

Getting Started in Wave 2 Big Local areas

What were residents planning to do in Wave 2 Big Local areas?

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Key findings

Background

Big Local is an exciting opportunity for residents in 150 areas around England to use at least £1m each to make a lasting positive difference to their communities. It is about bringing together all the local talent, ambitions, skills and energy from individuals, groups and organisations who want to make their area an even better place to live. The four programme outcomes for Big Local are:

- communities will be better able to identify local needs and take action in response to them.
- people will have increased skills and confidence, so that they continue to identify and respond to needs in the future
- the community will make a difference to the needs it prioritises
- people will feel that their area is an even better place to live.

Big Local was launched in areas in three waves of 50 areas. The second wave was announced in February 2012. To support people in these areas in the early stages of Big Local, Getting Started funding of up to £20,000 was made available to the second set of 50 Big Local areas in 2012 (Wave 2). To access the funding each Big Local area, with support from their Big Local rep, submitted a Getting Started proposal. This report is based on an analysis of these proposals which were submitted by 44 Big Local areas.

Key Facts

Total spending planned - £997,314

Amount of match funding - £137,711

Funds allocated to:

- workers - £247,456
- events - £163,540
- marketing and communications - £121,962
- training, learning and development - £75,210
- administration costs - £67,221
- services - £63,450
- small grants - £53,012
- equipment and resources - £39,093
- producing profile or plan - £24,519
- expenses - £21,246
- venue hire - £16,010
- refreshments - £3,150

The model for Getting Started

- make sure everyone knows about Big Local
- mobilise your assets
- reach out to people
- give as many people as possible the opportunity to contribute their views
- have a person to coordinate
- have some 'quick wins'
- create or consolidate a partnership that is resident led.

Locally Trusted organisations were typically:

- local charity
- council for Voluntary Service.

What were Wave 2 Big Local areas planning to do with their Getting Started Funding?

The three main areas to which Big Local areas had allocated funding were workers (25 per cent of funding), events (16 per cent) and marketing and communications (12 per cent). They also allocated funds to training learning and development (eight per cent), paying for services (six per cent) and small grants (five per cent). Administration costs accounted for seven per cent of the funding allocated.

The top three areas to which funding was allocated remained the same as among Wave 1 areas but the proportion allocated to workers and events was lower among Wave 2 areas and marketing and communications budgets were slightly higher.

A total of 21 Wave 2 areas had attracted, or planned to raise, matched funding totalling £137,311, and an average of £4.487 per area. Matched funding was sourced from charities, community organisations, businesses, local authorities and housing associations.

Although every Big Local area was different and a variety of approaches to getting started were planned, they tended to adopt a similar overall model. The key components of this model are:

- **Make sure everyone knows about Big Local** – the range of proposed methods to achieving this included developing branding, a logo and promotional materials, communicating through newsletters, websites, social media and local media.
- **Make the most of your assets** – people in areas were planning to use the existing assets of local organisations, agencies and individuals primarily to promote, and engage residents and to provide information that could be built on. Sometimes, making the most of existing assets was expected to require some training of residents to ensure they had the skills and confidence to fulfil their role.
- **Reach out to residents** – to reach out to residents and get a wide range of them involved, it was common for areas' proposals to include a Big Local event. This could entail information sharing, celebration, or addressing an issue in the area and using this as a hook to engage with residents about Big Local. Areas also planned to use existing events (as a way of making the most of their existing assets) and outreach where residents could engage in word of mouth interactions to provide an effective means of communicating about Big Local. A small number of areas aimed to have a centrally located physical 'hub' where residents could drop in, find out about Big Local and share their ideas.
- **Give as many people as possible the opportunity to contribute their views** – areas planned to adopt a wide variety of methods to ensure that most residents could give their views on their area and on Big Local. They aimed to use questionnaire surveys, suggestion boxes and postcards, public meetings and video to gather a wide range of views.
- **Have a person to coordinate** – areas often saw value in having one person paid to coordinate activity and maintain momentum and planned to assign some of their funds to this role.

- **Have some quick wins** – some areas planned to have a small grants fund that voluntary and community sector groups and individuals could apply for in their area. The aim of this was to generate some tangible outcomes so residents could see the effect of Big Local in their area at an early stage. It was also often expected to be a means for engaging residents in Big Local.
- **Create or consolidate a partnership that is resident led** – the final piece of the model was for this activity to lead to the establishment of a group of residents who could form the Big Local partnership.

The areas' intentions to mobilise their assets is reflected in the types of people and organisations that they said would be delivering Getting Started activities. These included volunteer residents, locally trusted organisations, voluntary and community sector organisations, a paid worker and the local authority.

How did people in Big Local wave 2 areas plan to reach residents?

It was evident from Wave 2 areas' proposals that they had given great consideration to how to reach out to, and engage with, all residents including those who do not usually participate. Their proposed strategies entailed:

- **Making sure everything was accessible** by varying times and locations, offering events and activities that would appeal to different people having a varied mix of ways of communicating and gathering feedback and offering practical help, for example with transport, to help overcome barriers to taking part.
- **Using partners and specialists** in the public, private and voluntary and community sectors to reach out to the clients they worked with.
- **Going to where people are** through door knocking, attending places residents gathered at, having a centrally located venue and using a mobile bus / van to reach people.
- **Planning to monitor and review** who they were reaching.

Who were the locally trusted organisations and what was their role?

The locally trusted organisations were similar to those in Wave 1 as the two most common types of organisations were a local charity or a Council for Voluntary Service. Other locally trusted organisations were housing associations, local authorities, other private sector and public sector organisations.

There were two main ways of selecting the locally trusted organisation:

- one organisation was proposed and agreed
- more than one organisation was nominated, or invited, followed by a selection process.

The reasons for selecting the locally trusted organisation mirrored those among Wave 1 areas and included:

- the organisation's existing experience and track record in the area
- the organisation's connections and local networks
- being known and trusted by local residents
- their financial management experience
- being located within the Big Local area
- being independent of the community.

Are Big Local areas resident-led?

To some extent the Wave 2 areas appeared to be resident-led at the point of submitting their Getting Started proposals, or were making progress towards this position. In areas that appeared to be more resident-led at this stage, residents had typically been involved in identifying and/or agreeing the locally trusted organisation, and were involved in, and in some cases leading, interim steering groups. As well as being involved in the management of Big Local, residents were often involved in delivery through outreach to other residents, as community researchers, creating or maintaining a Big Local area website, or developing a logo.

1. Introduction

1.1 Background

Big Local is an exciting opportunity for residents in 150 areas around England to use at least £1m each to make a lasting positive difference to their communities. It is about bringing together all the local talent, ambitions, skills and energy from individuals, groups and organisations who want to make their area an even better place to live. The four programme outcomes for Big Local are:

- communities will be better able to identify local needs and take action in response to them.
- people will have increased skills and confidence, so that they continue to identify and respond to needs in the future
- the community will make a difference to the needs it prioritises
- people will feel that their area is an even better place to live.

Big Local is run by Local Trust, working with a £200m endowment from the Big Lottery Fund (BIG) and eight delivery partners providing expert advice and support for residents. The delivery partners are:

- Community Development Foundation (CDF)
- Capacity Global
- CCLA
- Institute for Voluntary Action Research (IVAR)
- National Association for Neighbourhood Management (NANM)
- Renaisi
- Small Change
- UnLtd.

Details of the delivery partners and their roles are available on the Local Trust [website](#).

