IVAR Institute for Voluntary Action Research

Big Local Annual Learning Review 2013-14:

Final report

4th September, 2014

Contents

Introduction

This review sets out the findings of the third Annual Review of Big Local. It draws on data collected in the year April 2013 to March 2014 by Local Trust and partners in order to report on progress towards the Big Local aim and outcomes, as well as to reflect on what has been learnt during the year and the implications for the coming years. It is based on records kept by Local Trust and partners during the year and interviews with Local Trust and partners (who are generally referred to as respondents throughout).

Box 1: Aim and outcomes for Big Local

Ultimate aim of Big Local

People are connected, people have choices and people are supported to achieve lasting change in the places where they live.

Big Local outcomes

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

Source: Local Trust (2012) *Big Local Theory of change framework,* London: Local Trust, dated 19 September 2012.

As well as reporting on general progress in Chapter One, this report provides specific data on three issues identified by Local Trust. These are:

Chapter Two: Match funding and in-kind support to Big Local areas:

- Where is this coming up?

- What do we know about its nature and extent in 2013-14?
- What aspect of this might benefit from primary research?

Chapter Three: How Big Local areas are accessing learning and support:

- What can we learn about who is accessing learning and support?
- Why this is the case?
- How are they benefiting from and using what they learn?

Chapter Four: Partnerships:

- How are they structured?
- Who is on them?

Appendix One lists data used for each chapter.
Appendix Two lists data used by source.

Chapter One: Accessing funding and support

Key points

- This is the first full year with all three waves operating.
- Local Trust distributed over £5 million to areas during the year, with a further £2 million plus due to areas with endorsed plans.
- A further £602,500 was given to residents in Big Local areas as Star People awards.
- Most **wave one** areas had their plans and partnerships endorsed by the end of the year.
- **Wave two** areas were moving from Getting Started through to having plans and partnerships endorsed.
- All **wave three** areas had accessed their Getting Started funding during the year and some had achieved partnership status by the end of the year.
- Reps committed most days to wave one, although they provided more support to wave two as the year went on and their partnerships/plans were submitted for endorsement.

Accessing funding

There are a series of funding pots that local areas can access as they move toward agreeing their plan. These are:

- Getting Started or Getting People Involved funding (£20,000 per area)
- Pathway Funding (up to £18,000 per area) to help areas maintain momentum while they are forming their partnership and developing their plan
- Plan funding (up to £2,000) – to pay someone to write, film or record the plan or run training for residents

- The Big Local Plan – once the plan is endorsed by Local Trust, areas can begin to access their £1 million; this includes 5% of their total annual spend towards partnership running costs or grant administration
- The Big Local marketplace – once the plan is signed off, areas can access up to £2,250 per annum in addition to the £1 million to pay for activities and support with training and development.

Additional funding is also available through the Star People awards.

The 2012-13 Annual Learning Review assessed progress through the Pathway.[1] It told us that **wave one** areas were beginning to have their partnerships and plans endorsed by Local Trust, whilst **wave two** areas had begun accessing Getting Started funding. **Wave three** areas were announced in the final quarter of that year.

Table 1 shows how areas have accessed funding during 2013-14.

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[1] During its initial years, guidance to Big Local areas referred to a 'pathway' that areas would follow – from Getting Started and Getting People involved, through to forming a partnership and agreeing a Big Local Plan and, in last year's Annual Review, we referred explicitly to the idea of 'progress' along this pathway. But, as we reported there, in many areas progress along the pathway was not linear and this language is now rarely used. While the pathway description helped to explain the process as a journey – and it was important to focus on the journey at an earlier stage in the development of the Programme - Local Trust does not want areas to feel judged if they go back to an earlier stage, e.g. Getting People Involved. The emphasis now is more on seeing development as a dynamic and non-linear process.

Table 1: Funding accessed by areas in 2013-4

Available funding		GPI/ Getting Started[2] *(£20,000 available)*	Pathway Funding *(up to £18,000)*	Creating a Plan Funding *(up to £2000)*	The Big Local Plan *(£1 million)*	The Big Local Marketplace *(up to £2,250)*	Area admin	Total per wave
Wave one	Areas accessing funds	1	15	15	33	2	31	43
	Total funding accessed	£14,151	£195,901	£28,997	£3,181,077	£3,540	158,168	£3,581,840
Wave two	Areas accessing funds	13	17	19	7	0	7	34
	Total funding accessed	£182,164	£209,398	£34,086	£642,514	£0	£32,126	£1,100,288
Wave three	Areas accessing funds	50	3	4	1	0	1	50
	Total funding accessed	£938,891	£51,662	£7,904	£136,650	£0	£6,833	£1,141,940
Total accessing funds		64	35	38	41	2	39	127
Total funds accessed		£1,135,206	£456, 967	£70,987	£3,960,241	£3,540.00	£197,127	£5,824,068

