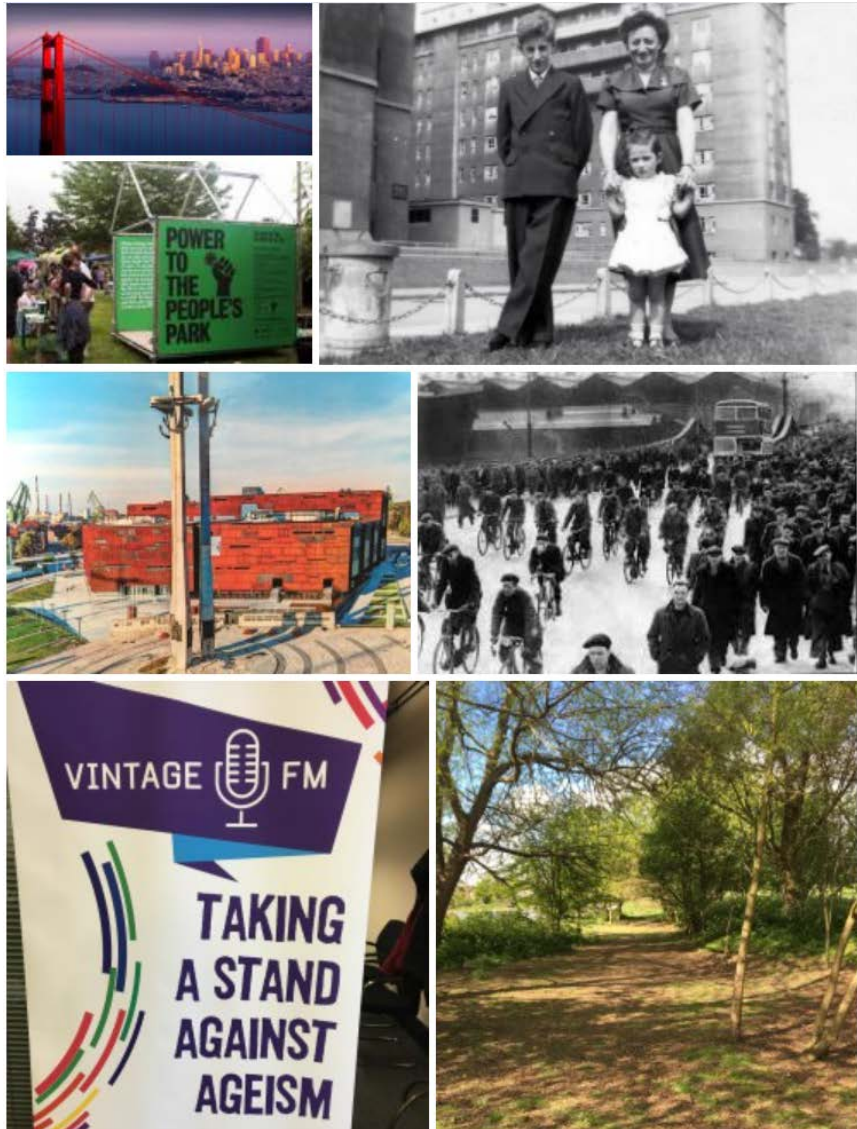


The Story of Us: Heritage and communities

An enquiry by Esme Ward, Clore Fellow 2016-17.

How might the Heritage Lottery Fund change its funding approach to support communities to catalyse new heritage activity?



***“Trust us that we love this place.
Let heritage be the flagbearer for how
communities like ours are empowered”.***

Acknowledgments

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About the Clore Fellowship

The Clore Fellowship is a programme of leadership development tailored to the individual. Each year, 25 Fellowships are awarded to carefully selected people from across the cultural sector. This includes a placement in a organisation very different from the Fellow's usual working environment. www.cloreleadership.org/

This enquiry and report was conducted during my placement within the Strategy and Business Development (SBD) Team at HLF. I'd like to thank the staff at the Heritage Lottery Fund for their warm welcome, curiosity and engagement with my work, including Chair Sir Peter Luff, CEO Ros Kerslake, Head of SBD Judy Cligman and Head of North West Region Nathan Lee. Similarly, I am grateful to the internal reference group of wise, critical friends (Anne Young, Gareth Maaer, Alice Kershaw, Louise Sutherland and Liz Ellis). A special thanks to Karen Brookfield for her leadership, generosity of spirit and support throughout.

Finally, I'd like to thank the many interviewees I visited and spoke with; community and civic leaders, volunteers, artists, researchers and practitioners. Thank you for sharing your time, ideas and learning. You are "powerhouse people", one and all.

About the author

Esme is Head of Learning and Engagement at the Whitworth and Manchester Museum, the University of Manchester. Alongside this, she is Strategic Culture Lead for Greater Manchester Ageing Hub and Age Friendly Manchester, and teaches a postgraduate programme in museology at the University of Manchester. Prior to starting with the Whitworth, Esme worked as a freelance museum and gallery educator and creative practitioner for organisations including The Wallace Collection, the V&A and the National Trust.

She sits on several national boards and networks, is a Fellow of the RSA and was awarded a Clore Cultural Leadership Fellowship (2016-17, supported by Arts Council) during which she explored the social and civic purpose of the arts, activism and the future of heritage. She is currently exploring the potential for an Institute for the Future of Heritage.

She writes widely about her work and research on the blog www.esmewardfieldnotes.wordpress.com and via twitter @ward_esme.

Executive Summary

Heritage is the story of us. It is critical to communities, to building their sense of identity and how a more complex understanding of the past and place might inform and shape their vision for the future.

“There are no longer housing offices, the role of the church in public life is diminishing, the closure of post offices, collapse of the high street, growth of online services, all of this is about community infrastructure being stripped back. Heritage is about people’s connections to places and each other and this is needed now more than ever”

(John Hannen, Policy and Partnerships Manager, Greater Manchester Council Voluntary Organisations, GMCVO).

Set against a backdrop of austerity and the decline of community infrastructure, *The Story of Us: Heritage and Communities* seeks to identify strategic opportunities and new approaches to supporting communities to catalyse new heritage activity.

HLF is the largest dedicated funder of heritage in the UK (with over £7.7billion awarded to over 42,000 projects since 1994), like many other cultural organisations and funders, it does not reach as widely as it could or should. This report draws upon multiple perspectives to address this. It is not an exhaustive or HLF-commissioned study. As a Clore Fellow on placement, I’ve had a licence to do things differently. I’ve been listening to those leading change, unearthing and distilling new insights, ideas and perspectives. Throughout, case studies and projects are highlighted (UK and internationally) including beyond the heritage sector.

The research question asked ‘how might the Heritage Lottery Fund change its funding approach to support communities to catalyse new heritage activity?’ *The Story of Us: Heritage and Communities* shares the WHY (motivations for and value of supporting communities and heritage), WHAT (case studies of heritage activity and models for catalysing change) and HOW (limitations and changes to funding approach and processes).

Three distinct themes (and associated propositions for change) emerged from the enquiry;

1 Be more relational

The Story of Us: Heritage and Communities calls for a more relational approach to enable HLF to be more inclusive, move beyond usual suspects and reach new people. It asks how they might share more of their thinking in public, shift the language and prioritise expertise in building relationships?

Proposition for Change: Micro-grant

The report proposes that HLF develop a relational, asset-based approach to grant giving which supports good ideas within communities, even if not fully formed or articulated. The micro-grant acknowledges that small amounts of money make a big difference and that application processes should be simplified and co-designed.

2 Focus on the local

Increasingly in UK, amongst funders and politicians, there is a commitment to and interest in place-based investment and localised decision making. *The Story of Us: Heritage and Communities* explores some of the implications of this for heritage and argues that that now is the time for new and ambitious thinking at HLF about 'localism' and place-based funding.

Proposition for Change: Locality Partnership

The report recommends that HLF explore a formal strategic partnership with Locality. Locality is the national network of ambitious and enterprising community-led organisations and associate members (operating as Development Trusts in Scotland, Wales and Northern Ireland) working together to help neighbourhoods thrive. It highlights the value of HLF working with an organisation like Locality, with flexibility and agility to adapt to a range of geographical contexts and significant local knowledge and trust.

3 Find and support powerhouse people

Mavericks, champions, visionaries, activists, "powerhouse people", the ones who drive things forwards – we all know them in our organisations, communities, lives. With reference to key individuals and case studies, the report profiles their impact and explores might HLF might seek and support these individuals more effectively and consistently.

Proposition for Change: Heritage 100 List

This proposition is inspired by power lists on the one hand, and those leading projects and change within communities on the other, and brings together 100 people shaping the future of heritage. It profiles heritage as a progressive force within society, draws upon a diversity of thinking and experience, in wider recognition that HLF's work is as much about our future selves as the past.

The Story of Us: Heritage and Communities seeks to support and influence HLF's next strategic framework and contribute to the wider institutional and sector-facing conversation about the role, value and future of heritage within communities.

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Introduction

Approach and methodology

In collaboration with Karen Brookfield, Deputy Director SBD, the following research question was identified, ***“How might HLF change its funding approach to support communities to catalyse new heritage activity”***

“communities” For the purposes of this work, community is understood to be a group of people with diverse characteristics who are linked, share common perspectives, engage in joint action, inquiry or practice. The focus for this work will be communities of place (locality).

“catalyse” *Catalyse (vb) – to cause or accelerate. If something catalyses a thing or situation, it makes it active/causes it to happen.* This investigation seeks to identify the most effective ways to support this process and enable change.

“new heritage activity” Heritage is about what we value; places, building, objects, memories, cultures, skills or ways of life. The phrase “new heritage activity” seeks to differentiate activity from assets. It acknowledges people as active players in this process and the diverse forms this activity may take.

Through a range of encounters (including interviews and “walking conversations”) I’ve drawn upon multiple perspectives from a range of people; including existing grantees, community changemakers and leaders, practitioners, researchers and funders. This approach adheres to many of the practices of systemic action research;

“this approach values the importance of drawing on lots of peoples knowledge within a local system to develop a working picture”

(Danny Burnes).

It is not an exhaustive study and I’m not a consultant. Instead, it is driven by intellectual curiosity and in my role as an insider-outsider, practitioner-researcher, I have drawn upon my experiences and work in Manchester, both as HLF grantee on museum projects and within public health. I am actively involved in the strategic reform of public service, with a commitment to developing, understanding and articulating the role of culture and this too informs my observations, decisions and conclusions.

I’ve sought to identify issues, new opportunities, models and challenges to working differently with communities and heritage. I have made the most of my licence to do things differently and hope to bring forward other ideas and perspectives, including from beyond the arts and heritage sector.

Context: “we live in interesting times”

This enquiry has taken place amidst the backdrop of significant political change and uncertainty; Brexit and greater internationalism on the one hand, increased localism and devolution on the other.

In June 2016, the UK opted to leave the European Union in a referendum. Leave won by 51.9% to 48.1%. The referendum turnout was 71.8%, with more than 30 million people voting. There were significant differences across generations and geographies. England voted for Brexit, by 53.4% to 46.6%. Wales also voted for Brexit, with Leave getting 52.5%. Scotland and Northern Ireland both backed staying in the EU. Scotland backed Remain by 62%, 55.8% in Northern Ireland. David Cameron resigned, succeeded as prime minister by his home secretary, Theresa May.

On 18 April, May called an early parliamentary election for June, seeking a larger majority to strengthen her hand in negotiating over Britain's exit from the European Union. On 8 June, the election result took most by surprise, as Labour secured 40% vote surpassing all

expectations. At the time of writing, Theresa May was seeking to form a minority government, with the support of DUP. Leaving the European Union means an end to European Union structural and investment funding. Uncertainties abound. Brexit negotiations are ongoing.

As the UK prepares for life outside the EU and as the British Council actively promotes, its soft power matters more than ever.

It can and should be a key means of support to the country's trade and prosperity as the UK establishes a new global role outside the EU (in a world where the UK's future influence and prosperity will be determined more and more by our international connections).

<https://www.britishcouncil.org/organisation/policy-insight-research/insight/uk's-global-future>

Meanwhile, closer to home, devolution continues apace. Devolution is the transfer of certain powers and responsibilities from national government to a particular geographical region. In addition to varying forms of long-standing devolved administrations in Scotland, Wales and Northern Ireland, there has recently been a spate of devolution agreements with cities and regions across the UK, including Greater Manchester, Merseyside and the West Midlands. There is an increased commitment to and interest in localised decision making. The national community network Locality and the community business charity Power to Change have launched a new commission to explore how communities and charities can benefit from localism and devolution. The independent Commission on the Future of Localism will recommend powers, rights and resources to back an increase in neighbourhood governance.

This enquiry also sits within the broader context of austerity and the ongoing decline of community infrastructure. For over a decade, there have been ongoing cuts to public services. The Institute for Fiscal Studies concluded that "Britain had lost a decade of growth and it was never coming back" in March 2016. The same year, the UN Committee on Economic, Social and Cultural Rights expressed its concerns that the British Government's austerity policies are a breach of international human rights, with "serious concerns" about growing inequalities in the UK. In March 2017, David Laws (Chair, Education Policy Institute and ex-Minister 2010-15 Coalition Government) wrote;

"Now, we are reaching the socially acceptable limits to public sector austerity. Planned cuts to education and welfare need to be reversed if Mrs May's rhetoric about helping the just managing households, and delivering improvements in social mobility, are to mean much" (FT, 4 March 2017).

The impact of the cuts was raised by every community leader and organisation interviewed as part of this enquiry. One of the interviewees summarised;

"There are no longer housing offices, the role of the church in public life is diminishing, the closure of post offices, collapse of the high street, growth of online services, all of this is about community infrastructure being stripped back. Heritage is about people's connections to places and each other and this is needed now more than ever"

(John Hannen, Policy and Partnerships Manager, Greater Manchester Council Voluntary Organisations, GMCVO).

As we head towards different kinds of austerity, the concept of what is 'at risk' is also changing. It is against this backdrop of uncertainty, austerity and political turmoil that interviews were held and site visits conducted and throughout, reference is made to the impact of political decision-making and investment on communities and heritage.

Context: Heritage Lottery Fund

I wanted to do my placement at HLF as its an organisation I admire greatly. It has changed the cultural and heritage landscape in my generation, for the better. It has brought meaning and transformed communities across UK. It promotes values I share and hold dear. Alongside this, particularly through my work with public health, I am aware that it does not engage with and reach as widely as it could or I believe should. Widening access, entitlement and equity within the cultural and heritage sectors has been a motivating factor in both my research and throughout my Clore Fellowship

HLF is constituted as a project funder by Policy Directions from UK Government;

The need (a) for money distributed to be applied to projects only for a specific time-limited purpose (b) to ensure they have necessary information and expert advice to make decisions on each application and (c) for applicants to demonstrate projects' financial viability.

<https://www.hlf.org.uk/policy-directions>

At present, HLF chooses to interpret 'projects' as work within time-limited frame (maximum 5 years) and at a range of different levels and scales.

We support all kinds of projects, as long as they are making a lasting difference for heritage, people and communities.

<https://www.hlf.org.uk/about-us>

At the time of writing, HLF is midway through planning its new strategic framework (SF5).

Using a strategic framework, rather than a plan, allows us to provide certainty as to how we will deploy our resources, while remaining flexible. It allows us to update existing programmes, introduce new initiatives and balance our ongoing programmes with targeted interventions when need or opportunity arises.