Big Local is a new approach to communities achieving lasting positive change in their areas and achieving the four Big Local outcomes. It is resident led and residents choose a locally trusted organisation to hold their funds, with residents in the lead. Residents choose their own timeline for submitting their vision and plan, and spending their funds, that meets their needs. Big Local is more than just a grant giving programme and it also includes support to develop social investment and social entrepreneurship within these communities. Each Big Local area is assigned a rep to support them and once they have an endorsed partnership they can select their rep from the pool of reps quality assured by Local Trust, should they so wish.

People in the area create a Big Local partnership to guide the overall direction of Big Local in their area and to ensure a diverse range of residents and local organisations are actively involved. The majority of members (at least 51 per cent) have to be residents and the membership should be reviewed annually and is expected to change over time. It takes time to establish this formal partnership and, in the meantime, there is generally a group of residents and others to get Big Local started. This group has different names in different Big Local areas and in this report it is referred to as an interim steering group.

To support people in areas in the early stages of Big Local, Getting Started funding of up to £20,000 was made available to the second 50 Big Local areas in 2012 (Wave 2). The guidance¹

¹ <http://www.localtrust.org.uk/big-local/resources/>

explained that the funding could be used on '*activities that help you start the conversation in your Big Local area – spreading the word about Big Local, making sure people locally know how to get involved, and begin gathering ideas on how your area might change for the better*' and to support them as they progress through the pathway. As each Big Local area will progress at a different pace through the pathway, and the steps may not happen sequentially, there was some flexibility in how the Big Local areas used the Getting Started funding. Examples of what it could be used for include:

- materials for use in the activities
- publicity materials for Big Local
- salaries of people doing Big Local work
- transport or travel costs
- venue hire
- child care bursaries for those attending events
- volunteer expenses
- VAT that cannot be recovered
- proportionate and reasonable overheads incurred by the applying organisation in delivering and coordinating the work.

1.2 Sources of evidence

To access the funding, each Big Local area, with support from their Big Local rep, submitted a Getting Started proposal which set out:

- how and why they had selected their locally trusted organisation
- their anticipated timeframe for Getting Started
- the activities they planned to use the Getting Started funding for
- how they planned to involve residents
- details of their Getting Started budget and costs.

In the main, this report is based on an analysis of these proposals which were submitted by 44 of the Wave 2 Big Local areas. As such it reflects what people in Big Local areas planned to do and what actually happened may be different and will be explored through analysis of their Getting Started end of funding reports. The proposals may have been written by the rep, the locally trusted organisation or the interim steering group. The author of the proposal may influence the content to some extent and the findings should be considered in this context.

Where possible the number of areas is provided in which an issue or activity is mentioned in their Getting Started proposal. This is to provide some guidance on the extent of an experience or approach across Big Local areas. However, what people in a Big Local area chose to include (or exclude) in the proposal form reflects the issues, priorities, concerns and context for that area and may not necessarily mean that, where they did not mention an issue, it had not occurred or was not an issue.

2. What were people in Wave 2 areas planning to do with their Getting Started funding?

2.1 What did people in Big Local areas plan to spend their Getting Started funding on?

In their Getting Started proposals, Big Local areas could give various levels of detail of their planned expenditure. To provide an analysis of what areas planned to spend their funds on, the research team assigned the expenditure to categories.² This revealed that the three main areas of planned expenditure were on workers, events and marketing which accounted for 53 per cent of the budget as shown in Table 2.1. The full Getting Started budgets proposed by Big Local areas were analysed for this report; this includes funding from Local Trust and any additional matched funding achieved (see section 2.2 for further information on matched funding). For reference, table 2.2 shows proposed expenditure for Local Trust money only (a maximum of £20,000 per Big Local area), excluding any proposed matched funding.

Table 2.1: GPI round 2 planned expenditure

Category	Amount £	% of total	Number of areas
workers	£247,456.00	25%	24
events	£163,539.88	16%	36
marketing and communications	£121,961.77	12%	38
other	£101,446.56	10%	30
training, learning and development	£75,210.00	8%	30
administration costs	£67,220.97	7%	23
services*	£63,450.00	6%	13
small grants / community chest	£53,011.63	5%	14
equipment and resources	£39,092.50	4%	18
producing profile or plan	£24,518.60	2%	16
expenses**	£21,246.00	2%	23
venue hire	£16,010.00	2%	11
refreshments	£3,150.00	0%	7
total	£997,313.91	100	44

Source: GPI round 2 proposals for 44 of the Wave 2 areas 2013. Categories assigned, not provided by areas.

*specialist services bought in such as DVD production, face painters, musicians

**expenses for volunteers or for workers

² This categorisation could only reflect the level of detail provided. For example, while one area would provide event costs broken down into venue hire, refreshments, hire of services such as a band, another area would only say 'events'. This should be taken into consideration when examining the ways in which area used their funds.

Table 2.2: GPI round 2 planned expenditure – Funding from Local Trust only (excluding match funding)

Category	Amount £	% of total	Number of areas
workers	£186,579.04	22%	23
events	£147,524.88	17%	36
marketing and communications	£118,611.77	14%	38
other	£86,210.12	10%	29
training, learning and development	£72,020.00	8%	30
administration costs	£54,460.50	6%	22
services	£54,450.00	6%	13
small grants / community chest	£53,011.63	6%	14
equipment and resources	£33,421.50	4%	18
producing profile or plan	£21,793.60	3%	14
expenses	£17,920.00	2%	23
venue hire	£10,450.00	1%	10
refreshments	£3,150.00	0%	7
total	£859,603.04	100%	44

Source: GPI round 2 proposals for 44 of the Wave 2 areas 2013. Categories assigned, not provided by areas.

*specialist services bought in such as DVD production, face painters, musicians

**expenses for volunteers or for workers

Given the focus of Getting Started funding on reaching out, promoting Big Local and involving all people in the Big Local area, including those who do not usually get involved, it might be expected that much of the funding would be spent on **marketing and promotion** and **events**. The highest planned expenditure was on workers and further exploration of planned roles suggests that these would often be community development workers (21 areas) paid between around £7.20 - £20 per hour. Big Local areas also planned to use the funding for a range of 'other workers' as follows: coordinators (five areas), administrators (one area) and others that were not specified (four areas).

Assigning some of the budget to **training** was also widely adopted (30 areas). The planned training typically aimed to increase the skills and capacity of people locally including those on the interim steering group. The proposed content varied to meet local needs and included communication skills, governance and running meetings (see section 2.3 for further information).