[2] This includes GPI Round 2[2] (and unclaimed GPI1) and Getting Started funding

This shows that, during 2013-14:

- Getting People Involved and Getting Started funding had been accessed by 64 areas (a total of £1,135,206)
- Pathway funding had been accessed by 35 areas (a total of £456,967)
- Creating Your Big Local Plan funding had been accessed by 38 areas (a total of £70,987)
- 30 Big Local plans were endorsed by Local Trust (with a total of nearly £4 million released during the year).

A further £2,063,486 of endorsed funding was due to areas with endorsed plans, while two areas had begun to spend their marketplace funding. Big Local also spent £20,816 on community travel and childcare costs.

By the end of the 2013-14, this means that:

- all areas had accessed Getting Started/Getting People Involved funding
- over a quarter of all areas (41) had their plans endorsed by Local Trust, adding this year's 30 to the 11 endorsed last year.

We also know from Big Local Community that Local Trust endorsed 50 Big Local partnerships during the year, 32 in wave one, 15 in wave two and three in wave three.

Overall, Local Trust report that 90% of the Big Local funding went into areas as funding or support, 7% for learning and training and 2% on management costs.

It is clear from the above account that progress towards the plan is not expected to be linear and that areas will go at different speeds. Nor does the release of funding mean that all the money will be spent by areas during the year. Indeed, spend has been slower than expected. But there are key expected milestones, which act as an alert mechanism if an area isn't going through them and not

spending the money is one of these. Although some areas perhaps remain too cautious, Local Trust sense that attitudes toward spend are changing as areas gain experience. Nonetheless, the priority for Local Trust now is on moving from process to delivery and the message is that there will need to be more focus on spend.

Star People awards

Star People awards were given in 94 areas in 2013-14 – nearly two-thirds of the total number of areas and two-thirds of the amount allocated by UnLtd. Table 2 shows the number and value of Star People awards given by UnLtd in 2013-4, while Figure 1 breaks this down by region, with the North West getting the highest number. Table 3 combines the number of Star People awards by region with the number of areas accessing Big Local funds.

Table 2: Star People awards given in 2013-4[3]

	Try It	Do It	Build It
Number	97	164	11
Value per award	up to £500	up to £5000	up to £15,000

Figure 1: UnLtd Star People awards by region

UNLTD STAR PEOPLE BY REGION

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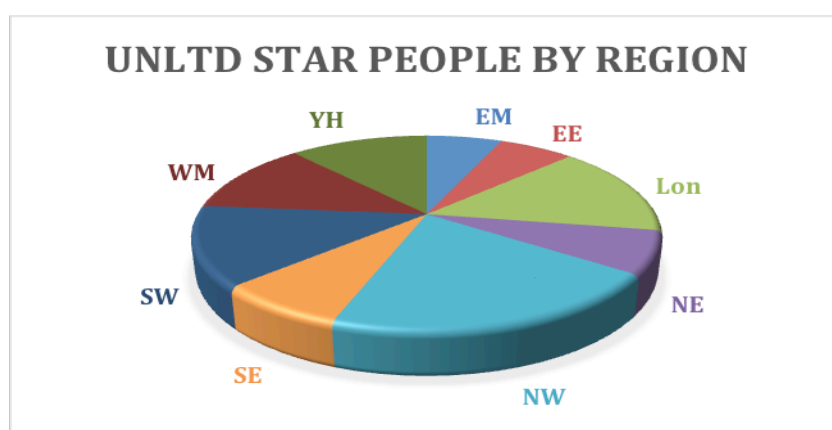
[3] In addition to the figures in Table 2 UnLtd also provided support and training. This includes £11,320 on networking events and training days for partners; £2,352 on training days for award winners; and in-kind pro-bono support to many award winners.