<https://www.hlf.org.uk/lasting-difference-heritage-and-people-our-strategy-2013-2018>

How much flex there is for HLF to reinterpret 'projects' as evidenced in the Policy Directions is worth considering. Whilst in the US, I met with Margaret Kadoyama, a researcher and Board member of Museums and Race, who has been working across the sector to encourage greater community involvement and equity. We talked at length about the scope and commitment of heritage organisations to be more pro-social and change culture. She told me how, for example in US museums, IRS rules are used to limit the scope of socially engaged work you can do.

"If you get government funding however, there is still more you can say and do than you can't. It shouldn't be the excuse to hold back or not step up. We need to explore the limits." I'm also reminded of a conversation with Phil Cave, Director Engagement at Arts Council, about scope within lottery distribution rules and the "micro-commissions" which enable Creative People Places to support community-led grantgiving (via rugby clubs, housing associations, Development Trusts etc).

Introducing the report structure

The report seeks to consider *how might HLF change its funding approach to support communities to catalyse new heritage activity?* It will explore the why, what and how. The focus throughout is on highlighting and learning from other models and programmes and gaining insights from communities and interviewees.

Towards the end of the report there are 3 propositions for change; ideas that have emerged throughout the process in relation to grant-giving, strategic partnerships and leadership. These are suggestions for HLF to consider as possible actions or R&D for future development.

Finally, the appendix includes a literature review and details about the methodology, interviewees and site visits.

WHY? Supporting communities

The value and role of heritage within communities

HLF invests National Lottery Player's money to make a difference for people and heritage. As part of the development of the new strategic framework, SF5, Henrietta Hopkins from Hopkins Van Mil and Irene Evison from Resources for Change outlined interim findings from qualitative research, which had been taking place with participants across the UK in workshops, in order to gain an insight from people who played the National Lottery. This revealed that Lottery Players placed a high importance on their communities, including the condition of their built environment. There was a collective sense of identity and place and of people coming together. As one participant commented,

"Heritage needs to be about building people, as well as buildings"

They also thought heritage funding should be used to support and strengthen communities and to tackle social issues.

Inclusion remains a priority.

By 'more inclusive' we mean two things. First, that the demographics of the people engaged through all our work (as visitors, participants, staff, volunteers, trainees and those leading and governing projects) will be more representative of the UK population. Second, the geographic spread of our grant funding across the UK is equitable.

(NHMF Board paper, HLF Vision and Strategic Objectives, 23 May 2017)

During my placement, I've explored widely why and how HLF might work to support communities to catalyse new heritage activity. Some key themes have emerged,

Heritage as convenor

Heritage has been described to me as *"the glue"*, *"the mortar between the blocks"*, *"the heart of our community"* and *"what brings people together"*

Simon Slater from Woodberry Down Housing Estate in Hackney spoke of the power and importance of intangible heritage for communities.

"The memories, histories, rituals and sites are what bring people together. They remind communities of who they are, the values they share and the future they might collectively build"

It's not all positive stories, they've highlighted the struggle, protests and determination of local residents at the sharp-end of low investment, social change and mixed development (not least the story of how residents fought over decades to save the reservoirs). The people of Woodberry Down have a history they can be proud of, and 'present and future generations could do a lot worse than follow in their predecessors footsteps'.

Heritage as mobilising force (for public good)

I've also heard about how critical heritage is to building communities and their sense of identity. It's even been described to me as a defibrillator, sparking change. Here, heritage extends beyond its power to convene, to one that mobilises too. Or, as Dave Morris, Chair Federation of Parks and Green Spaces, says;

"Engagement is fine, it's a start. But empowerment, that's the thing"

Heritage as mobilising force, is particularly visible in projects in parks and those which take a 'landscape approach'. My interview with Dave Morris discussed the particularity of parks, including the threats they face.

From blogpost, April 13, 2017

We talk about innovation in parks, not least the significant leadership role HLF has had in this field, including Rethinking Parks. Dave is at pains to point out that he is not anti-innovation. He makes a compelling case for the unique contribution and place parks have in our national psyche and there is much we agree on. However, parks are, he believes, in danger of being driven by different agendas. Whilst he believes that money earmarked for statutory services including health, flood control, transport crime prevention and climate change mitigation should logically go into parks as well, he believes it is vital that our struggling Local Authority Parks services should be properly funded and in control of the budgets and decision-making. So we talk about how you can't compare parks with their incredible range of benefits, to any other service. He observes that generally only Friends groups and parks staff care for them on their own terms, have an agenda which is 100% park and that is what they need. Of course, whether we live in an age where what we need is still achievable is another matter.

Parks are highly contested spaces. I've become increasingly interested in them over the last decade. They are the most democratic (and maybe even the most creative) public space I know. It's why I love them.

Alongside many others, Dave and the National Federation of Parks and Green Spaces campaigned long and hard for a national enquiry into public parks. He has high hopes that the enquiry has helped mobilise the sector and that the various key green space organisations and the new UK Parks Alliance will champion green spaces together.

Ewan Allinson, from Heart of Teesdale Landscape Partnership spoke at length about heritage as a mobilising force,

The key to unlocking goodwill and commitment to the larger vision is the focus on landscape. Everyone – from larger organisations to individuals and smaller unconstituted organisations – is committed to working for the benefit of the land. Landscape Partnerships aren't standard delivery models (regional office and rangers) and instead they mobilise a wide range of interests and communities to focus on the greater public good.

But it isn't only in parks and landscape that this call to action occurs. Richard Sandell, Professor of Museum Studies at the University of Leicester, explores the role and influence of activism in museums and in his latest book, *Museums, Moralities and Human Rights*, makes the case for museums of all kinds to take an active and mindful engagement with contemporary human rights concerns and lead change.

"No matter how reluctant they are to acknowledge it, they shape the culture in which they exist. And increasingly, museums are taking an active role as harbingers of change."

For thirty years Margaret Kadoyama has worked in U.S museums (within organisations and as consultant), taught the J.F.Kennedy Museum Studies program and in recent years, has been deeply involved in the Museums and Race initiative. She notes the discernible shift towards museums and communities becoming more pro-social and activist.

"It's no longer enough to be the platform or fora for debate in today's world. Now is the time to step beyond this, to play a more active role".

Heritage as generational glue

I have been struck by how often, in my conversations, people have talked about the power of heritage to bring generations together. Bridging the generational divide is arguably needed now more than ever. In 2017, Resolution Foundation produced its fourth report for

the Intergenerational Commission, “*As time goes by: shifting incomes and inequality between and within generations*” www.resolutionfoundation.org and the sharp differences in recent election results and EU referendum further highlight this gap. Numerous HLF funded projects have brought generations together to volunteer, conserve and build, share stories and create new heritage activity.

Heritage and wellbeing (care and kindness)

HLF have funded many projects that promote mental health and wellbeing through active participation in oral history, archaeology and natural heritage projects. Projects like <http://volunteeringforwellbeing.org.uk> highlight the impact heritage volunteering has on individuals and their communities. Liz Ellis, HLF Policy Advisor (Communities and Diversity) noted in a recent blogpost (May 2017) that “increasingly research from sectors including heritage, education and health shows that getting to know other people and connecting with the places we live leads to greater enjoyment of life and an improved sense of confidence and belonging”. <https://www.hlf.org.uk/about-us/news-features/how-heritage-good-your-mental-health>) Earlier this year, the first ever Health and Heritage conference was held (organised by Churches Conservation Trust), exploring what the mental health and heritage sectors can offer each other. It aimed to foster lively debate to inspire much needed action on mental health provision and access to cultural heritage as a positive force for healthy, productive communities.

The value of heritage in supporting wellbeing was highlighted throughout my enquiry, though framed in a narrative of empathy and care (rather than health determinants or provision). In Barrow in Furness, all the community-based organisations I met spoke about how important a sense of heritage and identity was for their clients and the town and how engaging with heritage could encourage care, kindness, compassion and love.

*“We build on love, on faith, on meeting of minds,
A bundle of hope, creativity and rhymes”.*

They explained that many of their clients feel a lot of doors have closed for them, they are excluded from opportunities. The way to approach this is to develop work with an ethos of “nothing about us, without us” and seek to open those doors together.

How the heritage and cultural sector might more effectively adopt this everyday language rather than the medicalised, clinical language of professionals is an ongoing challenge. In my own work as Strategic Lead for Culture within Public Health’s Greater Manchester Ageing Hub, I know how heritage and culture are valued at the strategic level; for many of the things you might imagine - encouraging active ageing, volunteering, social connectedness, new skills, creativity and agency. However, if, as many believe, the key advance in health and social care will come from fostering greater personal responsibility for health, heritage projects which encourage individual and community wellbeing and take an asset-based approach will be increasingly valued.

But the ‘why’ is not just about the value (and benefit) of heritage to communities, it is also about what the heritage sector gains (above and beyond financial sustainability, increased participation) from a deeper understanding and alignment with a wider range of communities across UK.

Diversity and inclusion

One of the most compelling reasons to support communities to catalyse heritage activity is to support HLF’s commitment to diversity and inclusion. HLF has outlined its commitment to enhancing the diverse profile of the organisation to reflect the communities within which it

works. Similarly, it has reaffirmed its commitment to inclusive heritage. There are still however, localities and communities under-represented. Local priority areas start to address this and later in the report, I explore some of the reasons this disparity continues.

In addition to HLF's commitment to equality and diversity in recruitment and a focus on demographic data, there have been several discussions with community partners and external organisations about how the heritage sector might encourage greater diversity of thinking. Arguably 'thought diversity' is the future of the workplace and the key to successful decision-making (GovLab report, Diversity's new frontier: Diversity of thought and the future of the workplace, Deloitte, https://dupress.deloitte.com/content/dam/dup-us-en/articles/diversitys-new-frontier/DUP426_Cognitive-diversity_vFINAL1.pdf) That workplace includes the heritage sector. Diversity of thinking' includes differences in education, training, experience, expertise, information, work preferences and motivations.

Valuing Community Expertise

How is the kind of long term in-depth expertise developed by working in communities over time valued by organisations like HLF? One of my interviews, with Ewan Allinson from Landscape Partnership Heart of Teesdale, focused to a large extent on the value of community engagement for the wider heritage sector, conservation policy and strategic thinking. In part, this was borne of a frustration that local knowledge and farming traditions had not been valued or influenced decision making more widely.

"In terms of farming policies, there is no way that farming policy takes account of farming expertise. Indeed, the notion of expertise is still almost toxic. How to take account of the expertise of those like elderly botanist Margaret Bradshaw, with her long-held knowledge of plantlife in upper Teesdale? We need to broaden our notion of what expertise is."

Ewan's experience of Landscape Partnership had shown him how community expertise could and should be mobilised and given authority by HLF. It had been an opportunity to create new forms of debate, to bridge the authority gap. Is there potential to extend this role and consider how HLF might support the development of a meeting space between expertise at the strategic level (DEFRA, EU, policy directive) and local expertise?

Place-based and place-led practice

I have sought to highlight and learn from other projects and approaches to place, in the hope they might encourage new thinking at HLF about 'localism' and broaden the possibilities for collaboration with other funders and support infrastructure.

I've encountered a real desire for HLF to work collaboratively for the long-term with communities, other organisations and funders to really understand a place, its assets, priorities, idiosyncrasies and ambitions. To do this in earnest marks a distinct shift and rethinking what a 'project' constitutes, from funding activity to action and agency.

At the start of this research, I chose to focus on communities of place. In part, this was a pragmatic decision that reflected my professional experience to date (not least my involvement in DevoManc), time constraints and a desire to visit key sites and places to uncover experiences, work and local activity. However it also reflected a growing interest in placemaking and increase in place-based funding (not least HLF/Arts Council Great Places scheme).

"communities" For the purposes of this work, community is understood to be a group of people with diverse characteristics who are linked, share common perspectives, engage in joint action, inquiry or practice. The focus for this work will be communities of place (locality).

HLF is a nationwide funder. This report, however, whilst acknowledging regional differences, focuses mainly on England, with a particular focus on northwest England. As such, it is a limited and partial perspective and fails to identify or investigate the particularities of different nations or regions and their contexts. I have tried not to assume projects or approaches are scaleable but instead, distill learning and insight gained from more in-depth and localised thinking.

At present, HLF takes a place-based approach and its prioritization model targets 'cold spots' and encourages investment in key areas. Throughout my enquiry, several UK funders and organisations were identified (by desk based research and interviewees) as having moved from place based approaches towards place-making. These included Big Lottery's Big Local, Power to Change and Locality.

Maria Adebawale-Schwartz in *the place making factor: a catalyst for disrupting environment and social grant making* effectively highlights the difference between place-based and place-led funding approaches;

Place based funding focuses on geographical or city based grants where grant makers concentrate on getting grants into 'coldspot' areas. The geographic areas they have not previously adequately funded, or where their remit is to provide a grant to particular area. Place led funding supports placemaking. Put simply, placemaking is the participative process that creates good places for a better environment and healthier lives.

The Placemaking movement: More and more people and communities around the world are beginning to recognize, and to *fight for*, the power of place in transforming cities and the everyday lives of their residents. They are finding that working *together* around the common goal of "place" is a key step in creating safer, healthier, and more inclusive communities.

<https://www.pps.org/reference/placemaking-and-place-led-development-a-new-paradigm-for-cities-of-the-future/>

An interview with Dan Paskins at the Big Lottery focused, in part, on this shift towards placemaking. Dan traced their journey from programmatic funder to one that seeks to be more responsive and collaborative. He reflected on an ongoing process of democratization and their learning, particularly from Local Trusts.

At one stage, there were 65 funding programmes at BIG. This is what is starting to shift. Currently we're still very centralised. We are seeking to have a much larger presence locally. We're learning from Local Trusts, deciding within communities and between themselves what they do. We are asking "what matters to you, not what matters?" For us, outcomes are the tools, not the end.

I spent a day with the Heeley Development Trust in Sheffield, to learn more about how this placemaking has developed over time, in the real world. Below is an edited extract from blogpost with relevant observations and reflections.

Run. Climb. Fall. Repeat. Making spaces for work and play in the Outdoor City

For more than 20 years, Heeley Development Trust has been creating spaces (indoors and out) that enable people to play and create. For me, its a simple beautiful ethos that embraces everyday creativity and heritage. The Trust was established "in response to state failure" and is rooted in the simple belief that small, locally owned and led organisations and projects achieve the greatest impact.

So we wander – from Ash Tree Yard, its recycling bike workshops and space for work with young people through a series of pocket parks (including small community orchard) towards the largest green space, Heeley Park, and finally to SUM studios (part of a large site of what was one of the finest Victorian schools in Sheffield, by pioneering architect E R Robson).



J.M.W Turner, Sheffield, from Derbyshire Lane, 1797.

My guide is Andy Jackson, who has devoted much of his life to this work since the early 2000s. He tells me that originally, as in Turner's painting, Heeley was a series of small semi-rural villages. With industrialisation came significant change, a huge influx of people and infrastructure (the boom years) until eventually industrial decline left this suburb with

pockets of derelict land, unloved and without a plan. “The heart of the community was ripped out”. The housing and population is mixed and over half local residents are over 55. It’s not one of the priority areas for the city and Andy is candid about the challenges of sustaining community development and securing investment for an area that is no one’s priority (other than those that live and work there).