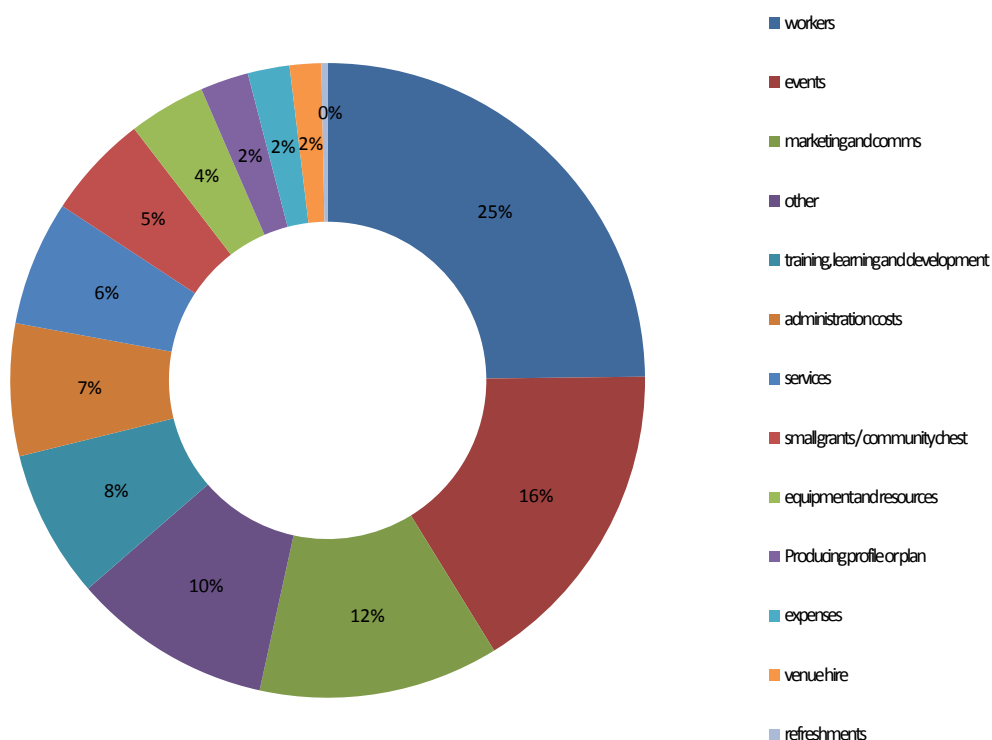
As discussed below (Section 2.3), 14 Big Local areas had assigned a proportion of their budget to a **small grants fund** which was sometimes referred to as a community chest.³ This was in order to provide more immediate tangible outcomes – or 'quick wins' – and to support local projects to get more people in the Big Local area involved. The total amounts assigned to this ranged from £486.63 to £9,000.

In total, seven per cent of the Getting Started budgets were allocated to **administration costs** for the locally trusted organisation. Twenty-three Big Local areas had assigned costs in their Getting Started budget for administration that ranged from £600 to £12,250 which equates to between three per cent and 41 per cent of their total costs. It should be noted that £7,250 of the £12,250 was funded by the locally trusted organisation in this case. Where a Big Local area had allocated funds to administration costs, it was most common to allocate ten per cent of the Big Local area's budget (seven areas) and the average allocation was 13 per cent.

³ Although different names were used for this fund in different Big Local areas, in this report they will be referred to as 'small grants fund'

Some Big Local areas intended to buy in specialist **services** which mainly included film and DVD making or editing. 'Other' proposed costs included contingency, insurance, recruitment costs and partnership development.

Figure 2.1 - Percentage of overall Getting Started budget allocated to each category



Differences between Waves

The percentage of the overall budget allocated to each category for Getting Started can be compared with the proposed spend among Wave 1 areas for GPI round 2⁴. Overall, as can be seen in table 2.3, the proposed spend shows a similar pattern. The biggest decrease in allocation can be seen in spend on workers (nine percentage points lower) and events (nine percentage points lower). The biggest increase in allocation for Getting Started compared to GPI round 2, excluding the 'others' category, was on administration costs (up four percentage points) and services (up by three percentage points). Table 2.3 and chart 2.2 show full details of the change in spend from GPI round 2 to Getting Started.

⁴ ADD FOOTNOTE REFERENCE TO GPI 2 REPORT

Table 2.3: Getting Started planned expenditure – difference between Wave 1 and Wave 2

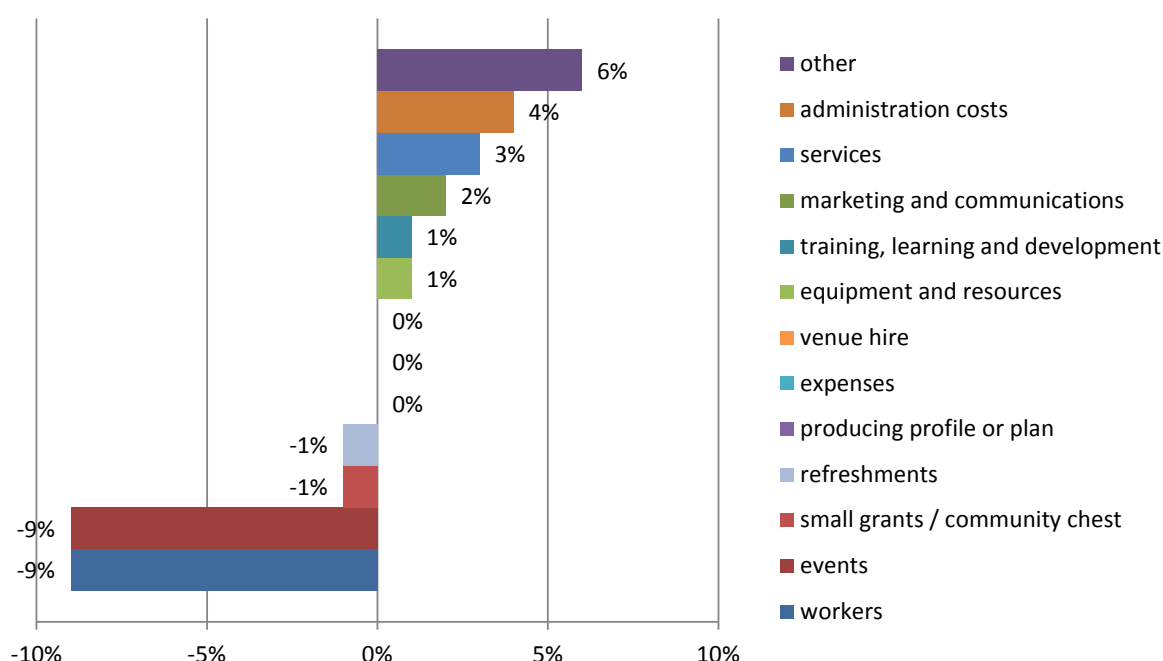
Category	Getting Started % of total	GPI round 2 % of total	Difference
workers	25%	34%	-9%
events	16%	25%	-9%
marketing and communications	12%	10%	+2%
other	10%	4%	+6%
training, learning and development	8%	7%	+1%
administration costs	7%	3%	+4%
services*	6%	3%	+3%
small grants / community chest	5%	6%	-1%
equipment and resources	4%	3%	-1%
producing profile or plan	2%	2%	+0%
expenses**	2%	2%	+0%
venue hire	2%	2%	+0%
refreshments	0%	7	-1%

Source: GPI round 2 proposals for 44 of the Wave 2 areas 2013 and 47 Wave 1 areas 2012. Categories assigned, not provided by areas.

*specialist services bought in such as DVD production, face painters, musicians

**expenses for volunteers or for workers

Figure 2.2: Chart showing percentage difference in allocation of funds between GPI round 2 and Getting Started



2.2 Did Big Local areas also get matched funding?

A total of 21 Big Local areas were expecting to receive matched funding from sources other than Big Local. This matched funding is expected to total £137,710.87 and expected amounts range from £300 to £37,685.23 although the latter amount and the next highest amount of £22,000 were not typical. If these two figures are excluded, the average amount of match funding across the remaining 19 Big Local areas was £4,486.94.