Table 3: Access to funding by region

	UnLtd Star People	UnLtd Local Economy Pilot application	Pathway funding application	Local Marketplace funding	Getting Started/ Getting People Involved	Creating a Big Local Plan	Plans endorsed by LT in 2013-14	Partnerships endorsed by LT in 2013-14
EM	31	1	4	0	6	6	4	5
EE	31	2	1	1	3	2	4	3
Lon	74	5	7	0	14	4	8	10
NE	35	0	4	0	3	4	4	3
NW	102	2	4	0	13	6	6	6
SE	38	2	5	0	9	4	5	5
SW	65	3	3	0	4	3	2	5
WM	59	1	2	0	7	6	2	5
YH	57	4	8	1	6	3	6	8
Total	492	20	38	2	65	38	41	50

As Table 3 shows, there has been considerable success in identifying candidates for Try It and Do It awards, but it is taking longer to move to the Build It stage: UnLtd speak of '*a sort of plateau effect in some of their award levels'.* The challenge now is to move further on growing ideas and encouraging genuine innovation. However, UnLtd affirm the importance of taking risks and this will mean that there will still be a fair number of ideas that do not take off.

There is also potential for contracts with local authorities:

> *'For example, in Birmingham a group from the Try it and Build It awards have been commissioned by their LA to deliver their services with young people. This is an example of creating jobs and opportunities.'*

What is in the plans?

Table 4 summarises the issues that featured in the plans endorsed in 2013-4.

Table 4: The issues that areas plan to address

Open spaces/environment	**32**
Cohesion/leisure	**28**
Young people/children	**25**
Training/learning	**23**
Community buildings/facilities	**21**
Prosperity/economic/employment	**20**
Capacity building/social investment/community chest	**18**
Elderly/vulnerable	**13**
Crime/safety	**13**
Health	**13**
Poverty/welfare support/financial exclusion	**9**

Families	8
Intergenerational	6
Transport	4
Housing	4
Heritage	4
Marginalised people	3
Digital access/Inclusion	2
Raising aspirations	3
Energy saving	1

The top three priorities presented in Big Local area plans are: open spaces/environment; cohesion/leisure; and young people/children. Areas approach these themes in varying ways. In relation to open spaces/environment, the Living Space project has talked about the need to move to a language of people and places. **Barnfield**, for example, discuss public spaces more broadly and is aiming to establish *'a better use of outside space across the whole estate'* as well as the creation of a *'new purpose built, sports facility on the estate'.* **Winterton** focuses on how to transform existing public spaces by *'making them cleaner, more attractive and user friendly for community enjoyment',* for example tree planting. **East Cosely** approach the priority of open spaces/environment with a focus on *'creating common spaces'* through shared activities. They aim to *'develop a flower zone, grow fruit trees and vegetables in public spaces for everyone to share,* [and] *open up landlocked spaces for new allotments'.*

The theme of cohesion/leisure varies according to area needs and location. The focus of **East Cleveland Villages** for this theme is specific to its rural location. They want to encourage *'communications in and among all village groups, who promote ongoing activities or are central to community cohesion'.* **East Cosely**, meanwhile, which is located in the Dudley Metropolitan Borough, aims to share time and skills through *'a single parents child minding service'* and setting up a *'neighbourhood resource exchange system'.*

The third most frequently occurring topic is young people/children. A number of areas such as **Leeming Aycliffe** and **William Morris** consider intergenerational activities to be crucial. **William Morris** aim to involve young and older people in facilitating events together:

> *'We will encourage and support local festivals, particularly those that engage people from across the generations and the community …'*

Leeming Aycliffe plans to improve young people's lives through particular activities:

> *'Support the development of a younger generation who are both inspired and inspirational, who feel they belong to and respect their community, who have increased self-esteem and are encouraged and feel able to make a positive contribution. This vision will be achieved through supporting initiatives that:*
>
> - *involve children at an early age in community based activity*
> - *promote intergenerational activity*
> - *increase awareness and understanding of the needs of young people …'*

Other areas are addressing specific issues related to young people in their areas. For example, **South Bermondsey** aims to tackle existing friction between young people on different estates. They plan to *'introduce an activity programme on the estates and train local people to act as youth workers to sustain the programme'.*

Prosperity/economic/employment issues are mentioned in 20 plans. Both UnLtd and Small Change reported increased interest in social enterprise and social investment, the latter reinforced by the appointment and training of 14 social investment reps. Events run by Small Change in most areas and the learning events discussed in Chapter 3 mean that social investment is on the agenda in

these areas. The first credit union due diligence assessment was completed during 2013-4 and State Aid and Programme Related Investment assessments have been developed and completed for Ipswich and Suffolk Credit Union. The emphasis is now shifting from talking about social investment to focussing on 'local economics', with social investment as a strategy within it.