When he started at the Trust, it was 100% grant dependent. Today, it earns 98% of its income (though he is keen to point out a large portion of this is still through publicly funded contracts and commissioning). Still, that is some turnaround. In large part, this is because of the Trust’s holistic, neighbourhood-wide approach which encompasses public spaces like parks, heritage buildings and businesses.

There is power in land, bricks and ownership and its vital we own and care for these spaces. They’re the heart of our community.

This mixed-model is what makes running the park, with 125 year lease but no dedicated income or negotiated maintenance agreement or dowry, even feasible. It is the largest community run park in the country.

It strikes me that Heeley Development Trust brilliantly brings together the “outdoor city” and “maker city” (Sheffield’s other big brand) as we head over to SUM Studios, part of the former Victorian Anns Grove School, next to the park.

Originally conceived as a ‘castle of learning’, the ambition is to convert all three listed school buildings into the modern-day castle equivalent for Sheffield’s creative sector; a hub for business, arts and community use.

In the cultural sector, we’re increasingly (and rightly) encouraged to be more entrepreneurial with our assets but hearing Andy’s story of funding shortfalls, ownership issues, lack of political leadership and planning delays is a sobering reminder of the patience and tenacity you need to realise big and new ideas (and anyone who has worked on a capital project knows the blood, sweat and tears that underpin the process).

What really interests me about Heeley Development Trust though is how interconnected everything is. Andy describes it as a mixed economy; people-land-buildings (in that order). Income from SUMstudios helps pay for park maintenance (including two park keepers). Bike repair contracts across the North support investment in Ash Tree Yard and allow them to commercialise their existing services. On paper, it might look messy. But it works. Everything starts small and local. Employ local. Live here. Work here. Think in 15-20 year cycles – generational, not electoral or funding cycles.

So, how does a funder like HLF, keen to identify outcomes and timescales for investment, deal with an asset-based, localised, iterative development process like that in Heeley? Reflecting on the much-needed and welcomed Lottery funding for the park in recent years, Andy summarises how difficult this was, “We want to build community, not break it and the processes of the bigger funders nearly broke us”. When I ask Andy how funders might support communities more, he points to simplifying processes and learning from those who support community businesses like Locality and BIG Lottery funded Power to Change.

He admits too, that perhaps if they had been given too many large grants along the way, they wouldn't be as imaginative, locally rooted and sustainable as they are now. But it's come at a cost. They've had to fight for recognition and new opportunities each step of the way. Perhaps now is a time for change (for all). They've proved they can make it work, often in spite of (not because of) political support. Their ambitions have grown. They understand their value (to their community and city) and are now seeking greater investment than ever before. After two decades, they are ready to seriously consider the future of a neighbourhood park and associated hall (Meersbrook Hall), with the aim of bringing it into community management. It's an enticing and many would say foolhardy prospect. They are just at the start of a long journey that's going to take time and yet more energy. But I, for one, really hope they make it happen. They could create something extraordinary. (Edited extract, esmewardfieldnotes.wordpress.com, 16 May, 2017).

Focus on the local

The lessons from Heeley Development Trust were echoed by several interviewees, including Simon Slater at Woodberry Down in Hackney.

"The focus should be hyper-local, at block or street level.

Start small, build belief and capacity".

'Focus on the local', interviewees said, time and again. And whilst they acknowledged the challenges of working locally for a national organisation like HLF, they also felt strongly this should not stop it from happening. Regional teams should respond to their regions.

One size does not fit all. Good. Be adaptable, respond to place. Where you can seize the opportunity to be involved in decision making, creating relevance and building confidence. (Interviewee, voluntary sector, Greater Manchester).

Decide where. Then work with a local trusted partner. Look to organisations like Locality and UnLtd – those outside the sector with local knowledge and the capacity to "cultivate" (Andy Jackson, Heeley Development Trust)

There is no doubt that working locally and hyper-locally can have major implications for staffing and resources. But not all successful local projects require staff to be based within localities. At GMCVO, they work with community/local researchers' to map out community engagement and identify community leaders and changemakers.

We chose a range of sites based on ONS stats. Once you're based in a place, you will reach them. In a project, funded by DEFRA, called Wake up Saddleworth! Looking at supporting rural communities in Greater Manchester, we sent a researcher into the area to find existing groups. We'd been told desk research had identified only 7 groups.

Within 3 days, they'd found 150 groups.

(John Hannen, Policy and Partnerships Manager, GMCVO).

A request to HLF Development Teams resulted in several suggestions of local partnerships that would similarly extend reach and draw upon local knowledge;

"I would like to see key community organisations given the ability to distribute HLF funds on a small scale. Groups who are at the heart of their community and are very trusted by the communities they support and represent. We could, for example and with support, allocate them a pot of money that they redistribute to small heritage projects (under £1000).

It should be a quick easy process, short application form and a requirement to share the project outcomes in some way."

(HLF Development Officer)

Interviews with Development and regional staff highlighted the high levels of expertise and local knowledge on the one hand and their limited capacity to embed HLF within local networks on the other. More widely, the imperative to build upon existing community activity and funding was raised consistently, with some frustration about the lack of joined-up thinking, especially amongst Lottery distributors.

Connect to other programmes that do this, like here locally DCLG Coastal Communities Fund.

The Coastal Team is a set of stakeholders and individuals who seek to make change. You won't be duplicating activity or partnerships but building upon momentum
(Maddi Nicholson, Artgene and Cumbria Coastal Communities Lead).

The potential range of possible partners with local knowledge is huge and should, in large part, be determined by the particularities of regions and place. These include housing and resident associations (at hyper-local level) and a wide range of voluntary and third sector organisations. Some of the potential 'nationwide' partners and networks have limited reach in Scotland, Wales, Northern Ireland and rural communities. Several external interviewees highlighted other funders who are considering or starting to work more locally and for some, engage in placemaking. These include Lankelly Chase, TSB Foundation (started funding officers in key areas) and London City Bridge Trust.

If this approach were to inform regional prioritisation models (previously 'cold-spots') and localised working, additional regional research to map and learn from funders working in place, would be required. For example, this might include a feasibility study exploring partnerships with nationwide networks such as Community Foundations. Throughout my enquiry, the organisation that was highlighted and suggested most often (in terms of brand recognition and reputation) was Locality.

Locality (and Development Trusts DT).

Locality is the England-wide network of ambitious and enterprising community-led organisations, working together to help neighbourhoods thrive. It is a national network of community-led organisations and associate members.

Sister organisations, DTA Scotland, DTA Wales and DT Northern Ireland are growing the development trust movement in Scotland, Wales and Northern Ireland.

<http://locality.org.uk/members/locality-borders/>

What does Locality do?

We help people to set up locally owned and led organisations.

We support organisations to exchange ideas and best practice on community asset ownership, community enterprise and social action

We work to influence government and others at national and local level to build support and investment for the movement

We run major national programmes to support and empower local communities

For a list of projects and priorities, visit <http://locality.org.uk/projects/>

Locality promotes a range of funders and funding programmes to its members.

Some community grants and funding currently available to Locality members and other groups to cover core costs and support community projects.

These include Sports England (Community Asset Fund, Sport England) Big Lottery (Reaching Communities), DCLG and Power to Change (Community Pub Business Support Programme) and Arts Council. <http://locality.org.uk/our-work/community-grants/>

At present, Heritage Lottery Fund is not represented, yet many of its programmes align with the priorities and values of Locality members. The potential for a more formal partnership with Locality is explored in Proposition for Change. This will consider how a place and community-led Partnership programme might develop.

WHAT? Catalyse heritage activity

“catalyse”

Catalyse (vb) – to cause or accelerate. If something catalyses a thing or situation, it makes it active/causes it to happen. This investigation seeks to identify the most effective ways to support this process and enable change.

“heritage activity”

Heritage is about what we value; places, building, objects, memories, cultures, skills or ways of life. The phrase “new heritage activity” seeks to differentiate activity from assets. It acknowledges people as active players in this process and the diverse forms this activity may take.

This section of the report draws upon the practice I’ve encountered and visited during my placement. I’ve grouped a series of cases studies and observational studies in three distinct ways. Throughout I’ve tried to highlight what makes the work impactful and relevant and raised questions or reflected on the implications or wider learning for HLF.

- Activity and lessons from activism
- Models for catalysing change
- Seeking changemakers

Activity and lessons from activism

Reflections and lessons learned from a series of encounters with cross-sector activists.

I have sought activists and projects from a wide range of contexts; from housing estates and parks to age-friendly cities, museums and coastal communities. I have tended to avoid projects which foreground rescuing old buildings or 'saving' heritage and instead focused on those leading new forms of heritage activity or agitating for social change.

John Hyatt, post-punk artist-researcher and Age-Friendly activists, Manchester

Simon Slater, Woodberry Down, Hackney

Margaret Kadoyama, Researcher and museum activist, Museums and Race, California

Magdalena Fryze-Seroka, European Solidarity Centre

Dave Morris, Federation of Parks and Green Spaces, Lordship Rec, Tottenham

Maddi Nicholson and Stuart Bastik, Artgene, Barrow in Furness, Cumbria

Activist/movement: John Hyatt, post-punk artist/researcher and Age-friendly activists,
Age-friendly Manchester
Location: Manchester



Frustrated by the lack of action, this group of older Mancunians from Levenshulme highlight trip hazards and other problems that might cause older generations mobility problems. Linked to Manchester's Age Friendly team, they form part of a wider movement of older people committed to making sure their city is a great place to grow older.

You have to show and tell a different story, support action and mobilise change.

Vintage FM trained and supports older broadcasters to share their stories, experiences and encounters with culture. Together, they 'take a stand against ageism' whilst reaching local and socially isolated people through community radio.

Find a new language

John Hyatt (artist, musician, professor and one third of the infamous 1980's post-punk band, The Three Johns) reflects on ageing and experience in his latest exhibition and work. He suggests we've been caught up and bound by the words of the past. If we want to shift the narrative, we probably have to use new words. So let's not speak of the old, elderly or aged but instead let's talk of the deeply experienced, the later lifers and the enriched.

Activist/movement: Simon Slater, ITLA Woodberry Down Estate, Senior Consultant, Strategic Urban Futures

Location: Hackney, London

Woodberry Down Estate in Hackney, currently one of the most socially and economically deprived areas in England is undergoing the largest housing regeneration in the UK. All existing 2000 flats will be demolished; some have already been replaced by mix of social and private housing. The upcoming years will bear witness to a dramatic change in the physical and social composition of the area. Simon spoke about the power and importance of intangible heritage for community building. It's not all positive stories; it highlights the struggle, protests and determination of local residents at the sharp-end of low investment, social change and mixed development (not least the story of how residents fought over decades to save the reservoirs).



Individuals lead change. Invest in them.

We talk about whether investment should be in places or people and quickly decide this is the wrong question. Simon believes there has to be greater investment in community activism and activists and we chat about how funding that directly supports heritage activism might work in practice. He reflects on past examples; from the Settlement movement to the now defunct Scarman Trust and present-day Resident Association levy system. We ponder what a 21st century Settlement movement might look like?

Focus on the local

"The focus should be hyper-local, at block or street level. Start small, build belief and capacity". The growing shift towards place and asset-based funding has real potential to support and galvanise those at the forefront, leading change? To do this, you need to support individuals with local knowledge.

Activist/movement: Margaret Kadoyama, museum activist and researcher

Location: Fairfax, California

For thirty years Margaret has worked in museums (within organisations and as consultant), taught the J.F.Kennedy Museum Studies program and in recent years, been deeply involved in the US Museums and Race initiative.

"San Francisco is not exactly short of activists. It's in our DNA. So I am an activist, but I also think about myself more in terms used by author Debra Myers, as a 'tempered radical'".

She believes in quietly pushing things forward.

"One of the biggest issues is equity. What does it really look like? What do we need to do differently? We have to acknowledge and understand their own histories, as places based on colonialism, to recognise when we exhibit institutional bias and racism. A challenge is coming from the younger generation and museums are going to have to figure out where the leadership is."

Explore the limits

I asked Margaret to describe the qualities and attributes needed to work in this way. *"It's hard. You need to be open, agile and often, just say yes. Make things happen. Be at the table. Listen. Be part of your community."* In addition, she tells me how, for some organisation in the US, IRS rules are used to limit the scope of socially engaged work you can do. *"If you get government funding however, there is still more you can say and do than you can't. It shouldn't be the excuse to hold back or not step up. We need to explore the limits."*

Be more pro-social

Margaret tells me how activism is increasing in the field and points to collectives like **#MuseumWorkersSpeak** as change-makers who show the way for the wider sector. It builds momentum on social media.



#MuseumWorkersSpeak is an action-oriented platform for social change at the intersection of labor, access, and inclusion.

We are a collective of activist museum workers interrogating the relationship between museums' stated commitments to social value and their internal labor practices.



We talk about similar initiatives in the UK and how, amongst some museums, there is a discernible shift towards becoming more pro-social and activist. It's no longer enough to be the platform or fora for debate in today's world. Digital engagement and social media supports the movement (it's the means), it isn't the activity (the ends).

Activist/Movement: Magdalena Fryze-Seroka, European Centre for Solidarity

Location: Gdansk, Poland

European Solidarity Centre is a cultural institution working to promote freedom and solidarity. The events it recounts and its programme make it a forum for modern Europe. It succeeds in making the history of the trade union Solidarnosc a powerful and moving source of inspiration for civic engagement and action. A mix of museum, archive, library and Trade Union HQ (Lech Walesa still has an office on one of the floors), the Centre was established in 2007 and its new building opened in 2014 on the anniversary of the August Accords signed in Gdansk between the workers union “Solidarnosc” and communist authorities in 1980. The Centre promotes itself as an agora – a space for people and ideas that build and develop a civic society, a meeting place for people who hold the world’s future dear.



Be Open

Another space on one of the floors is dedicated to ‘everyday solidarity’, a free space for local NGOs to work on developing this idea with the Centre. This openness to new ideas and organisations shapes how the Centre works with others (offering rent-free space, profiling their activities and seed-funding their projects) over the longer term. Unlike some accelerator or incubator models, this seems a more collaborative approach supporting the development of grassroots activity and activism as part of their wider work to build civic society.

Work across generations

The Solidarity Academy (now in its 12th Edition) is a programme for young journalists across Europe. 16 participants attend a week-long intensive training and leadership camp with professional development and support over the following months. Older journalists participate in a parallel *Europe with a View to the Future* programme, the *Ambassador for New Europe* book prize and contribute to the bi-monthly publication *New Eastern Europe* (a

collaboration between The City of Gdansk, ECS and the College of Eastern Europe). The Civic Department also run several exchange programmes across the Baltic States for volunteers and cultural practitioners.

Invest in good, small ideas

Across their programmes, they seed-fund and financially support the good ideas and activities which emerge from participants. This is very light touch, lots of the ideas fail. It isn't a huge financial commitment but makes a real difference and for the longer term.

Activist/Movement: Dave Morris, Federation of Parks and Green Spaces

Location: Lordship Rec, Tottenham, Haringey

Lordship Rec is a story of community engagement, empowerment and ambition over the last decade. The vision for this Haringey recreation ground was disarmingly simple; to achieve more for everyone, shaped by local people. This means more wildlife, more recognition of historic features, more play areas, more paths and signposting and more amenities. The 23-hectare park, known by locals as 'The Rec', was opened in 1932 and is one of the few open spaces serving a densely populated inner urban area that includes the adjacent Broadwater Farm Estate. It is a much used and locally loved park, with the busiest Green Gym I think I've ever seen. It has some unique and distinctive features, not least the first ever Model Traffic Area, a pioneering education facility now restored.