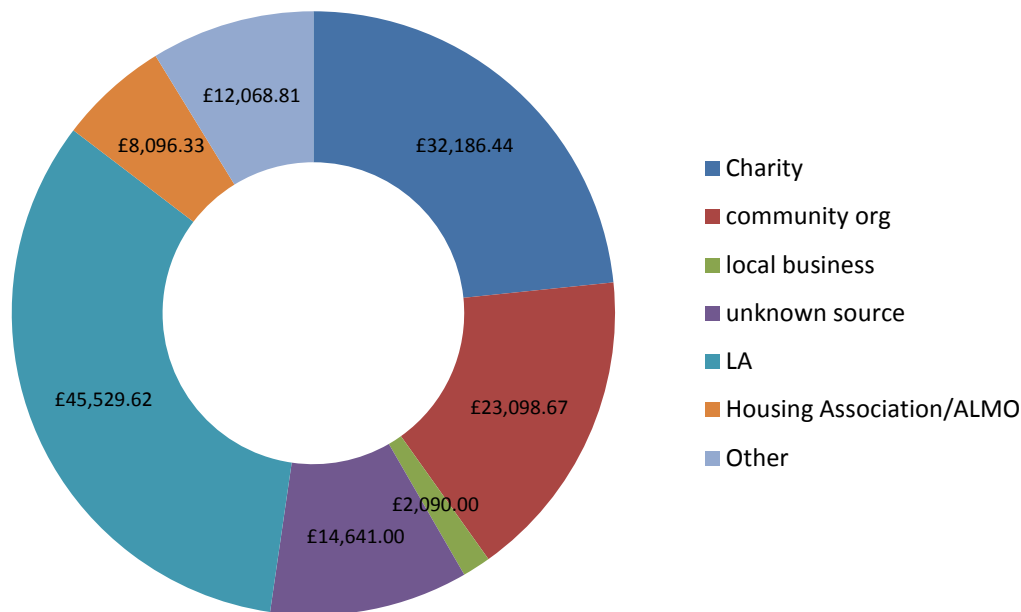
The Big Local areas that explained where they had sourced, or would source, match funding from, identified a range of organisations including:

- local charities (eight areas)
- community organisations (eight areas)
- local businesses (seven areas)
- local authorities (six areas)
- housing associations (five areas).

Local authorities provided the largest amount of match funding in total (£45,529.62), followed by charities (£32,186.44). For full details matched funding provided by different types of funders see figure 2.3.

Seven Big Local areas referred to matched funding from unknown funders and five referred to funders that did not fit the above categories, including Police and Crime Commissioners and a local academy. In addition, some areas referred to 'in kind' support but did not put a financial figure on this support.

Figure 2.3 The amount of match funding from different types of funders



2.3 What activities were planned?

Some proposals identified that people in the Big Local area had already embarked on some activity to start engaging the community with Big Local before applying for the Getting Started funding. This included establishing an initial group of people to initiate Big Local and to begin to 'spread the word' – typically called an interim steering group. It was also common to have held events to raise awareness of Big Local among residents in the area or ensure it was represented

at existing community events. The actions and activities that were planned and outlined in the Getting Started proposals were, therefore, often building on some initial activity.

Although every Big Local area is different, and they adopt their own solutions to getting started, analysis of their Getting Started proposals suggests that they tend to adopt a broadly similar model, the key components of which are:

- make sure everyone knows about Big Local
- mobilise your assets
- reach out to people
- give as many people as possible the opportunity to contribute their views
- have a person to coordinate
- have some 'quick wins'
- create or consolidate a partnership that is resident led.

Make sure everyone knows

A key priority emerging from the proposals was the need to publicise Big Local in the area to make sure people were aware of it and what it would mean for the area. To do this people in the Big Local areas planned to use a range of marketing and publicity strategies including the following.

- **Branding Big Local in their area** (nine areas) – creating a logo or brand name was driven by a desire to '*give a sense of identity*' and to '*create a sense of belonging and ownership*'. It was also often a way of aiming to get younger people involved as there was a plan in some Big Local areas to ask students in schools or sixth form colleges to design a logo.
- **Marketing and promotional materials** (24 areas) – There was a common intention to create some marketing and publicity materials. Proposals from different areas identified different options but they often included: posters or banners, flyers and mailshots, displays or noticeboards and T-shirts and fridge magnets. As with the logos, some noted that residents would be developing the materials. As part of their plans, some mentioned where they would distribute or display their publicity materials and this included at: '*prominent locations*' and '*hotspots*' which they had identified were frequently visited by residents; at schools, doctors' surgeries, churches, community halls, pubs, post offices, shops and businesses. Two Big Local areas' proposals mentioned the need for translation into community languages and one was considering addressing this by using a QR code that linked to a You Tube channel with information in different community languages.
- **Newsletters** (19 areas) – creating a newsletter to send out to residents to inform them and, in time, update them on progress with Big Local was a widely planned strategy. In four of the Big Local areas a newsletter already existed in which they intended to include information about Big Local. Residents were again often expected to be involved in writing the content and in distributing the newsletter to homes.
- **Websites** (16 areas) – some Big Local areas' proposals specifically mentioned that they planned to develop a website. Again, they sometimes planned to find a resident or young people in local schools, to create the site. As well as providing information, some websites would be hosting blogs or providing voting or online survey feedback mechanisms.

- **Social media** (29 areas) – in addition to using websites, the planned use of social media was widespread. The proposals from Big Local areas typically mentioned having a facebook page and also using Twitter to promote Big Local and related activities. This was sometimes intended to appeal particularly to younger residents.
- **Local media** (12 areas) – people in the Big Local areas planned to make best use of existing local media including local press and radio as well as local councils', schools' and housing associations' magazines.
- **Film making** (seven areas) – there were instances of areas proposing to use film-making for example to record a documentary of people's views, or to record differences in a location between day and night. In some cases they planned to create a DVD of the film so that it could be used to promote Big Local more widely.

Mobilise assets

Identifying local organisations and stakeholders who could support Big Local in getting started was widely proposed (32 areas). Some Big Local areas' proposals mentioned conducting a mapping or audit of local voluntary, community, statutory and private sector organisations that could assist while others had already identified specific organisations to work with. In general, they planned to mobilise their local assets to promote Big Local, to reach specific types of residents and to build on existing information, as detailed below.

- **To promote** – people in Big Local areas described their plans to link to various local voluntary and community sector organisations, elected members and statutory agencies (including the police and fire services, schools and libraries). They aimed to explain about Big Local to these organisations and individuals with the expectation that they would then 'cascade' the information to their clients and networks. As noted above, they also planned to make use of these organisations' existing newsletters, magazines and websites as well as the local authority's press office, in one instance.
- **To reach / engage** – local organisations were also seen as a conduit to engage with specific types of residents. It was common for proposals to mention a plan to work with schools and youth groups, including uniformed groups, to engage with children and young people. Sure Start and Children's Centres were also mentioned as a means of accessing parents and families. Older people were another target group that some Big Local areas planned to engage with through existing specialist organisations such as older people's forums, lunch clubs and sheltered housing providers. Organisations that focused on members of a specific ethnic group were also identified and churches and faith organisations were seen as a potential mechanism to engage with some residents. Finally, in one Big Local area there was a plan to connect with the local volunteer centre to access volunteers who could do outreach into the area.
- **To make use of information** – people in Big Local areas were aware of their assets, existing evidence and information. In addition to noting that the local authority would provide '*figures and statistics*' to assist with the profile and the plan, they also mentioned making use of evidence from other consultations and panels of residents run, for example, by the police or housing association.

To make best use of the residents as assets in the Big Local area, 21 proposals identified a need to provide some training for them. It was common for there to be a plan to conduct a skills audit to identify what training needs there were among residents. In addition, some Big Local areas had identified a need for training for their interim steering group or potential partnership members to

ensure that they had the confidence and skills to fulfil their role and, as one area expressed it, ‘to manage the £1 million award well’. The proposed training included training in communication skills, governance, running meetings and minute taking, project planning and management, participatory approaches, conflict management and challenging assumptions and first aid training.

Proposals also mentioned plans to train residents as community researchers to gather insights from other residents to inform the Big Local vision. In some cases, they planned to focus specifically on young people as community researchers as a means of engaging young people with Big Local. Similarly, in some Big Local areas there was a plan to train people from a range of communities within the area (such as Roma people, people living in privately rented accommodation and people from Eastern European communities) so that they could reach out into their communities.

