to 'speak truth to power'. We need more of that ... Huyla Mustafa of DCLG says Government's three priorities are economic growth, creating a big society, and delivering public service reform.... government thinks those three things run in parallel and don't contradict each other, I disagree. I think they clash (at least in part)... big questions being raised about power, influence, advocacy and representation. Exciting to be among people doing and championing that stuff." Steve Coles

Evaluations

In addition to the word cloud at the beginning of the report, participants were sent a more detailed evaluation form. From those completed, all rated the conference overall as good, very good or excellent. They rated the format of the conference as follows:

- administration - excellent and very good;
- overall format – very good and good;
- group sessions – excellent to adequate;
- discussion time – excellent to adequate.

All the workshop sessions were rated overall as very good and good.

Participants found the following particularly valuable:

- the topic was an interesting subject which highlights a subject matter of which there is little interest - the issue now is, what is the way forward and what actually will this lead to?
- interacting (networking opportunity) was invaluable;
- aspects of the work of other organisations … I now have a much fuller understanding;
- I enjoyed meeting other people with an interest in 'below the radar' groups in healthcare, and learnt from their experiences and knowledge;
- the workshop is brilliant and a good start to often a neglected area.

Participants stated they would use the information from the day to inform their work in the following ways:

- the information will be vital for the small organisation as a source to consider for a vital bid to the council for any feasible asset transfer tender;
- a basis for further discussion and exploration;
- information gained is critical in helping NWTRA (North West Tenants and Residents Association) to advise and support our (BTR group) members much better;
- understanding how we can help them to become much more effective locally;
- try to develop these contacts, and put the work I do into the broader context of 'below the radar' activities;
- will try to keep in touch.

Participants suggested the following improvements:

- I only hope that this will constitute the basis for a more thorough attempt to have a better understanding of this subject in the continuing debate;
- I'm not sure about the format for the day – it leaves me wondering what I have learnt – but maybe that is part of the point?
- the person from DCLG might have been asked to be a bit less bland – maybe she was! She could have offered a slightly more detailed policy agenda;
- the food was excellent!! And everyone very friendly, supportive and interested in networking. So thanks.

Beyond the radar:
Maximising the impact of community activities

Friday 8th July 2001
CLG, Eland House, Bressenden Place, London, SW1E 5DU

Delegate list

Harriet Ackunson	Department for Communities and Local Government
Sarah Adams	Finance Innovation Lab
Osuolale Adeshina	Centre for Organisational and Professional Ethics (COPE-AFRICA)
Dr Adeyeye Adewole	Centre for Organisational and Professional Ethics (COPE-AFRICA)
Carl Allen	
Rosie Anderson	Community Matters
Kayode Ayomide	Centre for Organisational and Professional Ethics (COPE-AFRICA)
Sulaiman Baul	Southwark Sierra Leone Multicultural Organisation
Chris Blunkell	Faversham Road Residents Association
Katie Bristow	University of Liverpool
Ella Britton	thinkpublic
Steve Coles	Intentionality CIC
Barbara-Ann Collins	Home Office
Eileen Conn	Living Systems Research, + Peckham Residents Network
Lucy Crane	Her Centre
Rebecca Daddow	RSA
Alessio D'Angelo	Middlesex University
Marina David	Barrow Cadbury Trust
Eve Davidson	
James Derounian	University of Gloucestershire
James Devlin	North West Tenants & Residents Assembly
James Dixon	Croydon Neighbourhood Care Association
Amy Downes	Leap Anywhere Ltd
Keith Elder	Mind
Anjelica Finnegan	University of Southampton
Dorothy Ghanker	Her Centre
Baljit Gill	Department for Communities and Local Government
Dawn Hands	BMG Research
Meyrem Hassan	Royal London Society for the Blind
Lee Hazzard	
Tony Herrmann	COGS
Chienting Hung	LSE

Appendix A

Touray Irene	Youth Care Foundation
Veronika Karailieva	Big Lottery Fund
Arjumand Kazmi	Voice4Change England
Fen Kipley	Community Lincs
Naomi Landau	Third Sector Research Centre
Sara Llewellin	Barrow Cadbury Trust
Drew Mackie	Independent
Rachel Manning	UWE, Bristol
Alison Masters	
Angus McCabe	Third Sector Research Centre
Jessica McEwen	University of Sheffield
Jacqueline McFarlane-Fraser	ACWDC
Felicity McLean Leap	Anywhere Ltd
Jackie Moore	Community Action Shard End
Paul Munim	WRVS
Hulya Mustafa	Department for Communities and Local Government
Adrian Nettleship	Independent
Dorothy Newton	
Rachel Newton	Urban Forum
Nim Njuguna	NECT
Jessica Nugent	Live UnLtd
Mark Parker	Southwark
Clare Payne	Barrow Cadbury Trust
Robert Peach	Durham University
Roxanne Persaud	Independent
Geraldine Pettersson	Islington Local Involvement Network
Mike Phillips	CDX
Debbie Pippard	Barrow Cadbury Trust
Zoe Portlock	Bikeworks
Alison Redding	Norfolk County Council
Richard Reid	London Fire Brigade
Max Rutherford	Barrow Cadbury Trust
Patience Seebohm	Independent
Haallah Shams	Surrey County Council / Diocese of Guildford
Razia Shariff	Third Sector Research Centre
Kevin Sheridan	IHHD, UEL
Sandie Smith	Cambridgeshire County Council
Andri Soteri-Proctor	Third Sector Research Centre
Saima Tarapdar	
Sandra Turner	TSEN
Lawrence Walker	Locality
Pauline Whitehead	Cranleigh Parish Council
Ed Whyman	Traidmark.org / WEBiversity.org
David Wilcox	Independent
Helen Williamson	AgeUK