Like many urban parks, the 80s and 90s were decades of decline and under-investment. In the mid 2000s, Haringey Council tried to persuade the Friends of Lordship Rec that the park would benefit from a makeover from a company seeking to offload several tons of subsoil from the new Wembley Stadium construction site. The Friends group considered this carefully but in the end decided to fight this tooth and nail. They weren't ready. To the Council's credit, they stepped back and the subsoil went elsewhere. The Friends regrouped and they and the council committed to 'follow the vision, not the money'. They worked hard to imagine the future of their park. The Friends of Lordship Rec, like voluntary organisations and resident associations across the land, are formed from an alliance of the willing; committed people, not least Dave Morris, who give their time and expertise to matters they most care about. They worked closely with other user groups and the Council, reviewed the management of the park, sat on the project and design Board and co-developed the Parks for People bid.

Shift from engagement to empowerment

“Engagement is fine, it’s a start. But empowerment, that’s the thing”

Community involvement should be a key driver for demand for investment and Green Flag should be the standard across the board, throughout the UK. The park’s Hub cafe and community centre, is a base for a wide range of independent community groups, including 20 dedicated park user groups for all interests; wildlife, walking, cycling, performing arts, football etc. Dave speaks of a co-management principle, where council and Friends groups work together and community participation is central to every area of park life and decision making.

It’s political

Dave is uncompromising in his stance that parks should be a statutory service. Parks are a physical reminder of the big issues of today.

“Those seeking alternatives to a statutory duty have recognised there’s no silver bullet available in fact there’s not even a wooden bullet. Recent governments have been causing the current under-funding crisis and park lovers need to put a rocket under the government. They big up the Lottery funding but this is just taxation in reverse, with the poor punters being used to subsidise the government and its tax cuts for the rich. The recommendations in the recent Parliamentary Select Committee Report do not go far enough. Yes, the report set out the situation and challenges well, but, for me, its recommendations ran pitifully short of what is needed. Parks should simply be recognised as a statutory service and be backed by adequate public funding. There are ways to find the money. Its about political will.”

Alongside many others, Dave and the National Federation of Parks and Green Spaces campaigned long and hard for a national enquiry into public parks. He has high hopes that the enquiry has helped mobilise the sector and that the various key green space organisations and the new UK Parks Alliance will champion green spaces together.

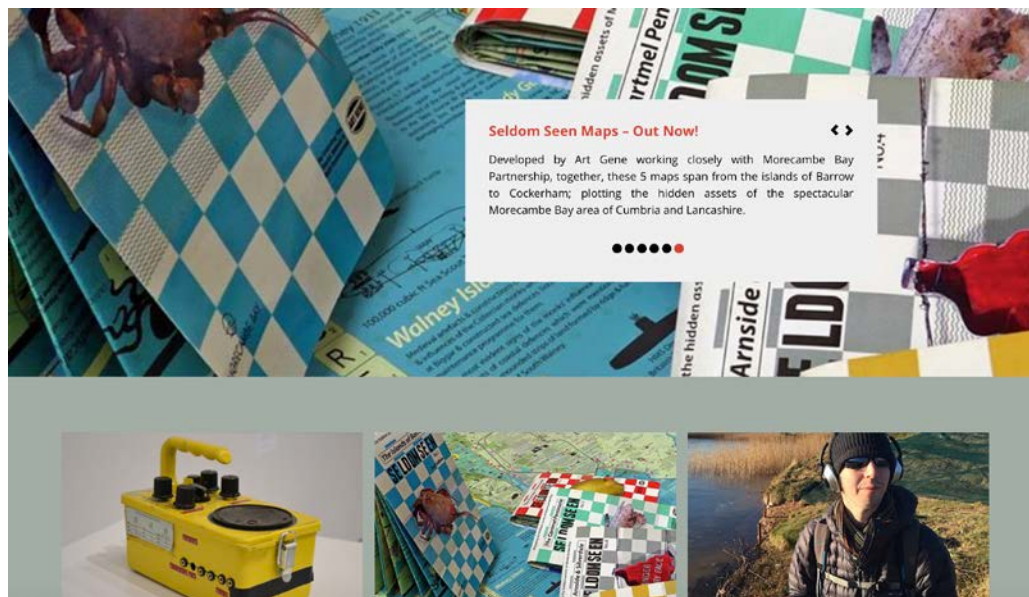
Activist/Movement: Maddi Nicholson and Stuart Bastik, Artgene

Location: Barrow in Furness, Cumbria

Artgene: Revisioning the Social, Natural and Built Environment.

Artists Maddi Nicholson and Stuart Bastik work with local community, alongside multi-disciplinary teams of architects, artists and other specialists to realise their aim of re-envisioning the regeneration of environment in and around Barrow in Furness, Cumbria.

The current global recession can be seen as warning shot across the bows of a society seemingly hell bent of self-destruction. However it has to some degree led to an uncertain breathing space in the field of regeneration and there is more than a suspicion that the failed crop of the past requires the re-seeding of a fundamentally different approach to regeneration to achieve a sustainable future. Art Gene believes that this is an opportune moment to redefine orthodox working relationships.



Value emotion

A good start would be to really understand that people don't want civic commemorations, they want emotional connections. The community champions, the people who drive thing forwards, 'the powerhouse people' need support to lead. Not everything needs to be over-professionalised. Make room for real words and feelings.

"These folk are the stuff of change. But pride of place has been knocked out of people. Essentially, we're in a civil war. Now is the time for serious environmental activism and sustainability. Let heritage be the flagbearer for how communities like ours are empowered".

Value creativity

"There's an amazing culture here and its not respected. It's a white northern working class community, there's great creativity, if you look. Artists capture ideas, the art of noticing is what we do. We lead people from behind and create an environment where all ideas are valued and encouraged".

Artgene are committed to cultivating this. Its why in partnership, they're leading the Coastal Communities programme (BIG Lottery funded). Their evolution reflects their shift in recent years; from funding international art residencies, to developing local projects, to supporting agency and action. This reflects what is most needed here and now.

Models for catalysing change

I've encountered distinct and specially designed programmes and models aimed at catalysing change within communities. These range from large-scale programmes to encourage co-production and place-making to ideas funds and social movements.

In this section, I profile and summarise key examples, with links to further evaluation;

Ambition for Ageing test and learn co-production model

Prototyping and design-thinking:

MADLAB, Manchester

Studio for Public Spaces, Exploratorium, San Francisco

The Power of Ideas:

UnLtd Try It Awards

vInspired Cashpoint

GMCVO Voucher Scheme

Health as a Social Movement

Other (including Fusion Pioneer Projects, @walktheplank)

'It's becoming really clear that there is something about us bearing risk and something about us facilitating different dialogues and conversations, and supporting different skill sets and inspiring people that change is possible.'

(Conclusion, Working in Place: A Framework for Place Based Approaches, IVAR Institute for Voluntary Action Research, September 2016)

https://www.ivar.org.uk/wp-content/uploads/2016/09/IVAR008-Place-Based-Funding-Report_AW-3-1.pdf

Greater Manchester Ambition for Ageing test and learn co-production model

Ambition for Ageing is a £10.2 million Greater Manchester level programme aimed at creating more age friendly places and empowering people to live fulfilling lives as they age. It is funded by the Big Lottery Fund's Ageing Better programme, which aims to reduce social isolation of older people. Led by GMCVO, the 5 year programme is delivered by a cross-sector partnership with Local Delivery Leads (LDLs) leading on the work in 25 neighbourhoods across 8 local authorities in Greater Manchester.

Greater Manchester was chosen by Ageing Better as their first locality partner because of the devolved powers it holds as a city-region and the commitment to supporting ageing well in its drive to transform health and social care. Greater Manchester and Ageing Better together share the learning and success from this partnership with other localities and with national governments in UK and abroad. This is a unique opportunity to demonstrate how a large scale and evidence-based approach to creating an age-friendly region can transform experiences of later life. The principles of co-design and participatory decision making sit at the heart of this work.

http://www.ambitionforageing.org.uk/sites/default/files/Introduction%20to%20Co-production%20for%20Ambition%20for%20Ageing_1.pdf

THE R.A.D IDEA

GOAL: PICK AT LEAST TWO OBJECTS FROM THE SELECTION AND CREATE A PRODUCT/EXPERIENCE/SERVICE AROUND IT.

YOUR OBJECTS HERE: smartphone, leaf & camera

WHAT OPPORTUNITY MIGHT ENABLE? THE GOAL OF THE IDEA IS TO: Link people with each other & the outdoors, reduce social isolation using oral + visual communication.

THE IDEA IS CALLED: Outside-in.

IT'S ABOUT: People will walk + stream record outdoor experiences & people who can't get out can link up. It's about building community links & allowing people who can't get out to access their neighbourhoods where they grew up etc.

THREE WORDS THAT DESCRIBE THE IDEA ARE: To everyone, seeing, hearing, feeling.

IF THE IDEA WAS A CHARACTER, IT WOULD BE: Lottie

BECAUSE: Brave, outdoors & friendly. Takes you places you wouldn't normally go + is inclusive.

THE IDEA LOOKS LIKE THIS: SKETCH IN HERE

WHAT'S YOUR ELEVATOR PITCH?

(Image from co-design workshop with older communities).

The guide follows the experiences of older people as they step beyond the traditional role of consultee to that of interviewer and researcher. In this project older people not only participated in research but also were themselves the researchers. Through collaborative work with community organisations, a diverse group of 18 older residents were trained to become co-investigators in the project, including the planning, design, execution and implementation phases. They have played a key role in all stages.

http://www.ambitionforageing.org.uk/sites/default/files/Researching%20Age-Friendly%20Communities_1.pdf

In addition to co-design, Ambition for Ageing takes a “test and learn” approach to developing new activity.

“The project will harvest vital learning from the decisions and investments older people have made locally to create larger, broader programmes. We will take a test-and-learn approach, tracking the progress of the project over time to see what effects it is having on reducing elderly social isolation”.

(John Hannen, Greater Manchester Centre for Voluntary Organisations, GMCVO)

Test and Learn is a set of practices followed by consumer-focused companies to test ideas in a small number of locations or customers to predict impact. The process is often designed to answer three questions about any tested program before rollout and scaling up. By piloting ideas on a small and local scale first, Ambition for Ageing gathers evidence of impact before working to scale.

Prototyping and design-thinking:

Increasingly, design-thinking, prototyping and co-operative models are influencing programme development and funders. Here are two examples (one UK, one US) which forefront prototyping as a way to support communities to catalyse change.

MADLAB, Manchester

Manchester Digital Laboratory is a not-for-profit grassroots digital innovation organisation based in Manchester, UK. They support a diverse range of communities and activities – from monthly meetups and courses through to public experimentation with new & emerging technologies, and collaborating with others to deliver new, interesting and exciting projects. Since its inception MadLab has engaged in project work, primarily in the areas of community innovation and public experimentation with new & emerging technologies.

PATCH

It's often a struggle to find time to contribute to open source, although we may want to. Patch:Manchester is about getting together, teaming up, and putting that right. Patch Manchester: where the open source community gets together and contributes to software. Example of project below:

#PAT (Personal Appointment Ticketing Service prototype)

Set out to find out how homeless people might co-design and co-develop a prototype digital tool using cheap, open source technology that can help to monitor and communicate their health and wellbeing. #Pat is intended to enable homeless people living chaotic transient lives to track their appointments with the swipe of an RFID (Radio Frequency Identification) enabled wristband or card.

The biggest success of Patchworks was the development of a new process for working together where the power to imagine and invent futures is extended to vulnerable communities. The #Pat prototype itself is now to be developed and repurposed for a collaborative Big Lottery funded project, 'CAN' help, involving 15 local organisations. <http://www.catalystproject.org.uk/projects/sprints/patchworks/>

"We need to give people the tools and a sense of what the routes for change might look like? How to encourage communities to generate income and ownership? There's an awareness gap. Technology can support breaching this and digital can be part of the solution (once the problem is clearly identified). (eg: as above, PATCH, co-designed tech-led product to improves lives of homeless and recently rehoused)."

(Rachel Turner, Director MADLAB)

Is there space for an open-source workshop and/or digital solution in HLF's process that is open, participatory and inclusive? How might this drive strategic thinking and plans?

Studio for Public Spaces (SPS), San Francisco

The Studio for Public Spaces, part of the Exploratorium, works in the public realm to create exhibits and environments that encourage play, exploration, creativity and social connection. Cross-disciplinary teams with skills ranging from science content and communication to design, prototyping and engineering to user studies, project management and civic expertise.

Working in this way challenges us to do things outside that we do inside and that includes our thinking. We do prototyping and building for future cities. Our focus is the public realm and what we bring is the sense of play and inquiry and a pro-social approach, encouraging curiosity and participation.

(Shawn Lani, Director, Studio for Public Spaces)

Buchanan Mall

Buchanan Mall is a city park that runs through a five-block section of San Francisco's Western Addition. The SPS team joined a multifaceted partnership working with local residents to plan, design, and build new park enhancements aimed at making Buchanan Mall a safe, green, and well-used center for the neighborhood.

studio for public spaces

home projects about us collabor



Collaborators

Public design sessions

A Design Taskforce made of residents, partners, and SPS met weekly and held several public design sessions. We call these our Collaborators. Residents set priorities for their

site, which included unifying the multi-block park, creating a community garden, and increasing public safety.

Almost since the start, filmmakers with Citizen Film have been documenting the enterprise, using film as a tool for community engagement. Looking for more ways to bring residents together, Green Streets and Citizen Film joined forces with the Trust for Public Land, San Francisco Recreation and Park Department, and SPS to revitalize the neighborhood's main public space. We worked with the other partners and the residents to support their vision for Buchanan Mall park and to build it collectively.

More on the co-designed project:

<https://www.exploratorium.edu/publicspaces/projects/buchanan-mall>

This is a project (rather than funding programme). There are countless examples of co-design projects that I could highlight, but it is the locality, scale, longevity and ambition of this that is noteworthy. The decision to explore and document processes and share these through film (with community-based film makers), as an integral part of Buchanan Mall, has had a significant impact on communities and extending engagement.

Other examples in the US include the Luma Institute, leading design-thinking tools for innovation and change <https://www.luma-institute.com/why-luma/our-system>. They've recently worked with the Brainerd Foundation <http://www.brainerd.org> to explore how this approach might inform their funding and exit strategy, with a 21st Century Advocacy Design Lab.

How could HLF take a 'collaborators' approach to grantees? How might HLF do more of its thinking in public (and in so doing, engage communities)?

The Power of Ideas:

Value the assets communities have. Support good ideas, even if not firmly articulated or fully formed. (Interviewee, Birmingham).

Several programmes focus on supporting and developing people's ideas. One of the interviewees, Simon Slater (Woodberry Down) reflected on how after the Brixton riots, the Scarman Trust had supported good ideas within communities through very simple processes. We talked about how Residents Associations similarly support simple ideas. *This is about noticing, capturing and supporting ideas. There's an imagination deficit at play. Training opportunities need to be embedded within projects, as does progression.*

So, we've achieved an amazing thing, now what? Why do we stop – lurch from one pot of funding to the next. People are so ripe and ready to set out on their own.

R&D funding should be available at the end of projects to seed-fund what comes next. (Interviewee, Barrow in Furness).