Engaging residents by celebrating success

To gain participation of a diverse range of residents, one Big Local area planned to offer Community Awards and Star Talent Awards to celebrate residents. Local agencies and organisations would be invited to nominate people locally who had achieved any type of success in the community. These people would be celebrated at a Big Local event.

Reach out to residents

As well as making sure everyone knew about Big Local by promoting it widely, areas’ proposals often included strategies to reach out and engage residents.

Big Local events (36 areas) – events focused on Big Local were very frequently planned as a means of engaging with many residents. Some Big Local areas’ proposals outlined a planned programme of events – often aiming to target different types of residents or locations – while others had one event planned. Areas planned a wide variety of events to suit their local issues and needs. These can be categorised as follows.

- **Information sharing and celebration:** a number of social events were planned, that were ‘*fun activities that residents want to be part of that would engage people ‘who would never come into a meeting or a more formal consultation event’.* Examples included: summer fun days, fetes, a Christmas fayre, a curry and quiz night, pea and pie supper, Britain’s Got Talent and Stars in their Eyes events for the Big Local area and a ‘*gala launch*’.

Engaging residents with Big Local through an activity that also builds relationships between age groups

One area where residents were from many different ethnic and cultural backgrounds planned to hold a ‘multi cultural baking day and elders international tea party’. Young people from a range of cultures would cook their traditional foods together and then serve them to older people at the tea party. Alongside having fun and learning about different cultures, the event aimed to bring older and younger residents together. The hook of the tea party then provided an opportunity for residents to engage with Big Local.

- **Addressing an issue and engaging residents in conversation about Big Local at the same time:** people in some Big Local areas planned to offer an event that addressed an issue in the area and, using this as a hook to engage residents, then discuss Big Local and their views of their area. Examples of these events included:
 - a community skip day where a skip would be hired and the residents would help clear up and address fly tipping and their physical environment
 - creative activities to engage different people: Big Film – film making, Big Dance – street dance flash mobbing, Big Sing – mobile karaoke music making and Big Cook – cookery activities
 - an intergenerational multi-cultural baking day and tea party.
- **Simply addressing an issue:** people in some Big Local areas had already identified an issue in their area that they planned to hold events to begin to address through the Getting Started phase. These included:
 - the local further education college providing business advice for young people aged 16-24 at a café to encourage young entrepreneurs and address youth unemployment
 - a welfare reform advice event
 - taster sessions on identified themes such as healthy eating, CV surgery, business start up and skills such as manicuring and painting and decorating.

Hooking people in with a needed activity and then talking to them about Big Local

People identified that their area could be improved by cleaning up the estates and dealing with rubbish that had been fly tipped. They planned to hold a 'community skip day' where two skips would be placed centrally in two places in the area and residents invited to 'dump their rubbish in the skips'. This day aimed to address the need of removing rubbish, and show residents how they could benefit from Big Local but that it needs residents to be involved. It was also intended to provide an opportunity for the interim steering group members to talk to residents about Big Local and give out handouts.

Using existing events (16 areas) – as noted above, people in Big Local areas often intended to mobilise the assets they had. An example of doing so was using existing events as an opportunity to engage with residents about Big Local. It was common for areas' proposals to suggest '*piggy backing*' on established local events such as a carnival, Eid celebrations, school summer fete, summer fun days or local gala. As well as events, people in some Big Local areas expected to be able to use existing activities such as Sure Start stay and play sessions, neighbourhood forums and a '*late lounge*' for young people.

Outreach and resident-to-resident engagement (22 areas) – strategies to reach out to residents were widely planned. These approaches typically entailed resident volunteers engaging with other residents as '*word of mouth*' was seen as an effective means of communicating about Big Local, especially as not all residents are familiar with, or in a position to use, mobile phones or computers. Maximising the benefits of word of mouth, by specific individuals acting as 'Community Champions' was seen as a valuable way of getting a wide range of residents to engage with Big Local in their area. While people in many Big Local areas intended to take a door knocking approach, and some would have champions in the streets chatting to passers-by, in others, residents would give talks at places where other residents go such as schools and Sure

Start centres. In addition to resident-to-resident outreach, four areas' proposals mentioned their intention to use a bus or, in one case, a 1970s milk float, to enable them to be mobile and reach out to all parts of the Big Local area.

Physical location: (six areas) some planned to have a physical hub in the community where residents could drop in and find out about Big Local and share their ideas and feedback. Examples included a shop front, hiring a café for a day and opening an existing community facility that had been closed. By providing this drop-in facility, it was felt that residents who might be reluctant to speak in a meeting would be able to drop in when it suited them and add their ideas to an ideas board or suggestion box.

Give as many people as possible the opportunity to contribute their views

Following their plans to raise awareness of Big Local, areas' proposals indicate that they were keen to ensure that they provided opportunities for as many people to contribute their views as possible. The responses from 19 Big Local areas revealed that they typically intended to adopt one or more of the following approaches.

- **Surveys** – undertaking a questionnaire survey was a commonly planned approach and included doing so face to face, for example as part of the door knocking exercise, online, or a combination of the two.
- **Suggestion boxes and postcards** – an alternative to the survey, suggestion boxes at key locations were being used in a few Big Local areas. Some planned to produce a postcard that residents could send back with their ideas. In one area there was a plan to have a '*washing line of ideas*'.
- **Public meetings** – in some cases, Big Local areas planned for residents to express their views at public meetings.
- **Video** – using video (for example a video booth, video diaries, vox pops and young people filming the Big Local area to show what it is like to live there) was seen as a flexible means of getting people's feedback and also potentially less intimidating than some residents might find a public meeting to be.

Some Big Local areas' proposals specifically mentioned that this feedback would inform the development of the Big Local area profile or plan. In addition, some planned to hold special visioning exercises at events for residents, or to reflect the information gathered through the surveys, meetings and suggestion boxes, outlined above, and ask residents to 'vote' or rate the ideas. Some areas' proposals emphasised the need to make use of any existing evidence from prior consultations as a starting point, at least, for developing their profile and plan. As one expressed it: '*local residents have been consulted to death and their issues and concerns are well understood*'.

Using creative activities to engage residents who do not usually take part

To engage residents who might not attend meetings or events, one area planned a variety of creative activities that they anticipated would be more appealing to such residents. They planned to capture residents views of the area through a photography project; to use a film making project to show the vision of the area and at the same time bring residents with a variety of skills together (such as sewing, make up, writing and directing); and to do a snapshot diary of 24 hours in one part of the area.

Have a person to coordinate

A key feature of many proposals (24 areas) was planning to have a person to coordinate activity in the Big Local area, maintain momentum and ensure it remained on track. One proposal said that having a designated person would ensure '*a consistent and systematic approach can be used*'. It was most common to plan to pay a worker to fulfil this role. Where they gave a reason for having a paid worker, this was generally because the volunteer residents on the interim steering group did not have enough free time, for example where they worked full time, or did not have enough resources or experience to fulfil the role. In one Big Local area the intention to pay a worker arose from an aim of addressing local unemployment by employing '*an apprentice*'. The nature of the activities that the worker would be expected to undertake included:

- reaching out to a wide range of residents in the Big Local area – sometimes specifically more vulnerable individuals or the '*seldom heard*' which was noted in one area's proposal to have '*never happened in the area before*'
- mapping existing local organisations and contacting them
- administrative support such as arranging and facilitating meetings and taking minutes
- communications, including promoting Big Local through social media
- providing training, guidance and support to resident volunteers
- collating the vision and plan.