Beyond the radar: maximising the impact of community activities

Friday 8th July 2001
CLG, Eland House, Bressenden Place, London, SW1E 5DU

EVENT Write up

Ice breaker – current socio, economic and political contexts (*original text)*

ECONOMICS

Community engagement /development costs, not just short term
Cuts of shared resources for local communities
Bonfire of infrastructure organisations
Crowding out by wealthy
Consolidation for contracts VCS cant engage as too big
Accountability of public funds by government
Resources for BME, marginalised communities

POLITICAL

Different agenda's of councils, structures that challenge marginalisation are being lost
Asset transfer – is it realistic ?
Funding cuts / cuts to contracts with VCS
Grey areas around meaning of localism, which communities have power ?
Lack of understanding of community development, cultural difficulties
Consolidation of contracts – VCS are crowded out
Government accountability
Lack of understanding of issues and communities
Nature of empowerment, individualism VS community

SOCIAL

Culture change in services/govt/formal sector
Moving from deficit to celebrate
Vying for legitimacy, elected or paid PPL
Understanding activity beyond 'community anchors'
Transient and highly mobile populations
Maintaining independence and /or activism
Power between communities (empowering the empowered ?)
Conforming to expectations of 'good' structure/organisation
Policy blindness to social inequalities, stress on community representatives

PARKED ISSUES

Big Society risks – meaning everything and nothing
Big Society / divided society ? marginalisation of e.g. BME
Way of thinking – crosses three themes: socio, economic and political
Extent that voluntary sector supports grassroots
Community development, social change not overnight

Appendix B

Reflections: Power £ ?!, difference between the organised world and informal, variations of beliefs, ideology and power

Analysing power and influence

See Force field analysis table

Asset and Network Mapping

See Appendix C

 Key ideas for change
(in no particular order)

Community feasts
Co-design and co-delivery
Community delivery teams
Use of social media
Opportunities to prioritise needs and services in times of change
Volunteer community delivery teams
Better funding for small groups
More chances/places to meet
Map local assets/networks to reinforce/create links
Focus on local activists and leaders
Advocacy and campaigning
Develop a gift economy
Promote stories of success
Organise mentoring visits
Mediate between agencies/communities
Knowing what's possible and how

Idea cards

In addition to those mentioned in the Report:

Run a BME Housing Association
Problem: Setting up a BME housing association to meet the needs of black young coming out of prison
Solution: The project will enable specialist handling of problems more associated with black issues and proper lasting rehabilitation of these youths into society
Needs: Funding, someone to listen, location and acceptance

Agents of change
See full table in main Report

Ideas Champions
See main body of Report

Appendix B

btr11 POLITICAL forces *(original text)*

-3	-2	-1	0	+1	+2	+3
Pushes BTR groups to be more resilient x defy empowerment Lack of recognition of the need to recognise the role of small groups / networks, no one size fits all Postcode nature of Big Society Empowerment – lack of grant funding to support very small community groups, lack of support for groups, political polarisation, equality less emphasis on user voice Entrenched culture of directive power at local level Entrenched embedded political power Lack of influence for individuals Asset transfer, possible dangers What is public good, core of decent society. What makes the central decision on key issues that affect people	Commissioning systems, localism not just about local voice, but ability to deliver local solutions and commissioning systems favour 'same old' Changing initiatives, 'pilots' Government accountability of monitoring of big programmes which totally interferes with giving powers to communities to make their own decisions Toeing the party line by elected members All political systems end up in chaos Politics using a particular type of language and acknowledge the roles of community groups and networks Government pushing down power in 'nice' categories, not cutting across issues-working in silo's Timing, readiness of organisations to respond to new rights. Preparing bids, to buy assets, local organisations bidding to provide local services	Minority voices Unequal benefit of devolution to communities Challenge of engaging with longer/consolidated contracts for small voluntary sector organisations with little or no working capital Structure inhibits voluntary sector bidding for contracts Transnational money flow, undermined community activity Policy makers seemingly not listening to sector request to make Big Society Bank about 'soft, patient, impactful' capital (NPC)	Unwillingness to fund process or community level outcomes Localism agenda/ localism bill Democratic deficit. Lack of credibility Conflict between local elected reps and community empowerment Reward, responsibility and accountability	Consumer involvement, pressure for participation. Growth of citizen education, more aware young people	Fear and impact of cuts is restricting the quality / range of work Social media	Activism Asset transfer, and asset management, need for support, if can sustain Individuals can still have influence and make a change if they can still put in the time and effort