Here are a series of examples of small-scale ideas-powered funding;

UNLtd: Try It Awards

UnLtd is the foundation for social entrepreneurs. Since 2002, it has supported over 20,000 people to progress in their journeys as social entrepreneurs. It does this by providing 'awards' to individuals and small groups. Awards include cash and non-financial support from UnLtd staff ('Award Managers') and access to a network of pro-bono supporters and volunteer mentors.

Try It Awards offer small amounts of funding of up to £500 for individuals to try out their ideas to improve their [local area](#). This might mean learning more about what is needed in the area or trying the project on a small scale.

- The Try It award has three principal uses: to undertake groundwork for a potential venture, to develop learning for the individual and to deliver impact in communities. The programmes emphasised these uses in different degrees, reflecting the different purposes of the programmes and demonstrating the versatility of the product.
- Compared with the other awards, the Try It award reached people in more diverse community settings, and from backgrounds less traditionally associated with social entrepreneurship.

Evaluation of awards progression: <https://unltd.org.uk/wp-content/uploads/2014/07/Evaluation-of-UnLtd-New-Awards-Products.pdf>

vInspired: Cashpoint

vInspired is the UK's leading volunteering charity for 14 - 25 year olds across England (England only). vInspired helps young people to make their mark on causes that they care about, whilst learning new skills and talents along the way.

Cashpoint gives you the power (and the money) to bring your own community project to life. Tell us what great change you want to make and how your project clearly benefits others. We'll give you up to £500 to make it happen.

Processes (and risk) are limited. The vInspired Cashpoint team will give you a call within ten working days to talk through your project in more detail. We'll let you know within four weeks if we can fund your project, and set up a joint bank account so you can access the cash. Then you can set up your very own [project page](#) to show off the great work you're doing. <https://vinspired.com/cashpoint/projects/search>

Lots of young people's project funding supports peer-led approaches. It is the level (under £500) and simple processes of V-Inspired Cashpoint that is of particular interest. One of the interviewees, Ameerah Saleh, Beatfreaks, Birmingham, also highlighted programmes which support change development and growing ambition over time. O2 Think Big model (shifting £500-£2500-£10,000) with a series of doors unlocked as you progress through different grant parameters. There is support along the way and each grant is viewed as potential step in progression to the next.

Voucher schemes

Voucher schemes exist across the UK, usually to provide emergency in-kind support. For example, *The Liverpool Citizens Support Scheme* exists to help vulnerable people in short term crisis to meet the needs for food and essential items or to maintain independence in the community. Or there are voucher schemes offering subsidies, including childcare vouchers or for particular services, such as **Access Broadband Cymru (ABC)**, which originally provided vouchers worth up to £1,000 per property in WALES to help people in areas which suffered from sub-2Mbps speeds to get a faster connection installed.

GMCVO developed a very different kind of voucher scheme, that enabled communities to access expertise, to support their ideas. They supported a local boxing club to develop and manage an Ideas Fund. The boxing club were the locally identified trusted partner with strong community links and reputation. There was a very simple form to apply for up to £2500 for R&D and to pilot ideas and £10,000 to scale up successful projects. But, critically, alongside this, funding was set aside for a voucher scheme for support for participants (up to £2,500 consultancy to develop their ideas). John Hannen, GMCVO, spoke about how this de-risked the process, took pressure off GMCVO core staff and resulted in high quality bids and ideas, the voucher scheme acted as the 'catalyst'.

Many of the existing grantees I interviewed valued the expertise within HLF. How might a (place-based) voucher scheme enable greater access to this for a wider range of community partners, those with ideas not yet fully formed or developed?

Health as a Social Movement

Simon Stevens, Chief Executive of the NHS, said when delivering the Five Year Forward View: *“social movements have the power to tap into the fabric of the country in a way that the NHS might never be able to do”*.

Building on the agenda set out in the [NHS Five Year Forward View](#), Health as a Social Movement is a new three year programme, to support social movements in health and care. Working initially with six [new care model vanguards](#) across England, NHS England and partners will develop, test and spread effective ways of mobilising people in social movements that improve health and care outcomes and show a positive return on investment. This programme will also work with the wider vanguard network and beyond to support development and spread of social movements in health and care.

Summary plan: <https://www.thersa.org/globalassets/pdfs/reports/supporting-documents/health-as-a-social-movement-summary-plan.pdf>

Nesta will stimulate thinking and national debate on what we mean by ‘social movements in health and care’. <http://www.nesta.org.uk/publications/health-social-movement-power-people-movements>

New Economics Foundation will work with the six vanguards identified above to provide in depth support and evaluation.

The RSA will work with the wider vanguard network and health and care system, sharing and spreading best practice and learning.

Devolution: Arts and Health as a Social Movement

Initiated by Oldham’s Director of Public Health, Alan Higgins, key figures in arts and health activism across Greater Manchester got together with cultural, health, academic, civil service and third sectors to explore how Arts & Health as a social movement, might play a significant role in the devolution agenda. The initial focus was to explore how to build on Manchester’s rich history and natural tendency towards pursuing social change from the ground up – loudly and proudly.

“The focus is less on how individuals can cope with a challenging environment and more on what collective action could do to change the environment. So we’re not specifically looking at illness and morbidity, but across the whole population, and exploring how the arts might be central to new ways of thinking, being and doing.”

As Clive Parkinson, Professor for Arts and Health (MMU) noted, whilst some in the cultural sector might see it as a potential opportunity for a quick commission, *social movements can’t be manufactured* – they are by their very nature – fluid and both proactive *and* reactive. Whilst the devolution agenda may dictate that things need to happen quickly, cultural change is generational. The emerging arts for health movement goes under the banner of #LiveWellMakeArt.

*“Analysis of social movements suggests that this work will experience conflicting motivations and high probability of fragmentation – something that **Nesta** are currently researching - it will be unpredictable, there may be conflict and it might fall apart. We recognise the uncertainty of what we are doing but take assurance from knowing that changing systems is not quick or easy. This may or may not inspire a social movement but there is something worth reaching for and positive in the attempt to reach it”*.

(Alan Higgins, Director, Public Health, Oldham)

In addition to health as a social movement, I have explored in more depth the evolution and impact of social movements including Solidarnosc in Poland, Museums and Race initiative, Black Lives Matter in US and closer to home, DivaManc (women's rights and representations in devolution). There are a wide range of social movement theories but arguably, the most effective social movements focus on action (not rhetoric) and often foreground those who have not previously had a voice or platform. Funding and support comes from a wide range of sources, including the State.

How might HLF develop and support Heritage as a Social Movement – bringing together sectors and communities committed to securing, celebrating and exploring new ways of thinking about the heritage we hold dear? HLF is already funding people and projects committed to this approach. How might it look across its portfolio, provide the context for peer-support and a framework (rather than managerial leadership) that enables greater collaboration and momentum. This aligns strongly with HLF's commitment to inclusion and is about being the catalyst, not the change.

Other approaches

FUSION Pioneer projects

This funding is offered as part of the Fusion Pioneer Initiative, which was developed following a report by Baroness Kay Andrews OBE to find ways in which cultural and heritage bodies can work more closely together to broaden access to, appreciation of and participation in, culture in ways that contribute to reducing poverty.

<https://www.cardiff.ac.uk/strong-communities-healthier-people/our-work/from-fort-to-pit-to-port/fusion-pioneer-area-programme-from-fort-to-pit-to-port-201617-fund>

@walktheplank

Look at how one-off events can provide focus and platform for enquiry and action – eg. Manchester Day Parade.

Manchester Day is an annual event that celebrates everything great about the city. Last year over 60,000 people enjoyed the sunshine and watched the parade as it snaked its way through the city centre. Over 2,000 people participated in Manchester Day 2016, including 100 Manchester charities, community groups and companies who transformed the city centre into an amazing party! Each year, we give Manchester Day a theme.

Throughout the UK there are similar large-scale participatory events and festivals.

@walktheplank are particularly interested in how they are not just a space to share and show new work (or promote your organisation) but the site for a new kind of conversation about community. They asked HLF to consider how or whether it might support this and in so doing, reach beyond usual suspects and partners?

A similar suggestion came from interviewee Ameerah Saleh who asks whether HLF might support and sponsor key large-scale local events and in so doing, develop brand awareness across a wide range of partners and in communities.

Seeking the changemakers; “the powerhouse people”

In initial discussions with HLF staff, the desire to reach a wider range of people and communities (“beyond the usual suspects”) was consistently raised. How to seek the changemakers and diversify grantees became a cornerstone of my interviews.

Find the community champions, the people who drive things forwards, ‘the powerhouse people’ and support them to lead projects and organisations.

(Maddi Nicholson, Artgene)

Work with those who know

Time and again, interviewees suggested organisations and programmes with strong local knowledge that HLF could connect to and learn from;

Look to local community campaigns, activists and action.

Within any community, there are voluntary led organisations, voluntary events. Find them, talk to them, work with them.

Connect to other programmes that do this, like here it’s the local DCLG Coastal Communities Fund. The Coastal Team is a set of stakeholders and individuals who seek to make change.

You won’t be duplicating activity or partnerships but building upon momentum.

Local partnerships have already been explored in place-based programmes. So this section of the report looks at how to identify and support changemakers as leaders.

Leadership programmes (from advocacy to action)

The people within communities who lead change, have long-term expertise, are a huge asset and there is a real opportunity to acknowledge, develop and support them more. Phil Cave, Director Engagement at Arts Council, shared his experiences in developing Creative People Places;

“Don’t assume fully-formed leaders are in the room. Leaders often found their way as programmes gathered momentum. Helen Ball in Barking, Dagenham, is a good example. She’s out on the street, uncovering leads and opportunities. Look at where people meet and start there; rugby clubs, housing associations, community arts organisations”

CPP has cultural connectors and ambassadors at the heart of its programmes, but as Phil noted, “you have to guard against new hierarchies that are community-led, new usual suspects”. There are many examples (including HLF-led and supported) of Heritage Ambassador and Champion programmes. The value of these is summarised by Ameerah Saleh, who reflects on the impact of Youth Ambassadors across their work;

“We have 14 Brand Ambassadors who support our work with young people. They are influencers with wide followings. We open up to their networks. They shout about us. It requires energy and time for the organisation to manage these brand ambassadors, but if you find the right people, the impact is huge (ripple effect).”

Below are three alternative Ambassador models, which seek to build leadership, peer support and critically, action, amongst increasingly diverse participants. All share a commitment to mentoring and cross-generational support and where possible, financially support participant’s emergent ideas and activities. The focus is on shifting from advocacy (though they do all still have this role) to action.

Arts Emergency, UK

We run a national ‘alternative’ Old Boy Network that aims to create privilege for people without privilege and counter the myth that universities, and in particular arts degrees, are the domain of the middle and upper classes. Our volunteers come from TV, film, music, art,

fashion, academia, law, architecture, activism, comedy, social work, journalism, publishing, design, activism and theatre.

The Arts Emergency Service is a national network of volunteers coming together to create privilege for people without privilege and counter the myth that university, and in particular arts degrees, are the domain of the privileged. Our student members are all in Further Education, 16-19 years old, and come from diverse backgrounds. They join us to seriously explore their options in the arts, media, academia and professions such as Law and Architecture. Working with a mentor; they pursue a personal goal, meet useful people from the network, and give themselves a foundation of confidence and connections on which to build a successful future – on their own terms. After a year of mentoring is complete, we offer our 'graduates' ongoing access to the network. Our aim is to create opportunity and offer practical support in the longer term. <http://arts-emergency.org>

THE ALTERNATIVE OLD BOY NETWORK

HANNAH NICKLIN



I just want to tell you a story. I want to tell you the best story in the right way....

READ MORE »

ELLEN MCDUGALL



I pursued my path in the arts after having studied literature at University and realised that I really liked listening...

READ MORE »

SARAH HARVEY



I have been working in the Publishing industry for over five years, currently at the independent publisher, Quercus Books, and...

If I were given a magic wand, I would attempt to simulate an intervention in the heritage sector on a larger scale like Arts Emergency (who I volunteer for as a mentor). They try and create opportunities for those who would otherwise be excluded from arts and cultural sectors by creating an Alternative Old Boys Network – basically enabling those with limited social and economic capital to gain contacts and experience through contacts within the AE network. The heritage sector as a whole is not a very diverse sector – this is linked to the opportunity at Higher Education level for those from lower socio-economic backgrounds, from areas of deprivation - and as such the long term diversity of the sector need to be addressed at this stage – when young people decide which areas they are interested in pursuing as a career. (HLF staff member).

Solidarity Academy, European Centre for Solidarity, Baltic States

<http://solidarityacademy.eu>

Solidarity Academy (now in its 12th year or 'Edition') is an international project, aimed at inspiring and supporting the development of the young intellectual elites of Europe. At the workshops and lectures held during the Solidarity Academy, 16 young journalists will have the opportunity to expand their knowledge and learn skills helpful for the work of as an ambitious journalist, commentator and analysts interested in such issues as geopolitics or liberation movements on both global and the European scale.

Solidarity Academy

Solidarity Academy is an international project aimed at inspiring and supporting the development of the young intellectual elites across Europe. The project's title refers to the Polish social movement *Solidarność* (Solidarity) and the peaceful socio-political transformations that took place in Poland and other countries of Central and Eastern Europe. In such movements we can find

One of the main goals of the project is to create the Solidarity Academy Alumni Programme, which helps participants maintain contact and engage in joint projects in the future. This is why assistants and facilitators for each edition are recruited among Academy graduates.

What is more, Solidarity Academy graduates publish regular articles, reviews, essays, political analyses and opinion pieces in bimonthly journal *New Eastern Europe* and on the *Eastbook.eu* portal. Graduates also become ambassadors for the project in their respective countries. They establish local initiatives reflective of the Solidarity Academy spirit, popularise it in their own countries and help organisers contact their countries' representatives.

Last year, one group combined forces to organise a campaign *#Make facts great again*. They aimed to tackle fact-free public debates, fake news and media illiteracy. Supported by the European Solidarity Centre, they have produced take-away coffee cups and sleeves throughout the Baltic States, displaying absurd "facts". It's intended as a wake up call to critical thinking. The accompanying Facebook page sharing articles and tips that help people evaluate the contents of their social media feeds is well worth a look.

Older journalists participate in a parallel *Europe with a View to the Future* programme, the *Ambassador for New Europe* book prize and contribute to the bi-monthly publication *New Eastern Europe* (a collaboration between The City of Gdansk, ECS and the College of Eastern Europe).

YBCA 100 List, San Francisco

Each year, Yerba Buena Center for the Arts releases the YBCA 100 list, celebrating the innovators, provocateurs and thought leaders who are using their platform to create cultural movement. This year, the list takes on a renewed urgency and importance. In the face of uncertain social and political headwinds, we must give voice to those who can lead is towards a more equitable and hopeful future. <https://www.ybca.org.uk/ybca-100>



In 2016-17 YBCA Fellows program brought together creative citizens from across the Bay Area – artists and everyday people alike – to engage in a yearlong process of inquiry, dialogue, and project generation. This year, they’re asking “*Where is our public imagination?*” Each Fellowship cohort explores and responds to the question and together they use art and culture to inspire community transformation.

UnLtd

UnLtd is the leading provider of support to social entrepreneurs in the UK and offers the largest such network in the world. UnLtd resources hundreds of individuals each year through its core Awards programme.