Access to rep support

In their Q3 report, Renaisi explain that the work reps carry out varies according to the wave the area is in. Thus, reps working with wave one areas have a '*notable emphasis on encouraging partnerships to become more outward looking – encouraging residents to attend events, and build alliances*'. For wave two, the emphasis is on '*supporting local areas to work through and resolve the challenges of building new partnerships, structures and relationships*'; and for wave three, reps report '*a wide range of activities, from taking minutes, to advising on different approaches to community development, emphasising their facilitative and mobilising role*'.

In their quarterly reports, reps tally the number of days they have worked with each area.[4] In the Renaisi reports this data is organised into three bands: 0-4 days; 5-9 days; and more than 10 days. Table 5 and Figure 2 below summarise the proportion falling into each band by wave and by quarter. For example, in Quarter 4, 17% of reps reported that they gave wave two ten or more days support compared with just 8% in Quarter 1. In Quarter 4, 6% of reps spent ten days or more with wave one areas – during this quarter, according to Big Local Community, Local Trust endorsed 11 partnerships and 10 plans, the busiest wave one quarter.

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[4] In 2012-3 and in the first quarter of this year, rep data gave an indication of progress along the Pathway. Since then, reports have been based on number of days spent supporting each area, which is then cross-referenced by Renaisi with the work carried out. Renaisi reports amalgamate these numbers so while it is possible to break down the time spent into three bands (0-4; 5-9; 10 or more), it is not possible to give a precise average of rep days spent with each wave each quarter.

Overall, reps gave more time to waves two and three, indicating the growing independence of wave one and the willingness to progress from waves two and three. As might be expected, reps committed the most days to wave three areas, which were in the process of Getting Started. By Quarter 4, however, the proportion of wave three areas receiving more than 10 days' support almost halved, perhaps because the majority had received their Getting Started funds. The number of days of support reported for wave two increased during the second, third and fourth quarters. This tallies with a small increase in documents submitted for endorsement.

Table 5: Number of days support provided by wave and quarter

0-4 days' support				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Wave 1	68%	66%	62%	65%
Wave 2	52%	46%	40%	60%
Wave 3	8%	12%	20%	28%
5-9 days' support				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Wave 1	28%	30%	36%	30%
Wave 2	38%	44%	44%	24%
Wave 3	46%	52%	46%	52%
More than 10 days' support				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Wave 1	4%	4%	2%	6%
Wave 2	8%	10%	16%	17%
Wave 3	46%	36%	34%	18%

Source: Renaisi synthesis reports to Local Trust

Figure 2: Rep support overview

0-4 days' support

	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Wave 1	68%	66%	62%	65%
Wave 2	52%	46%	40%	60%
Wave 3	8%	12%	20%	28%

5-9 days' support

	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Wave 1	28%	30%	36%	30%
Wave 2	38%	44%	44%	24%
Wave 3	46%	52%	46%	52%