btr11 ECONOMIC forces *(original text)*

-3	-2	-1	0	+1	+2	+3
Loans ? Obstacles ? Accountability ? Uncertain funding landscape High level cuts feed down to individual spending Networks relying on other resources Less benefits (social security) Danger of over reliance on volunteers Poverty Under pressure to deliver Loss of small grants Integration Decrease in donations	Unemployment rises Lack of time, growth of informal economy Previously free services now changed e.g. meeting rooms Working poor, have time poverty Attracting investment, innovative means in charity desserts Locality, affluence, time and availability Human resources	Costs of meeting Move to commissioning (?) Need for micro finance (?)	Central host organisation e.g. MIND, PLACE Groups ?– market – BIG DEBATE Building space Philanthropy V market (business plans) Self help, getting together Big Society Bank Care in the Community – here again Locality, affluence, time, availability	Migration, integration of global BTR + flow of £ between communities Family businesses growing Adversity catalyst for BTR May provide v/m Focus on: enabling coops and mutual businesses; changed assumptions about organisational life Olympics: stimulating sports interest; more viable activities Voluntary sector & support activities Changing relationships & way of thinking but voluntary sector (time of cuts)	Commissioning individual seminars, individual budgets Networks unaffected, own funds Volunteers Use of personal budgets Time banks alternative currency Unemployment rises DWP community, benefits, involvement	Development of city foundations, local benefactors (?) Work – life balance Simplified planning Motivation to get experience and skills (?) LOVE

Appendix B

btr11 SOCIAL forces *(original text)*

-3	-2	-1	0	+1	+2	+3
Politicians consistently behind the 'curve' of our social issues	Centralised market power	Drastic change in relationships between state and citizen. No resources and Market forces	Choice may not always be desired	Technology, ubiquitous, and pervasive	There are many people who are willing and able to support others and provide some leadership	Personalisation, budgets can be empowering for some !
In the current economic climate and welfare changes, people in communities do not have the energy or capacity to commit time or more time (x2)	Difficulty of developing a local coalition as strengths are often meeting specific needs not generalised	Contradiction between communities and active citizens	Changing relationship between government, local authority, individual.	Changing demographics, older people increasing, ethnic diversity	The drive of local authorities to engage with small groups ref. Service delivery	Strong individuals LOVE Faith communities engaged with local area
Remoteness of top tier authorities from communities	Centralised market power Contradiction between government priorities of economic growth (wealth) and 'Big Society' (wellbeing)	People hijacking issues and not working for the general wider community	Payment by outcomes may not reflect community needs	Neighbours showing interest +care to each other Under the radar + other research, helping Tories understand how to achieve our Big Society	Innovative ideas	Real power and influence for local people
Social implications of public sector funding and benefit reductions	Cutting funding to parks, children centres, local community groups undermines communities and social wellbeing	Stigma's about particular problems such as mental health	Where is conflict in this conversation		Passion	LA's and communities joining forces for mutual benefits based on vocation needs !
Language – communications	Intergenerational issues (x2)	Usual suspects trying to steer and dominate agenda's	Creation of interest groups	New roles, new skills, new ways of working and culture	Growth of media in social hands: community voices now globally accessible for low cost ?	Growth of a 'new' family. New networks
Failure to see the significant difference in nature between community activity and the organised world (institutions, voluntary sector, business)	Support mechanism for mediation being cut: challenging, complex social challenges in some places	Logic of market forces, mutuality's against socially equitable outcomes	Social media becoming an increasingly powerful means of gathering a collective 'voice'			The right of groups not to engage with new ideas/agendas

Appendix B

-3	-2	-1	0	+1	+2	+3
Social media alternatives, lack of access social exclusion

Understanding jargon (x2)

Fragmentation of communities (x2)

Lack of public spaces (x2) | Localism may provide innovative solutions or may not. And may not be of sufficient scale/reach + how will government know, who will pick up ?

Lack of community facilities, increased living and housing costs breaking up families, lack of support

Contradictions between collective actions and individualised empowerment/ personalised budgets etc

Housing benefit proposed cuts – could mean forcible movement of families from their locality. Changes in tenure, social tenants and private tenants

People in crisis don't have time to engage

Communities understand place in a different way | Families under pressure

Government 'nudge' unit and focus on individual behaviour has some merit but steers the conversation away from systems, processes and social support, and/or responsibilities

Issues re people understanding how to access services, which services are appropriate/ relevant etc

Single points of access, 'call centres' model. Loss of practitioners in the locality. | | | Smaller community groups are being organised. More of a profile

Family networks – social forces | |

Appendix C and D

Appendix C

Network mapping Report
See separate document

Appendix D

Twitter Report
See separate document