UnLtd operates a unique model by investing directly in individuals and offering a complete package of resources; from awards of funding to ongoing advice, networking and practical support



UnLtd and UnLtd Scotland has identified 3 priority areas (hunches) it seeks to explore over the next 5 years.

Hunch #1



REALISING POTENTIAL

Using experience, learning and innovation to give social entrepreneurs the very best chance

To help social entrepreneurship break into the mainstream, we need to spot and develop those people who have the most potential to deliver social change. When we spot talent, we'll put all our efforts into helping them to start well and using a network of supporters to give them the best possible opportunity to progress.

This means we must work harder than ever. We will explore new ways to identify those people solving problems most relevant to society today.

We want to open up new opportunities to encourage more people to step forward, and to put a support system around them to help them realise their potential.

Hunch #2



CONNECTING TO GREAT SUPPORT

Finding new ways to help large numbers of social entrepreneurs start well and thrive.

Access to the right people is fundamental to a social entrepreneur's success. We recognise the value of social entrepreneurs connecting and sharing with each other as well as supporters, experts and funders. We want to help them to develop and strengthen their networks. We want to attract more funders, customers, investors, specialists and champions.

We want to innovate on new ways to help social entrepreneurs get the help they need, from bringing in completely new supporters into the space, to integrating support into the education and skills system

Together we want to find new and better support for social entrepreneurs: where they need it, when they need it.

Hunch #3



MAXIMISING SOCIAL IMPACT

Helping social entrepreneurs to create serious social benefit - deep in communities, broad across society.

Whether they are working deep within a community, or broadly across society, social entrepreneurs are facing significant barriers to achieving the big social impact to which they so passionately aspire.

For some social entrepreneurs, finding staff and volunteers is an issue. Could there be new ways to introduce social entrepreneurs to talented people who want to have more purposeful careers? Other social entrepreneurs fail to win big contracts because they can't deliver at scale or aren't trusted to do so. How can we bring social entrepreneurs together with larger institutions, and other third parties, to start a dialogue and create a solution?

UnLtd is committed to working with others, to explore how we can help social entrepreneurs to maximise their social impact and gain the recognition they deserve.

Legacy and ecology

A key challenge is to move beyond the organisations and community partners already known. However, sharing learning at a local level (even amongst usual suspects) is not a pre-requisite of funding. My organisations, the Whitworth and Manchester Museum, have both been recipients of HLF funding and yet nowhere was it stipulated that we might or should work with other local partners to support the. Yet we have and we do, because it is

the right thing to do. As larger organisations with distinct expertise, if it had formed part of our funding agreement, partners, our organisations and my city would have benefited. It would build upon existing momentum and share learning where it can have the greatest impact.

“folk are the stuff of change and in Barrow, its usually shouty folk”

Maddi Nicholson, Artgene.

Learning from these approaches and an exploration of how HLF might develop a new approach to celebrating ‘shouty folk’ and heritage leadership within communities is brought together in Propositions for Change.

HOW? Change funding approach

In large part this section will explore how HLF's funding approach might adapt, develop and improve to support communities; become simpler, more transparent and in so doing, reach and work better for more people.

Transactional to relational

But first, a moment to reflect on responses to my question "how might HLF support communities to catalyse heritage activity?" Over 3 months, I have asked almost everyone I've met this question. Many of the responses, particularly from those within HLF and the heritage sector, have focused on refining and improving the processes of grantmaking and giving. Yet my conversations with those outside the sector have had a different, larger focus. Whilst many came up with smart ideas to improve how things work, the desire for HLF to be more relational and less transactional emerged as the overarching priority. One grantee told me that at the moment *"the energy goes on managing the risk, not the relationship"*. HLF staff also noted that *"the more systems and processes, the more divided we are from the people applying"*.

*"Many see HLF as a machine, not people. This needs to change.
We want a relationship with people."*

(Ameerah Saleh, Beatfreaks)

We're committed to building community but your process nearly broke us.

We'd really value a move towards a more relational approach.

(Andy Jackson, Heeley Development Trust)

For many, some of HLFs most impactful work with communities has taken this approach. *"Landscape Partnerships is a great example. Essentially, its a relational model or at least has the potential to create a more relational ecology. But there are lessons to be learned. In the HLF Landscape Partnership guidance notes, it advises "talking to" people. This seems wrong. It should advise listening to and talking with. That's the first stage. Get the language right."* (Ewan Allinson, Heart of Teesdale Landscape Partnership)

The desire for this way of working to be embedded more widely also speaks to bridging the 'awareness gap', the inherent tension between the institution and communities.

"Nothing about us without us shapes all of our work. We would want to have that reflected in our relationship with funders. You can feel like you're sending an application into outer space. There's a real need to close the gap between groundworkers and funders. Lets find a way to do this."

(Katrina Robson, Social Worker and play therapist, LOVE Barrow Families)

Interviewees often spoke of HLF in terms closely aligned to *transactional leadership*; focused on supervision, performance and monitoring. Transactional leadership is a style of leadership in which leaders promote compliance by followers through rewards (and punishments). This is effective in crisis and emergency situations, as well as for projects that need to be carried out in a specific way. It is common in funder-grantee relationships. But, as John Hannen reflected on the voluntary sector, this doesn't have to be a binary choice, *"It shouldn't be either-or. It's about the relationship between Gemeinschaft and Gesellschaft and the nodes inbetween. As soon as there is a Head Office, it becomes difficult.*

But this really works best at the local level. I would hugely value a move towards a more relational approach. Years ago, working in a Housing Office, you related to place and

people directly, couldn't be anything other than relational, which didn't mean that you weren't at times highly transactional (what was needed)."

Several times during my placement, HLF staff and Board members spoke of their desire to describe their work in more relational terms;

"I'd like another word for grantee, not recipient or beneficiary, but a word that better reflects how we seek to work with others."

(Sir Peter Luff, Chair, HLF)

Many of the models for catalysing change explored in the previous section move away from an overly transactional approach. They require a shift in practice and a different relationship to risk and control. It is undoubtedly easier to work in this way when the financial stakes and levels of scrutiny are reduced, at lower levels of investment where there's greater flexibility. (It is a key reason one of the Propositions for Change focuses on small awards or micro-grants). But also, how to be more relational is, I believe, a useful question for any funder (particularly HLF with its commitment to making a lasting difference to heritage and people) to ask itself.

What's not working?

This enquiry responds to HLF's commitment and aspiration to more effectively engage a wider range of communities and extend its reach beyond the usual suspects. So, I asked all interviewees what wasn't working and what would they do to improve or change the existing process;

"If you ran HLF, what one thing would you do to support communities to catalyse new heritage activity?"

Responses can be grouped into three headings

1 Mind your language

"What communities want and need is to have their values reflected in your criteria and narratives, to recognise themselves."

(Hilary Jennings, Transition Tooting)

"Language is important. It's about the accessibility of that language. The Outcomes focus can make people think 'this isn't for us'. Who else talks like that, in the real world?"

(Matthew McKeague, Churches Conservation Trust, drawing upon feedback from local communities and churches)

Language is about representation and agency. Several times, community activists and workers noted that the process of writing applications, where everything must be produced, packaged and presented in a certain form, subsumes the very voices they want to support. HLF development teams also told me how they regularly receive applications for community projects which have real promise but do not translate well into written applications.

"It's about the language you use. A sense of heritage and identity is important for our clients and the town and it can encourage care, kindness, compassion and love. That's the language that resonates with the communities we work with."

(Rebecca Rawlings, Centre Manager, Womens Community Matters, Barrow)

Several interviewees queried whether the process might make more room for people to articulate their projects and ambitions on their own terms. Suggestions included;

- Simple film or filmed conversations rather than written forms

- Open Day-style assessments
- Confidence building and project writing workshops, based on real life examples
- HLF staff support the writing of applications, resulting from conversations (written summaries produced by HLF staff and agreed by both parties)
- An online resource sharing learning from previous successful first-time applications (dissecting the process), as animation or film

There were mixed feelings about whether the word 'heritage' was part of the problem. Most concerns about this were voiced by HLF staff rather than external interviewees.

"Lose the word 'heritage' – one of the great successes of Stories, Stones and Bones has been its use/adoption by people and media locally. Presented on their terms in language meaningful to them. 63% applicants had never previously applied."

(HLF staff member, Scotland)

As someone who has, throughout my professional life, worked hard to engage communities with 'art' and 'culture', it strikes me that in comparison, the word 'heritage' is much more readily accepted and understood. This is undoubtedly helped by HLF's definition of heritage as what is meaningful to you, rather than firmly identified buildings, landscapes or infrastructure. I believe there is potential to draw upon a wide range of different people's definitions of 'heritage' as part of a wider advocacy and promotional programme. To talk about heritage more, not less. (See Proposition for Change: Leadership).

As one interviewee summarised

"At first, the word 'heritage' can sound official and establishment, not linked to everyday life. That is until you explain HLF's approach to defining and understanding what heritage is.. then people quite like using it and use it widely."

2 Simplify the processes

'Make it simpler, quicker and easier'. Time and again, this was the response from 1:1 interviews, via social media (twitter) and from existing staff;

Just simple things – easy access and available information and formats, physical access, different formats (lobbying from deaf and blind communities) @DisHistScot

Honestly? Easy application forms, non-online applications, help applying. HLF apps are easier than most but still intimidating for some. @Wild_NEScot

How to navigate the various funding streams and determine whether HLF funding was even the right source was a concern for some of the community organisations and staff I spoke to.

"We don't really know the difference between BIG and HLF, between Lottery and other funders. We just want our brilliant project to go ahead. The processes are so complex and time-consuming. Sometimes I feel we have to promise the earth, but we can't deliver the earth and that stops me feeling we should apply. You can feel like you're sending an application into outer space."

(Katrina Robson, Social Worker and play therapist, LOVE Barrow Families).

"Simplify the process with an online flow chart – I spend a lot of my time on the phone to potential applicants discussing whether HLF funding is the right lottery funder for them – an online system where they could answer a few questions that tell them which funder to approach would be a good way of joining up resources and make it clearer and more accessible for applicants."

(HLF staff member)

Many of these conversations and thinking have fed into the Proposition for Change: Micro grant. In addition, there was a particularly useful conversation with a member of HLF staff, who had been a grants officer 2001-4, then left HLF to return as Development staff member in 2009. They were astonished at how much the processes had grown, the increase in assessments for Board level decisions and feedback loops. Their sense was that, today (as you might expect, with austerity and decreased funding infrastructure) there is much less contact with applicants and the systems and processes divide staff from the people applying. HLF is committed to and has already started working on simplifying the breadth of its programmes. There is great expertise about processes and systems within HLF (and I would describe it as a highly process-driven organisation). A rebalancing of expertise, drawing particularly on Development staff and external perspectives, would support a wider review of how to simplifying and communicate the range of grants moving forwards.

3 Support us

When I asked interviewees what being more relational meant in practice, it became apparent that, for many, this was about being supported. Responses included;

“Mentoring support and access to expertise might be more important to our work than money.”

“Help us. Give us the tools and a sense of what the routes for change might look like.”

“In large projects, we need a Stage 0, that space where we build confidence and capacity.”

“People want support and skills. There is limited support infrastructure and what there is, is dependent on consultancy costs. There are diminishing number of infrastructure organisations within the heritage sector. HLF Development teams are so overstretched, the early stage support critical to ambition and vision for projects is just not there.”

Ideas to increase and improve support included;

- Making sharing learning and peer mentoring a funding condition for larger grants and organisations.
- Mentoring support (in form of open days or surgeries) from people used to working with HLF
- Voucher scheme for professional support (as at GMCVO)
- Learning from your greatest mistakes events and resources inspired by Teachfirst <https://www.teachfirst.org.uk/news/learning-our-greatest-mistakes-yorkshire-and-humber-panel-event>
- Do more to celebrate and share stories of success where communities will read and hear it; via media, local radio, local networks, not (just) HLF website.

Participatory processes

At the outset, I'd thought participatory decision-making would form a significant part of my research, that community partners would focus on their involvement in funding decisions and I would look, in depth, at a series of projects which do this. However, it was rarely mentioned as a priority or key concern. Instead, people wanted HLF to consider how decisions about heritage activity are aligned with other local funding decisions and how connected or networked heritage activity is (or not) to local priorities and plans.

However, I am briefly sharing three examples of participatory decision-making that HLF staff may wish to explore more fully.

You say your way Luton is one of the longest running participatory budgeting programmes in the UK <https://pbnetwork.org.uk/category/geographic/england/>

The ecosystems approach at Scottish Natural Heritage for its inclusion of a wide range of 'community empowerment case studies and adopting citizen science methodologies to decision making processes, <http://www.snh.gov.uk/policy-and-guidance/community-empowerment/>

King Baudouin Foundation (Belgium) is a public benefit foundation set up in 1976 on the occasion of the 25th anniversary of King Baudouin's reign. All funding decisions are taken by citizen panels. <https://www.kbs-frb.be/en/>

Timescales and Progression

A lot of interviewees spoke about the constraints of funding in terms of timescales and longevity. Whilst understanding that HLF funds projects, they queried how to stretch the concept of 'projects' so they were longer term and connected with other funders or opportunities to support progression.

"Just as training opportunities need to be embedded within projects, so does progression. So, we've achieved an amazing thing, now what? Why do we stop – lurch from one pot of funding to the next. People are so ripe and ready to set out on their own.

R&D funding should be available at the end of projects to seed-fund what comes next."

Maddi Nicholson, Artgene and Cumbria Coastal Communities

Several interviewees suggested learning from youth progression models, like O2 Think Big *O2 Think Big works by putting cash grants of £300 directly in the hands of young people and supporting them to use the money in a way which delivers a positive impact in their local area. From homework clubs to community radio stations, anti-violence campaigns to recycling initiatives, O2 Think Big gives young people money and trust to take action on the issues that matter to them.*

We don't stop there. We help young people to Think Bigger by offering further funding of up to £2500 to grow their ideas and take their projects to the next level. We provide leadership training and mentoring support to help young people practice their entrepreneurial skills and make an even bigger social impact.

<http://www.o2.co.uk/thinkbig>

By supporting grantees from one funding stream to another (Think Big, Think Bigger), progression is embedded within their work and relationships are developed for the longer term (even though projects are not). In a similar vein, two interviewees suggested that HLF might explore some of the mechanisms developed within accelerator models adopted by start-ups and this might indeed prove a rich site for further research and thinking about progression.

I've encountered a real desire for HLF to work collaboratively for the long-term with communities, other organisations and funders to really understand a place, its assets, priorities, idiosyncrasies and ambitions.

"This is generational. We don't live our lives according to electoral or funding cycles. Invest for the longer term. Why not support us for 10 years or the lifetime of a child so we can make a sustained difference?"

(Katrina Robson, Love Barrow Families).

"The work is never done but the project funding is over"
(Ewan Allinson, Heart of Teesdale).

There are interesting examples of heritage organisations taking a generational approach. For example, the European Solidarity Centre in Gdansk, chose to focus on generational rather than place-based need. As an organisation devoted to encouraging, supporting and funding solidarity across Europe, they put aside the map of the Baltic States and instead looked at how to encourage cooperative play in early childhood (and built their programmes and supportive funding model around this).

This approach is also being adopted by funders. The Two-Generation (Two-Gen) approach and grant investments in US encourage systemic change. For example, tackling family poverty by focusing on creating opportunities for and addressing needs of both vulnerable children and their parents together

<http://ascend.aspeninstitute.org/pages/the-two-generation-approach>.