Have some 'quick wins'

Reflecting the plans of the first wave of Big Local areas, some in Wave 2 (14 areas) planned to have a small grants pot. This tended to be primarily to gain some tangible outcomes that residents could see. However it also had the benefit of potentially generating engagement as residents attending an event would have an opportunity to vote for which projects should be awarded the grant. In some Big Local areas, the intention was for the small grants to be awarded to community groups to engage their users and clients with Big Local or for residents to train as community researchers to consult with other residents.

Create or consolidate a partnership that is resident led

The final piece of the model typically adopted in Big Local areas was to develop a partnership of residents. In some cases, it was expected that the interim steering group, or the Community Champions or other residents involved in outreach, could evolve in time into the partnership. Alternatively, areas aimed to identify potential partnership members through the various activities, events and outreach work they had planned and in two areas, part of the role of the paid worker was to recruit residents to form the partnership.

The planned duration of these Getting Started activities, events and actions ranged from three months (one area) to 19 months (one area) but were typically seven months (eight areas) or nine months (seven areas). Typically, Big Local areas (37) intended to have completed their Getting Started activities by September 2013 and the latest end date, provided by one area, was April 2014.

2.4 How did they plan to reach residents?

In their proposals, Big Local areas outlined how they planned to reach and involve residents from a wide range of backgrounds, including those who do not usually participate. Their strategies entailed the following.

- **Making sure everything was accessible** (23 areas) – in their proposals, Big Local areas were often mindful of the need to reduce any barriers to residents getting engaged by ensuring that all activities, events, meetings and opportunities to share their views were as accessible as possible through the following.
 - **Varied times and locations:** they acknowledged that different residents have different availability, for example parents may have time during the school hours, older people may prefer not to go to an evening event or meeting. To achieve accessibility they explained that they aimed to vary the times and location to suit different residents. They also mentioned using locations that were familiar to, and trusted by, residents.
 - **Events and activities that appeal to different residents:** similarly, they often mentioned offering different types of activities and events that appeal to different people. For example an X factor style event for younger residents and smaller events for residents who might not feel confident to take part in a larger event.
 - **Varied mix of ways of communicating and gathering feedback:** some used a blend of communication in person, electronically and on paper to suit different residents' preferences for accessing information and providing their feedback. This was also intended to '*engage people in the way they feel comfortable*'. In some cases they took into consideration the need to provide easy to read information for people with learning difficulties or for whom English is an additional language, to provide translations into community languages, and to use film and social media as a means for residents to provide their views.
 - **Practical help:** in recognition of the difficulty for some people to get to events or activities, in some Big Local areas practical help would be offered to overcome this barrier by providing transport.
- **Using partners and specialists** (27 areas) – as noted above, people in Big Local areas sought to mobilise their assets in getting Big Local started. This included making use of partner and specialist organisations to reach a wide range of residents. As one proposal stated the '*role of stakeholders...is key in meeting with the most isolated in the community*'. While a second noted that Big Local is '*part of a much wider community support structure*' and there was value in making use of what is known already through this. The organisations identified in the proposals included the public sector (local authority, schools, libraries, police and health organisations), the voluntary and community sector and the private sector (including local traders and independent shops). As might be expected a wide range of organisations were identified across the Big Local areas including:
 - youth work organisations and youth clubs
 - children's centres, sure start centres, nursery and toddler groups
 - organisations working with older people such as lunch clubs, sheltered accommodation
 - housing associations
 - residents' associations
 - faith groups
 - organisations working with members of particular ethnic minority communities

- organisations working with other specific groups such as homeless people, people with disabilities and young carers.
- **Going to where people are** (14 areas) – as might be expected, given the widespread use of outreach approaches, in many Big Local areas the need to go to where residents are was emphasised, rather than expecting them to ‘*come to you*’. This approach included door knocking, making use of existing events that people will be attending, visiting where they go – schools, churches, community centres, pubs. Having a hub that is centrally located and using mobile methods such as a mobile Karaoke and a parade, to reach out to residents, were also identified as methods that were planned to involve residents from a wide range of backgrounds.
- **Monitoring and reviewing who they were reaching** (15 areas) – some Big Local areas’ proposals noted that they would undertake some research or an audit to identify types of residents that were currently under-represented, and some had already done so. They then intended to develop a plan to target them, including using one of the strategies outlined above. In some cases, they intended to monitor the extent to which they were successful in achieving this. In the two areas that planned to do this, the intention was to record details of the streets where they lived, and other information such as age and gender, to assess whether some residents continued to be under-represented.

Generating some income and gaining commitment from residents by charging a small amount

In one area people intended to charge a small amount of money for day trips and for refreshments at events. The amounts (ranging from five pence to two pounds) were designed to be affordable to remove a cost barrier to taking part in a trip, for example, and ensure that all parts of the community would be able to participate. It also aimed to ‘*promote there being a value to things and to sow the seed for future events that things will often need to be charged for*’.

2.5 Who would be delivering the activities?

One of the key components of getting started across the Big Local areas, noted above, was to mobilise their assets. Their intention to do so is reflected in the wide variety of different organisations and individuals that Big Local areas identified that would be delivering the activities outlined in the earlier sections. The five most widely identified were:

- volunteer residents (27 areas)
- locally trusted organisation (18 areas)
- voluntary and community sector organisations (17 areas)
- paid worker (14 areas)
- local authority (including county and borough councils) (13 areas).

Schools and businesses were also often mentioned (seven areas and five areas respectively). A wide range of other types of organisations were mentioned by up to three areas in each case. These included, for example, housing associations, training organisations, social enterprises, neighbourhood watch and residents’ associations.

2.6 Summary

In summary, in many respects, the Wave 2 Big Local areas did not differ significantly in their approach to Getting Started. Similarly to Wave 1 Big Local areas, they planned to use a range of methods to make sure everyone knew about Big Local and tended to use a blend of electronic methods (website, social media and film) alongside more 'traditional' methods (leaflets, newsletters and banners). Their solutions to reaching out to a wide range of residents were also similar to Wave 1 areas'. They recognised the value of outreach, of residents talking to other residents and of mobilising the assets of existing specialist organisations and partners to reach specific types of residents in the Big Local area.

While the use of small grants as '*quick wins*' was less common than had been the case among Wave 1 areas, having a paid worker to coordinate and maintain momentum continued to be a widely used approach.

3. Who are the locally trusted organisations and what is their role?

Each Big Local area was required to select a locally trusted organisation for the primary purpose of administering Big Local funding. More specifically, their basic responsibilities include distributing funding in line with the Big Local area's priorities, working with the residents involved in Big Local to agree processes for distributing funding, ensuring decisions relating to funding are transparent and reporting to the interim steering group and Local Trust.⁵ Locally trusted organisations offered additional benefits such as expertise and contacts. Big Local areas may change their locally trusted organisation throughout the lifespan of the project depending on the needs of the people involved in Big Local in the area and, in time, the needs of their Big Local plan.

3.1 What types of organisations are the locally trusted organisations?

Table 3.1 shows the types of organisations that 44 of the Wave 2 areas selected as their locally trusted organisation. It was most common for a local charity to be the locally trusted organisation. Councils for Voluntary Service were the second most common type of organisation to be fulfilling the role. Although it was less common, other types of organisation that fulfilled the role included housing associations, Local Authorities (including county and parish councils), non-charitable organisations and schools. This reflects the types of organisations that the Wave 1 areas had selected as their locally trusted organisations where local charities and CVS were the two most common, followed by housing associations, and there were instances of the other types of organisation but these were less common.