<https://thewomensfoundation.org/2015/new-grant-investments-with-a-two-generation-approach/>

Essentially, how is the timescale for the project meaningful to its context? I've been struck by how, in my conversations in parks and natural environments, there is a sharp awareness of the need for timescales to be aligned differently, to those of the natural world. In addition to this, there is a recognition that working in communities which have previously had limited investment or engagement (often so-called "hard to reach") takes time.

"Understand that it takes time. For Creative People Places, it took at least 18 months to get going. Fund for the longer term. We've extended Creative People Places ambition from 3 to 7-10 years."

(Phil Cave, Director of Engagement, Arts Council).

Implications

What are the implications of changing the funding approach and simplifying some of the existing processes? There is significant expertise within HLF committed to thinking about this.

The recent IVAR report *Working in Place: A framework for Place Based Approaches*, summarised the implications of shifting towards place based working in terms of risk and uncertainty. It concluded that for more risk-averse organisations (and those like HLF with clear funding constraints,

it may help to explicitly frame your place-based approach as exploratory as well as to view progress on a long term journey. Some funders described feeling constrained by organisational policies and processes that did not reflect this exploratory approach?

How might HLF, through a smaller, more agile, funding scheme, make space for more exploratory, risk-taking approaches? Is there a way, within this context, to fund non-constituted bodies or individuals? Can HLF build upon the experience of Community Grants within Landscape Partnership programme to extend reach? It is worth noting that other funders have spoken about how strategic partnerships with organisations who distribute grants on their behalf, have de-risked some of their most successful projects.

And does HLF have the right metrics for this kind of approach?

These questions are addressed within the following Propositions for Change.

Propositions for Change

Throughout, this report is peppered with reflections on change in heritage and communities and calls to action.

These three outline propositions however bring overarching themes from the enquiry together and draw upon observations and feedback. They are not fully worked up propositions but suggestions for approaches that HLF might act upon, as part of strategic framework SF5 thinking.

They are not radical or revolutionary. They reflect what people care about and what I've encountered.

Propositions for Change

Partnership for Change: Locality

One of the challenges of working with partner organisations across UK is regional differences and contexts. Community Foundations, for example, were viewed as highly effective in some areas, non-existent in others. However, one organisation that was consistently suggested as a possible partner was Locality. This reflected its regional reach (as Development Trusts in Scotland, Wales and Northern Ireland) but more importantly, its expertise in and credibility working and with local community organisations.

Locality (and Development Trusts DT).

Locality is the England-wide network of ambitious and enterprising community-led organisations, working together to help neighbourhoods thrive. It is a national network of community-led organisations and associate members.

I believe HLF should explore a formal partnership with Locality. At its simplest, this would include recognition of HLF as a funder of interest to its members. Beyond that, however, it could include a strategic partnership where Locality or leading members distribute funding, aligned to the priority regional areas (where communities are currently underserved or there is lack of investment).

The benefits would be many. First, HLF could draw upon the local knowledge and expertise of a community-connected organisation. Secondly, Locality has thousands of members (community organisations) that it can promote 'heritage' to. Thirdly, it would take significant pressure off HLF staff who could invest their energy and resource into an effective and collaborative relationship with Locality staff, rather than the many and diverse community organisations they represent. Finally, it would send an important message (and raise each other's profile, across sectors), a statement of intent about the shared values and change both organisations wish to make.

It would require significant thinking around risk, accountability and metrics. The opportunity is to do that collaboratively with Locality staff (more of that thinking in public). I discussed with Andy Jackson from Heeley Development Trust in Sheffield, who works closely with Locality (and Power for Change) what a closer partnership with Locality might bring. He argues that Locality have the flexibility and agility to adapt to a range of geographical contexts. They, or rather the community organisations they support, have significant local knowledge and trust, having built relationships and reputation over a series of years. Finally, critically, they are connected to other funders and able to signpost opportunities accordingly.

Within the context of SF5 development, I would recommend key HLF staff take this conversation and proposition forwards.

Proposition for Change

Leadership for Change: Heritage 100 List

Meet the 100 people shaping the future of heritage.

Inspired by YBCA100 and power lists on the one hand, and those leading projects and change within communities on the other. Unlike other Heritage hero, volunteer and champion programmes, this celebrates a diversity of changemakers, working at all levels. You don't have to work for a museum or heritage organisation or even be a grantee, you just have to be leading heritage activity that is changing your place and people's lives.

Heritage100 would be a high profile media campaign, ideally with a significant media partner (BBC, C4 –an alternative 'rich list').

It would create opportunities to;

- Shout about the great work of existing grantees and connect to changemakers more widely.
- Engage National Lottery players in a bigger conversation about heritage (build upon the National Lottery Awards).
- Show the breadth of heritage activity (sector and scale)
- Draw upon expertise amongst operational staff; development and regional teams
- Draw upon community expertise

It needs some work and a lot more thinking but the idea to offer an alternative power list that gives voice to communities is, I think, a good one. When I spoke to YBCA about the impact of YBCA100 they were clear. It's changed the profile and understanding of their work and promoted their role as a progressive and forward-facing organisation. I think this is an interesting reflection for a funder of heritage, a recognition that HLFs work is as much about our future selves as the past.

When I started this enquiry, I'd asked interviewees how HLF might seek the visionaries, support the mavericks? Time and again I've been told that these people are looking for opportunities to exchange their ideas and experiences. I've been privileged over the last 3 months to hear some of these. There are wonderful stories to be told and an increasing public appetite to explore community and what brings people together.

So what happens if we bring the Heritage100 together? How might Heritage100 move from advocacy to action? The diversity of thinking and experience would be a powerful asset to draw upon and shape thinking about heritage now and in the future.

Proposition for Change

Micro-grant for brilliant ideas (for individuals)

Whilst exploring smaller-scale community-based funding for heritage activity, supporting innovation and ideas has been a constant theme. Innovation is usually aligned with tech/digital world or young people but this is an opportunity for heritage to do it differently.

“Value the assets communities have. Support good ideas, even if not firmly articulated or fully formed. Support their ideas. If you can’t take a risk on these young people, why should they take a risk on you and spend all that time and energy on applying, with the risk that nothing happens.”

Grants under £500

Have you got an idea you want to explore about people and heritage?

We believe some of the best ideas come from local people. Your idea doesn’t have to be fully formed. It doesn’t have to be perfect. But it does have to make a difference. We’ll support you to shape your idea. We’ll give you the tools and a sense of what it could look like? Then, once you’ve nailed it (and all the criteria are met) we’ll give you the money to get on with it.

At this stage, the thinking is that this microgrant programme would be a pilot, connected to the priority areas. It would be supported by Development teams as part of their work to increase applications from key postcodes/areas.

Critically, these microgrants would be targeted at individuals (though organisations could apply) and would be place-based (hyper-local). Its people that lead change, whether as activists, gardeners, community leaders, residents. This proposition responds to the power of people and acknowledges that sometimes, when you care, its personal.

All grants are for ideas under £500. This would test the demand, quality of engagement and level of risk focused on funding individuals. It could be fairly labour-intensive, involve face-to-face applications (rather than forms) and recruitment/assessment would take the form of an open day (in partnership with local community organisations). As such, it would form part of HLFs work and commitment to working in priority areas.

Acknowledgments and Reflections on Placement

What I learnt from my placement at HLF

I've learnt a lot – not least that folk in the heritage sector are amongst the finest there are, that large national organisations move slowly (and I'm impatient) and that there's just not enough money to go round....

As part of the Clore Fellowship, you undertake a placement in a cultural organisation very different from your usual working environment. So, what might I learn from the Heritage Lottery Fund; a UK-wide organisation and funder, committed to supporting, advocating and driving forwards the heritage sector? With a new-ish CEO and based within a strategic team considering its priorities for a new framework for the coming years (and in the midst of a Tailored Review), it seemed a fascinating time to find out. Time to seek a larger perspective, above and beyond the museum sector I call home.

There is no doubt that HLF has changed the cultural and heritage landscape in my generation, for the better. I have only ever met committed, engaged and knowledgeable staff and as an organisation, it promotes values I share and hold dear;
“from the archaeology under our feet to the historic parks we love, from precious memories to rare wildlife....we use money raised by National Lottery players to help people across the UK explore, enjoy and protect the heritage they care about”

It is the largest dedicated funder of heritage in the UK, with over £7.7billion awarded to over 42,000 projects since 1994. But, like many other cultural organisations and funders, HLF does not engage with and reach as widely as it could or should. Widening access, entitlement and equity within the cultural and heritage sectors has been a motivating factor in my placement, research and throughout my Clore Fellowship.

So, for four months, I led an inquiry to explore how HLF might change their funding approach to support communities to catalyse new heritage activity. (Some of my study visits are covered in previous blogposts). I split my time between the strategic team (London) and HLF North West team (Manchester), but mostly I've been on the road meeting people and seeing stuff. I've not done an exhaustive study and I'm no consultant. As a Clore Fellow on placement, rather than a member of staff, I've had a licence to do things differently. I've been listening to those leading change, unearthing and distilling new insights, ideas and perspectives from within communities and beyond the heritage sector.

I shared headline findings as a provocation to HLF's Board (aboard SS Great Britain!) and I've just completed a final report. In September, I'll share this and the propositions for change that have emerged more widely. In the meantime, I'd like to thank the Heritage Lottery Fund and particularly Karen Brookfield, Judy Cligman, Nathan Lee, Ros Kerslake and Sir Peter Luff for their welcome, support and encouragement (to stir things up).

Here's my top 10 learning points;

- 1 The power of resisting definition**
- 2 Heritage is about the future**
- 3 Spend more time outdoors**
- 4 Keep it local**
- 5 Lets talk more about love and care (and less about saving stuff)**
- 6 Keeping it simple isn't easy**

- 7 Find and support “powerhouse people”**
- 8 The challenge of ‘projects’**
- 9 There’s just not enough money**
- 10 And its not easy giving away the money there is..**

1 The power of resisting definition

When the Heritage Lottery Fund was conceived, there was no definition of the word ‘heritage’. The first Trustees discussed the question of how the national heritage could be defined,

“We decided that [the question] was unanswerable; we could no more define the national heritage than we could define, say, beauty or art... So we let the national heritage define itself. We awaited requests for assistance from those who believed they had a part of the national heritage worth saving” (NHMF Annual Report 1980-81.2)

This became a founding principle (and a politically astute one at that) that still holds true today,

“Over the years we have resisted offering a definition of heritage, and will continue to challenge others to tell us what is important to them” (Liz Forgan, HLF SP2.19)

2 Heritage is about the future

During my placement, I’ve met lots of new people and visited new places. My opening question is usually ‘what do you really care about, here and now?’ It’s a question that gets to the heart of the matter and, if like me, you believe heritage is the story of us and as much about the future as past, it seems the right place to start.

In Hackney, heritage was described to me as “the glue”, “the mortar between the blocks” that “reminds communities of who they are, the values they share and the future they might collectively build”.

As someone who has, throughout my professional life, worked hard to engage communities with ‘art’ and ‘culture’, it strikes me that in comparison, the word ‘heritage’ is much more readily accepted, understood and liked (helped, in part, by HLF’s definition of heritage as what is meaningful to you). Time to talk about heritage more, not less. People spoke to me about the possibilities and opportunities for their communities and how a more complex understanding of their past and place informs and encourages their vision.

As Matthew Taylor from RSA once put it, “the question is whether the heritage sector can raise its sights from the day to day grind of protecting old stuff” How we, as a sector, engage in conversations about the future and might play a critical role in broadening the civic and cultural imagination will increasingly be my focus moving forwards.

3 Spend more time outdoors

As someone who has spent most of my working life in museums (though spends most of my private life outdoors), I’ve made the most of the opportunity to visit parks, landscapes and natural heritage. Some of the most valued and inspiring work I’ve seen has been in landscapes; coastlines, moors, forests, parks and yet more parks.

I think we have much to learn from the environmental sector and natural world. It’s led me to start working with the Forestry Commission as Project Advisor helping shape the future of Grizedale Forest, plan a forthcoming trip to Yosemite, co-produce a publication on museums and parks (2018) and reminded me of the value and joy of spending more time in the great outdoors. How an organisation like HLF, responsible for supporting and nurturing natural heritage, enables its staff to step away from the desk and get out and see more of the great outdoors, is an ongoing but important challenge. It’s good to get out, never time wasted.

4 Keep it local

‘Focus on the local’, interviewees said, time and again.

“The focus should be hyper-local, at block or street level. Start small, build belief and capacity”.

“One size does not fit all. Good. Be adaptable, respond to place. Be involved in decision making, creating relevance and building confidence.”

Local is a tricky concept for a national organisation. How regional teams respond to their regions and what constitutes ‘local’ in the Highlands as opposed to our inner cities varies wildly. And devolution shows little sign of slowing down. (In addition to varying forms of long-standing devolved administrations in Scotland, Wales and Northern Ireland, there has recently been a spate of devolution agreements with cities and regions across the UK, including Greater Manchester, Merseyside and the West Midlands). Amongst other national funders, there is an increased commitment to and interest in place-based investment and localised decision making. Great Places has started to address this but now is the time for new and ambitious thinking at HLF about ‘localism’ and place-based funding.

5 Lets talk more about love and care (and less about saving stuff)

The value of heritage in supporting wellbeing came up time and again, though framed in a narrative of empathy and care rather than health determinants or provision. One of the participants at Womens Community Matters at Barrow in Furness, expressed it beautifully, “We build on love, on faith, on meeting of minds, A bundle of hope, creativity and rhymes”. Many of the community-based organisations I met spoke about how important a sense of heritage and identity was for their clients and town and how heritage could encourage care, kindness, compassion and love.

“People want emotional connections, not civic commemorations”

Its time to make room for real words and feelings.

6 Keeping it simple isn’t easy

HLF is a highly process-driven organisation. Energy goes into managing the risk and processes and there is real expertise in this area within the organisation. However, there was consensus among interviewees and staff that it had all grown too complicated. Simplification should be (and is) a priority. Its not easy. Italian artist, designer and inventor Bruno Minari has it right I think – “to complicate is simple, to simplify is complicated”. I know, from my conversations and working with development teams, there is real commitment to building relationships and a sense that this is what is needed to be more inclusive and reach new people. However the more systems and processes, the more divided you become from the people applying. This speaks to a wider concern, regularly expressed to me, that HLF should become more relational (and less transactional) in its approach. The current review of processes and plans for the future will, I am hopeful, create space for this shift and thinking.

7 Find and support “powerhouse people”

Mavericks, champions, visionaries, activists, “powerhouse people”, the ones who drive things forwards – we all know them in our organisations, communities, lives. How HLF might seek and support them formed a cornerstone of my placement. I was encouraged to think about reaching ‘beyond the usual suspects’ and consider how HLF could engage and work with them. This ranged from exploring how they might fund individuals and their ideas (even if not fully formed) to exploring different forms of public knowledge and wisdom, How to take account of the expertise of those like elderly botanist Margaret Bradshaw, with her long-held knowledge of plantlife in upper Teesdale? We need to broaden our notion of what expertise is.” (Ewan Allinson, Heart of Teesdale Landscape Partnership).

Beyond HLF, in the wider sector, there's an opportunity to create new forms of debate, to bridge the authority gap. 'Community expertise' could and should be mobilised and given authority. Maddi Nicholson from Artgene and Coastal Communities in Cumbria, explained why this matters so much.

These folk are the stuff of change. But pride of place has been knocked out of people. Essentially, we're in a civil war. Let heritage be the flagbearer for how communities like ours are empowered.

8 The challenge of 'projects'

"The work is never done but the project funding is over"

HLF is accountable to Parliament via the Department for Culture, Media and Sport (DCMS). It's what's called an "arms-length public body" (though the length of that arm varies). It is constituted as a project funder by Policy Directions from UK Government. At present, HLF chooses to interpret 'projects' as work within time-limited frame (maximum 5 years) and at a range of different levels and scales.

The ongoing debate about investment in parks highlights the challenge of this approach. HLF has invested in parks for over 20 years. In recent years, in light of the absence of a leading voice for parks, it has stepped up to convene and lead debate about the future and state of UK parks. But it is not able to fund revenue and instead supports a wide range of transformational projects and supports new thinking about operating and business models for parks. As Dave Morris, Chair of National Federation of Parks and Green Spaces summarises;

"Those seeking alternatives to a statutory duty have recognised there's no silver bullet available, in fact there's not even a wooden bullet. Recent governments have been causing the current under-funding crisis and park lovers need to put a rocket under the government. They big up the Lottery funding but this is just taxation in reverse, with the poor punters being used to subsidise the government and its tax cuts for the rich. The recommendations in the recent Parliamentary Select Committee Report do not go far enough. Yes, the report set out the situation and challenges well, but, for me, its recommendations ran pitifully short of what is needed. Parks should simply be recognised as a statutory service and be backed by adequate public funding. There are ways to find the money. Its about political will."

Dave Morris does not doubt HLF's commitment to parks, nor its ability to convene and mobilise a disparate sector. He values HLF staff and support. But, rightly, he highlights the limitations of their remit and the complexity and challenges of public funding and political decision-making. For many projects, there are limited or no other options. HLF is the only game in town.

And of course, this sits within the broader context of austerity and the decline of community infrastructure. For over a decade, there have been ongoing cuts to public services. The impact of this was raised by every single community leader and organisation I interviewed. "There are no longer housing offices, the role of the church in public life is diminishing, the closure of post offices, collapse of the high street, growth of online services, all of this is about community infrastructure being stripped back. Heritage is about people's connections to places and each other and this is needed now more than ever"

My conversations have often focused on generational change and impact and, not for the first time, I've been conscious of the gap between funding (usually aligned to electoral cycles) and practice. So, how much flex is there to reinterpret "projects" in a time of austerity?

9 There's just not enough money

HLF's CEO Ros Kerslake recently spelt it out,

“Demand for our funding has never been higher. For this year’s “major batch” Board meeting, we received grant requests totalling £224m for an available budget of £40m.” The focus of my enquiry has been on small amounts of money that make a big difference within communities. These are also oversubscribed but their impact and ‘value’ is significant and I hope that, moving forwards, there will be further opportunities for lower-level community-based investment. I’ve observed how the need to balance bigger flagship projects and smaller-scale work forms an ongoing and important debate about what HLF is for. There’s just not enough money to go round. Lottery takings are variable and with increased competition from other forms of Lottery, there is real nervousness that funds will decrease.

10 And its not easy giving away the money there is..

Making the right decisions and being transparent about that decision-making takes time, energy and a lot of debate. I’ve been so used to working my socks off to build a compelling case for investment (as grantee), I’d not fully considered the challenges and demands from a funders’ perspective. I’ve been impressed by the commitment and skill of HLF staff and the Board to invest Lottery money with a balance of care and ambition but as demand increasingly outstrips supply, austerity deepens and the civic infrastructure declines, the concept of need and what is ‘at risk’ is also changing. Its not going to get easier any time soon.

From www.esmewardfieldnotes.wordpress.com

Appendices (below):

Literature review

List interviewees

Social media summary and responses

Questions and methodology: guiding principles

Literature Review

Author	Year	Title	Publisher/ Commissioner
AHRC/Connected Communities (CC)	2015	How should heritage decisions be made?	AHRC Creative Commons
AHRC/CC	2013	Research for Community Heritage	AHRC
AHRC/Understanding Everyday Participation	2017	Valuing Parks and their Communities (Research Briefing)	University of Manchester
Doug Borwick	2012	Building Communities, not Audiences	ArtsEngaged
Danny Burns	2012	Action Research for Development and Social Change	IDS Bulletin, Vol 43, Number 3
Council of Europe	2009	Heritage and Beyond	Council of Europe Publishing
	2006	The Lottery Debate	Premium Publishing
NESTA/HLF/Big Lottery	2016	Learning to Rethink Parks	NESTA/HLF/Big Lottery
Tom Finkelpearl	2013	What we made: Conversations on Art and Social Cooperation	Duke University Press
Robert Hewison	1987	The Heritage Industry	methuen
HLF	2016	State of UK Public Parks	HLF
HLF	2013	A lasting difference for heritage and people, Strategic Framework 2013-18	HLF
Icarus	2016	Third Party Grant Research: Report for HLF	Icarus/HLF
Robert R.Janes	2016	Museums without Borders	Routledge
Margaret Kadoyama	2017	(tbc) Authentic Connections: Museums involving communities	Routledge
Roman Krznaric	2014	Empathy Why it matters, and how to get it	Rider Ebury Publishing
NESTA	2015	The Power of People in Movements (Health as a Social Movement)	NESTA
Robert D.Putnam	2000	Bowling Alone: The Collapse and Revival of American Community	Simon and Schuster
Fiona Reynolds	2016	The Fight for Beauty: Our Path to a Better Future	oneworld
Richard Sandell	2017	Museums, Moralities and Human Rights	Museum Meanings
Shared Assets	2016	Making Public Land Work http://www.sharedassets.org.uk/wp-content/uploads/2016/07/MakingPublicLandWork.pdf	Shared Assets (creative commons)
Nina Simon	2016	The Art of Relevance	Museum 2.0
Ed Walter Stephen	2004	Think Global, Act Local: The Life and Legacy of Patrick Geddes	Luath Press Ltd
R.Wilkinson and Kate Pickett	2009	The Spirit Level: Why Equality is Better for Everyone	Penguin
FD. Vagnone and Deborah Ryan	2016	Anarchists Guide to Historic House Museums	Routledge

Interviewees (external)

Ewan Allinson, artist-activist, Heart of Teesdale Landscape Partnership
Stuart Bastik, Co-Director, Artgene, Barrow-in-Furness
Phil Cave, Director of Engagement, Arts Council
Deborah Cullinan, CEO, YBCA, San Francisco
Helen Featherstone, Engagement Manager, Creative People Places, Arts Council
Magdalena Fryze-Seroka, Head Civic Engagement, European Solidarity Centre
Abigail Gilmore, AHRC Understanding Everyday Participation
John Hannen, Policy and Partnerships GMCVO, Lead Ambition for Ageing
Sharon Heal, Director, Museums Association
Andy Jackson, Heeley Development Trust, Sheffield
Hilary Jennings, Transition Tooting and Happy Museum
Margaret Kadoyama, researcher and Museums and Race board member, US
Shawn Lani, Director, Studio for Public Spaces, Exploratorium, San Francisco
Paul McGarry, Lead Age Friendly Manchester and GM Ageing Hub, GMCA
Matthew McKeague, Director Regeneration, Churches Conservation Trust
Kelly McKinley, Deputy Director, Oakland Museum, California
Dave Morris, Chair Federation Parks and Green Spaces, Lordship Rec, Tottenham
Jon Moscone, Chief of Civic Engagement, YBCA, San Francisco
Maddi Nicholson, Co-Director Artgene, Lead Coastal Communities, Barrow in Furness
Dan Paskins, Senior Head Portfolio Development, BIG Lottery
Rebecca Rawlings, Senior Manager, Womens Community Matters Barrow
Katrina Robson, Social Worker and play therapist, LOVE Barrow Families
Ameerah Saleh, Head of Campaigns and Experiences, beatfreaks, Birmingham
Nina Simon, Director MAH Santa Cruz, author "The Art of Relevance"
Simon Slater, Ind Tenants and Leaseholders Advisor, Woodberry Down, Hackney
Bella Starling, Wellcome Engagement Fellow
Virginia Tandy, independent researcher
Rachael Turner, CEO Madlab, Manchester
Helen Wall, Councillor, Barrow County Council

HLF staff (interviewees, reference group, correspondence)

Baroness Kay Andrews
Drew Bennellick
Megan Braithwaite
Karen Brookfield
Judy Cligman
Ann Dodwell
Liz Ellis
Diane Gray
Mark Humphries
Alice Kershaw
Ros Kerslake
Nathan Lee
Sir Peter Luff
Gareth Maeer
Maya Sharma
Louise Sutherland
Ellie Tomsett
Fiona Talbot
Anne Young

Social media summary and responses:

72 hours, twitter:

Me:

I'm on secondment @heritagelottery exploring how it might change its funding to support communities to catalyse heritage activity. What do you think?

Heritage activism? I'm looking for great stories and examples whilst on @cloreleadership secondment @heritagelottery.

Direct responses:

@heritage_lizzie	@Wild_NEScot
@stellduffy	@CloreLeadership
@EmmilyBeever (Senior Development Officer @youthlinkscot)	
@TheFabledAesop	@lizmuseums (Liz Johnson, NTMidlands)
@coffeecup42 (Learning Through Art)	@ThinkinPractice (Mark Robinson)
@TamsinBookey	@Sharonheal
@elebelfiore	@bellastarling
@preshitorian (Dr Rachel Pope)	@hilaryjennings
@ArchaeologyKent (Andrew Mayfield)	@JTullock
@weavershouse	@MoirSinclair1
@walktheplank	@our_MOH (Museum of Homelessness)

@Wild_NEScot

Honestly? Easy application forms, non-online applications, help applying. HLF apps are easier than most but still intimidating for some.

@TamsinBookey alpha privative

I'd recommend speaking to artists and activists like @qtipoc_CC (Collective Creativity), @SexualAvengers (activist network), @_caglark

@ArchaeologyKent (Andrew Mayfield)

Consider funding of community archaeologists to work with communities rather than just funding community archaeology projects.

Did suggest this at review of @archaeologyuk bursary placements for community archaeologist trainees.

@JTullock (Janice Tullock)

Give them more professional support to design projects so they know what resources and tools they will need. Help them to think long term.

@weavershouse

Talk to us! Our project to restore the Weaver's House was community led by local residents, this year is our 10 year anniversary

@SabenCallaghan (SashaSabenCallaghan)

Wow – just talking about this last week – possibly link up? You can contact is @DisHistSco or through Disability History Scotland FB page

@MoirSinclair1

Could be worth looking at learning from @phf_uk programme 'Our Museum' – Communities and museums as active partners

@walktheplank

look at how one-off events can provide focus and platform for enquiry and action – eg. Manchester Day Parade

@Timewalkproject

Why not talk to Joined Up Heritage? They represent a great number of heritage organisations

@DavidCooperA

Looks interesting pls RT @SheffieldGenCem @SheafVaHeritage @ManorFieldPark @HeeleyDevTrust @RuskinSheffield @FoFirthPark @professorvaness

@hilaryjennings

Will think further... Also would love to talk re Tooting perspective

@ThanhSinden

Esme take a look at the Big Local projects. Theres 150 examples, lottery funded, resident and partnership led to develop area for community. £1 million for each partnership area (must be made up of majority resident) Not to do with heritage specifically but interesting funding model and examples of projects about identity that link to heritage Happy to talk about the big local I led on in Nuneaton and put you in touch with area manager who sits on the partnership group

@Encounters_Arts

happy to share your learning and range of different approaches

@lhbcscotalnd

Scotland Branch of Inst of Historic Building

Fund communities of interest to help galvanise communities of place that are cold spots due to consultation fatigue/low economic aspiration

@MEMckeague

Happy to discuss Have various ideas DM me your email and we'll arrange something

Recommendations to speak with/contact:

@potteriestiles

@cornwallmp

@_caglark

@qtipoc_CC (Collective Creativity)

@SexualAvengers (activist network)

@conserve_lfcp (Lorraine Finch, CloreSC alumni)

@YouthLinkScot	@SAVEBrit
@MusDevEM	@StretfordPHall
@CPPnetwork	@FunPalaces
@Abi_Gilmore	@MuseumPolitics
@UEParticipation	@AGMcat
@TheDigVentures	@LisaWWilkins
@ourMOH	@Iornarichardson
@preshitorian (Dr Rachel Pope)	@OldOswestryFort
@SaveStonehenge	@CateransCommon
@Encounters_Arts	@DisHistSco
@our_MOH	

Retweets:

@emmajaneparsons (arts and heritage consultant)	@HLFSouthWest
@AgefriendlyMCR	@GMAgeingHub
@FlorenceSpaven	@lizpugh (Walk the Plank)
@CathyAyrton1 (development worker, housing)	@JiveLocal (local markets etc)
@ForsterSmiths1	@sara_hilton (consultant)
@margelicious (freelance arts marketing)	@An_Old_Hand (digital archivist)
@CliffeHistSoc	@melindahaunton
@heritagelottery	@HLFNorthWest
@AliceKershaw	@AgefriendlyMCR
@nicolagauld	@gibson_rosie
@lhbcscotland	@sarajcrofts
@annehernehill	@ThanhSinden
@mairhealth	@DrewBenellick
@dwarchivenorth	@ERobinsonWild
@JoReilly00	

Questions and Methodology: One page summary

How might HLF change its funding approach to support communities to catalyse new heritage activity?

Through a range of encounters (including interviews and “walking conversations”) I will draw together responses, observations and reflections on this question as a series of fieldnotes. I’m drawing upon multiple perspectives from a wide range of people, including existing grantees, community change-makers and leaders, practitioners, researchers and funders.

This will not be an exhaustive study. Instead, drawing upon my experience, networks and practice, alongside the expertise and insight from existing HLF staff, I will seek to identify key issues, opportunities and challenges and bring forward new ideas and perspectives.

Over the coming weeks, in my blog (esmewardfieldnotes.wordpress.com) I’ll reflect on my learning from this process and the various conversations, meetings and visits that shape this inquiry. Alongside these field notes, I’ll aim to summarise my findings around these loosely-formed themes within a report;

Throughout, the report will draw upon interviews with community leaders, practitioners and thinkers and highlight case studies from other sectors and funders.

An outline structure:

Observations on the distinctive role and value of heritage within communities

- Supporting communities
 - Place-based and place-led practice
 - Partnerships and local knowledge
 - Support and mentoring
- Catalyse heritage activity (and what this means)
 - Activity and activism
 - Seeking changemakers
 - Developing ecology
- Change funding approach
 - Process (language, communications)
 - Participatory processes
 - Distribution, longevity and sustainability
 - Implications for prioritisation model
 - Co-developed funding process (workshop findings)

Proposition for change and next steps

Reflections on the process and secondment

A word about terminology:

“communities”

For the purposes of this work, community is understood to be a group of people with diverse characteristics who are linked, share common perspectives, engage in joint action, inquiry or practice. The focus for this work will be communities of place (locality).

“catalyse”

Catalyse (vb) – to cause or accelerate. If something catalyses a thing or situation, it makes it active/causes it to happen. This investigation seeks to identify the most effective ways to support this process and enable change.

“new heritage activity”

Heritage is about what we value; places, building, objects, memories, cultures, skills or ways of life. The phrase “new heritage activity” seeks to differentiate activity from assets. It acknowledges people as active players in this process and the diverse forms this activity may take.



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