Table 3.1: Types of locally trusted organisations

Category	Number of areas
Other local charity (not CVS)	18
CVS	12
Housing association / ALMO	5
Local Authority (council)	4
Other local non-charitable organisation (for example private sector)	3
Other local public sector organisation (for example school)	2
Total	44

Source: *Getting Started proposals*. Categories assigned, not provided by areas.

3.2 How were the locally trusted organisations selected?

The approach to selecting the locally trusted organisations, and the reasons for their selection, were outlined in the *Getting Started proposals*. Analysis of this suggests that two different models were adopted in Big Local areas as follows:

- one organisation was proposed and agreed
- more than one organisation was nominated, or invited to express interest, followed by a selection process.⁶

⁵ Getting People Involved round 2 guidance available: <http://www.localtrust.org.uk/big-local/resources/>

⁶ In five areas the process for selecting the locally trusted organisation was not clear

There were variations within these approaches in relation to how they were identified or nominated and by whom, and who was involved in agreeing, as discussed below.

One organisation proposed and agreed – in 20 Big Local areas it appears that one organisation was identified as a potential locally trusted organisation and this was then agreed. Where details were provided in the proposals the people or organisations who nominated the potential locally trusted organisation were:

- the Local Authority
- the rep
- a group of local agencies such as a Housing Association, Local Authority, Community Foundation, local businesses and voluntary and community sector organisations and charities such as the Rotary Club
- the interim steering group including residents.

The nominated locally trusted organisation was then agreed typically at an interim steering group meeting, or a meeting of residents.

More than one organisation nominated or invited to express interest, followed by a selection process – 19 Big Local areas had adopted an approach where more than one organisation was nominated or invited to express an interest and a selection process followed to agree the locally trusted organisation. The organisations were identified by one or a combination of the following:

- the rep approaching local organisations who could be appropriate for the role
- residents nominating local organisations at a meeting
- local agencies such as the Local Authority suggesting potential organisations
- an open invitation to local organisations to apply.

Typically, between two and four organisations were considered. In some cases, once they had more information about the role and what it would entail, organisations withdrew leaving only one possibility which then became the locally trusted organisation. This was usually 'endorsed' at a meeting of residents or by the interim steering group. Where a selection process was needed, generally the different organisations were considered by the interim steering group and decided by a vote. Some Big Local areas reported that they interviewed potential locally trusted organisations, or asked follow up questions or requested the applicants to provide a brief summary of their organisation for consideration.

The proposals outlined the reasons why the locally trusted organisation was selected. The main reasons mirrored the reasons given by Wave 1 Big Local areas and included the following.

- **The organisation's existing experience and 'track record' in the Big Local area** was mentioned in 23 areas' proposals. In addition to their general experience in the area, in some instances the reputation of the organisation for '*for getting things done*' and for '*doing what we promise*'. In one area, the experience of the organisation of working with '*diverse communities*' was one of the aspects of their existing experience that was given as a reason for their selection.
- **The organisation's connections and local networks** was a consideration mentioned in 14 areas' proposals. For example, the chosen organisation was said to have '*good reach*' or '*good profile with local groups*'.
- **Being known and trusted by local residents** was highlighted in nine areas' proposals.

- **Their financial management experience** was specifically mentioned in seven areas' proposals. Although it is likely that this was a key consideration in every Big Local area, in these proposals, the openness and transparency and the financial stability of the organisation were sometimes specifically mentioned.
- **Being located within the Big Local area** was a reason for selection mentioned in seven areas' proposals. In one area, the organisation was run by volunteers who lived or worked in the area.
- **Being independent of the community** was mentioned in six areas' proposals. In contrast to being located in the area, for these areas it was important that the locally trusted organisation was independent and '*impartial*' or '*neutral*'.

In addition, seven Big Local areas mentioned that the locally trusted organisation had been involved in the initial stages of setting up Big Local in the area.

3.3 What role did the rep play in developing the proposal?

The reps had provided support to residents and locally trusted organisations in the Big Local areas in initiating and instigating Big Local in their communities. They also supported people in the Big Local area to develop their Getting Started proposals.

In their reflections on the role of the rep, recorded in their proposals, it was apparent that the reps had provided invaluable advice and guidance about Big Local in general and about developing the proposal specifically. One described this role as the rep advising them on their '*interpretation of the rules*'. As part of providing guidance on completing the proposal, reps had given examples of others' proposals and, in a few instances, had contributed to drafting the proposal. They had helped to solve specific issues such as how to get young people involved, how to '*employ a worker*' and identified specific people who could help, such as a visual-minuting expert.

The reps had provided guidance by signposting residents and the locally trusted organisation towards other areas that had already started on their Big Local journey '*so we can look at the success of their ideas*' and to Local Trust's website.

Reps had undertaken a number of different roles including:

- attending meetings and events, such as interim steering group meetings or information giving events
- presenting at meetings, particularly in the early stages explaining about Big Local
- chairing or leading meetings
- running workshops or facilitating sessions such as a session to collect ideas for the Big Local area's priorities
- helping to broker relationships between local organisations
- providing ideas and suggestions on possible actions and activities for Getting Started.

In some cases, it appeared that they had undertaken a more active role in instigating Big Local in an area. For example, in seven areas it was noted that the rep had identified key local organisations. These tended to be VCS and statutory organisations but included local businesses, parish councils and residents.

The rep's approach was sometimes referred to as a '*critical friend*' and, typically, the reps were said to balance being helpful with not influencing what residents and the trusted organisation aimed for, as the following quotes illustrate:

'our rep has been extremely helpful without trying to influence the panel into decision making'

'thankfully [rep] has not prescribed the way forward but has helped us to make the first steps on our exciting Big Local journey'

'seeds have been planted by [rep] and projects have altered slightly after due discussions and thought'.

4. Are Big Local areas resident led?

The analysis of the proposals from the Wave 1 Big Local areas for their Getting People Involved round 2 funding suggested that, at that stage, areas had or were developing three levels of engagement with residents. These may have occurred separately or in conjunction and could be characterised as:

- **resident led** – where residents had an active role in decision-making and budget management
- **resident involved** – where residents were actively engaged in outreach to other residents, in interactive promotion of Big Local and in developing the vision
- **resident informed** – where the focus was on informing residents and providing information.

The Getting Started proposals may have been written by a range of different people including representatives of the locally trusted organisation, a worker in the Big Local area paid to support implementation of Big Local or by a resident or other member of the interim steering group. The content and style of the proposals may, therefore, be different for different types of author. This is worth taking into consideration when exploring how far the Big Local areas appear to be resident led at this stage. Nevertheless, analysis of the proposals from the Wave 2 areas suggests that areas were either resident led from the start or were working towards becoming so, as outlined below.

4.1 What does it look like when a Big Local area is resident led?

When a Big Local area is resident led it would be expected for residents to be leading and to be actively involved in directing and decision making. However, this may be an aim to aspire to, rather than something that is in place at the beginning of Getting Started. Some areas may start with residents who are already actively involved in community activity and action while in other areas this may not be the case and the focus initially would be on supporting residents to become more involved.

The language in which the proposals were written varies and may give some insight into the extent to which the Big Local area is resident led. For example, some proposals say:

'residents will have the opportunity to feed into the local vision'

'we will be working towards empowering residents'

'...will be presented back to the community'.

This suggests that an overseeing organisation (for example the locally trusted organisation) was leading at the point of submitting the Getting Started proposal and were progressing towards being resident led at the stage of submitting their proposal but that residents were not yet in the lead. In contrast, other proposals say:

'...residents from community groups are already involved. There are small sub-groups looking at job packs for the co-ordinators, setting the budget and preparing the proposal'

'the steering group is made up of local residents, it is them who have agreed how the money is going to be spent. Also all the workshops, consultations and meetings have and will continue being run by local residents'

'...at that point the agencies took a back seat as residents worked with the Big Local rep to develop a core group and start to develop a consultation process and appoint the trusted local organisation...residents are making all key decisions on developing the timeline and actions to be taken...'

Overall, the content of the Getting Started proposals suggest that, on the whole, that Wave 2 Big Local areas have started by being resident led. In 28 of the 44 areas, residents were specifically said to have been involved in selecting the locally trusted organisations. As noted earlier, in some cases residents had been involved in identifying possible organisations to fulfil this role and then selecting from these while, in others, they had selected from a short list identified by, for example the rep. In four Big Local areas the residents were said to have 'endorsed' the selected trusted organisation and in six, it was not evident in the proposal that residents had been involved in the selection. In one of these areas, it was noted that there was no '*capacity*' among local residents to lead Big Local.

Residents were also involved in, or leading, the interim steering groups established to run Big Local until the formal partnership was set up. In 27 areas, residents were said to be represented on the steering groups and in some (two areas) 90 per cent of the interim steering group were residents and in one the group was '*exclusively*' residents. In addition, five of the areas with residents involved in steering groups specifically mentioned that residents had budget control, although this is likely to have been more common but not specified.

In addition to being involved in the overall direction and decision making, 29 areas' proposals mentioned that residents would be involved in the delivery of Big Local. Some had already identified the type of activity residents would be doing which included:

- **Outreach and '*spreading the message*'** – residents would be involved in raising awareness and getting feedback from other residents through, for example, door knocking or managing a '*drop-in*' for residents. These residents were sometimes referred to as '*champions*' or, in one area, '*superstars*'
- **Creating and maintaining a website** – it was anticipated that residents would develop and maintain a website for Big Local and some of these areas specifically aimed to ask young residents to undertake this role
- **Developing a logo** – similarly areas expected residents to develop a logo and one planned to ask children who were residents to do so
- **Community researchers** – proposals from some Big Local areas included a plan to train residents as community researchers who could gather the views of other residents during the Getting Started phase.

Other ways in which residents would be involved in delivery, included assisting at events, creating and delivering a Big Local newsletter, producing a job pack and '*recruiting*' a coordinator. In one area, residents would be trained in Asset Based Community Development which takes an approach that focuses on the assets a community or person has, rather than what is missing.⁷

It was evident that some Big Local areas had considered the capacity of residents to contribute to delivering Big Local and this was the reason why they were planning for a Community Development Worker to deliver the activities and events outlined in their Getting Started proposals. As stated in one proposal: '*all members on our community partnership either work full*

⁷ <http://www.altogetherbetter.org.uk/Data/Sites/1/5-assetbasedcommunitydevelopment.pdf>

time or are unable to support with many hours of work. Two other areas were ensuring that there were a range of different tasks and roles to suit people with different amounts of time to give.

While the proposals from some Big Local areas suggest that they had characteristics of being resident led to a great extent when they submitted their proposals, other areas were progressing towards this and aimed to become more resident led in future. For example, seven areas mentioned that they would be seeking increased involvement from residents as one put it *'recruiting residents'*. In two, a resident led approach was evolving. For example, in one, local agencies had instigated getting residents together and were then able to *'take a back seat'* as the residents started to take it forward. In a second area, an initial *'workshop'* was organised by the council and led by the rep to help initiate residents' involvement.

5. What are the key themes emerging?

The key themes and issues emerging from this analysis of Wave 2 areas' proposals are outlined below.

The detail varies by area but there is a broadly common approach

Although Big Local areas developed unique solutions to their unique situations, there were common strands to their overall approach or model. In general, areas included some action or activities related to each of the following.

- **Make sure everyone knows about Big Local** – raising awareness was a key initial priority to spread the message widely.
- **Mobilise your assets** – areas typically made use of what they already had whether this was people, networks or physical assets such as community centres. For some this was organic while others took a more structured approach of mapping what was already in existence in the area.
- **Reach out to people** – residents in areas realised people who do not usually get involved might not come to them so they often adopted outreach strategies through a variety of means to target getting the message out, alongside the widespread promotion noted above.
- **Give as many people as possible the opportunity to contribute their views** – residents in areas recognised the need to ensure that other residents were not inhibited in being able to express their views by the means of providing feedback or the timing or location of doing so. They typically planned to adopt a range of approaches to maximise the likelihood of residents being able to engage.
- **Have a person to coordinate** – it was common for areas to note the need for a person to coordinate activity, maintain momentum and communicate about Big Local and they often allocated some of their budget to doing so.
- **Have some 'quick wins'** – while not every area did so, many felt that there was a benefit in having a small grants pot available so that people and organisations in the Big Local area could apply for funds to undertake tangible activities that residents could see and demonstrate the difference Big Local was already making in their area.
- **Create or consolidate a partnership that is residents led** – to a great extent, the Getting Started activities were also about working towards establishing a Big Local partnership of engaged residents that could represent a wide variety of residents.

How areas choose to spend their funding is broadly the same as in Wave 1 areas

The main areas where Wave 2 areas were allocating their funds did not differ noticeably from the Wave 1 areas in terms of the overall hierarchy. Although there were some differences in the proportions allocated to different elements, it was evident that paying a worker, events and marketing and communications remained the elements where the majority of the funds were allocated. This suggests that across the Wave 1 and 2 areas, the priorities for targeting Getting Started funding were similar.

There is potential to impact on the Big Local outcomes through the Getting Started activity

This report drew on the Big Local areas' proposed approaches to Getting Started. The outcomes of these activities, events and actions are not yet evident but it is possible to surmise from their proposals some of the potential outcomes of Getting Started which can then be explored further

through analysis of their end of funding reports in due course. If the areas undertake the activities, events and actions detailed in their proposals, they have potential to:

- **Help to connect residents in Big Local areas** – the focus on getting people involved who do not usually participate is leading residents and organisations in areas to proactively think of how to target a wide range of residents. It is common for residents to be undertaking out reach to other residents, for activities to be offered that might appeal to different residents as a hook to get them to talk about Big Local and fun event to bring the community together and increase the likelihood of interaction. All of these have the potential to enhance connections between residents in communities.
- **Helps Big Local areas attract further funding** – about half the areas said they had attracted, or expected to attract matched funding. In time the relationship with other funders that they have been instigated through their relationship with Big local could become established leading to further funding.
- **Helps the VCSE sector to work better together** – many areas were planning to make use of existing partners and specialist organisations to support them to reach out to all sections of the residents in their area which may, in time, enhance and cement relationship between different organisations within the area. In addition, the process of developing the Getting Started proposal had resulted in people in some areas making links and connections between different VCSE organisations and working in partnership.
- **Makes the most of community assets** – there were indications of areas taking an asset based approach to Big Local. Whether they organically identified the assets in their area that fitted naturally with their plan for Getting Started, or intended to do a more structured mapping of what was available in their area that could contribute to Big Local through the Getting Started process, areas were wary of '*reinventing the wheel*' and planned to mobilise and make use of what they already had whether it was a physical asset (such as using some of the funding to open an existing community centre), human resources (resident to resident outreach) or existing organisations with expertise (schools and youth services to reach young people).
- **Builds capacity** – the number of areas' proposals that said they would provide training for residents in the area, typically to manage the process or for research suggests that there is potential for the Big Local outcome of 'people will have increased skills and confidence, so that they continue to identify and respond to needs in the future'.

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