More than 10 days' support

	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Wave 1	4%	4%	2%	6%
Wave 2	8%	10%	16%	18%
Wave 3	46%	36%	34%	18%
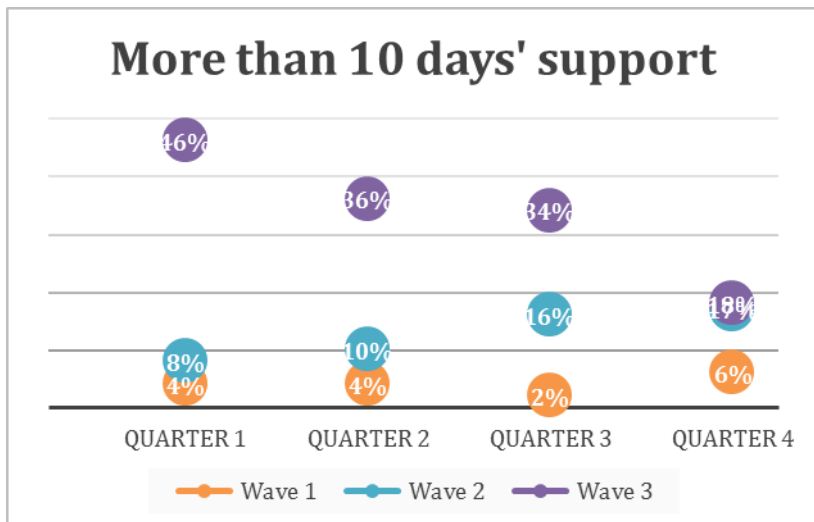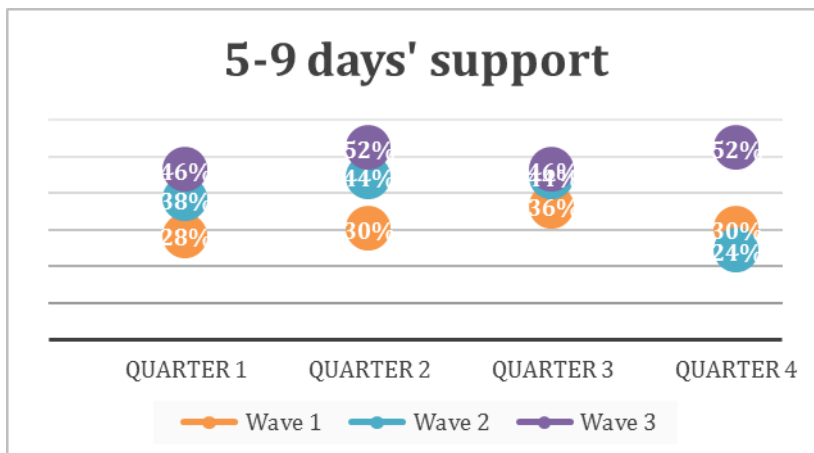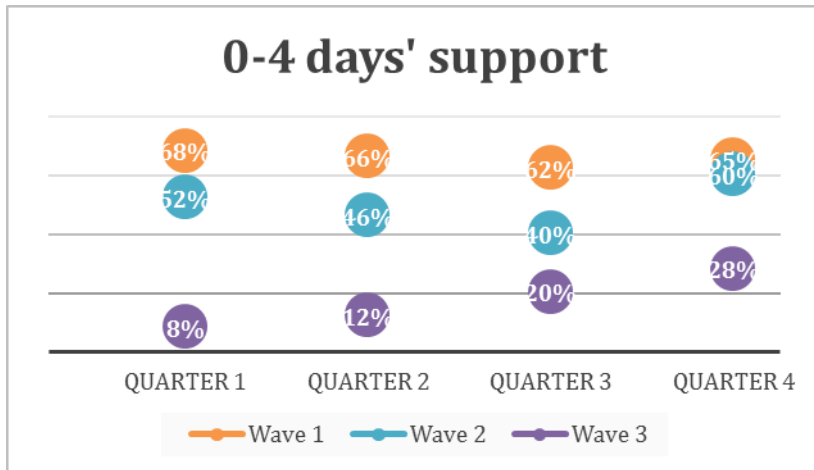
Source: Local Trust/Big Local Community

Additional support and rep transfers

During 2013-14, rep reviews were carried out by Renaisi in most areas in discussion with local area partnerships. The number of reviews increased during the year. This might be expected as an increasing number of wave one and two areas have had their plans and partnerships endorsed. (Renaisi have recently introduced a self-assessment framework for reps.)

Table 6: Rep review by wave

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Completed	0	8	5	5
In discussion	0	5	8	22
Coming up in the next few months	21	10	20	18

Source: Renaisi quarterly reports to Local Trust

The quarterly reports do not tell us whether areas kept or changed their reps, but we do know that, according to Renaisi, changes '*can be triggered when the area is close to completing their plan and their partnership is formed, or the rep is looking to move on/circumstances have changed'* (Q1 Summary report).

Overall, the relationship with reps appears to be working well in most areas. In a very small number of cases there have been performance issues; for some, there has been a mismatch between the area and the rep:

> *'Sometimes personalities simply don't mix - it's not necessarily that the rep is doing anything wrong - they are just not the right person for that area'.*

Nonetheless, dealing with complaints about reps is a sensitive issue; the few complaints that are received can take up a disproportionate amount of time: Complaints may be as much about issues in the areas as about interpersonal relationships with the rep and there have been isolated instances where there is

friction between the rep and a paid worker. Or they may reflect a tension between how the area wants to move forward and the ethos of the Programme more generally. But Renaisi note that the nature of complaints is beginning to change – these now focus less on the rep and more on what is going on within the area or local politics – an issue to which we will return in Chapter 4.

Renaisi report that they are now moving towards earlier intervention. They are also using rep skills more flexibly. Originally, the plan was that areas should choose their reps but this is now changing. Renaisi have also introduced a rep buddying system. Issues may come up in an area that mean a rep needs a fresh pair of eyes or support from another rep with particular kinds of experience. Generally speaking Renaisi feel that this works well and is well received: bringing in a second rep can provide fresh energy or offer new insights. Alternatively, the existing rep might be given a couple of extra days to deal with sticky issues. Once plans are endorsed, areas have access to the marketplace and some of them may call on reps through this route.

Reps are important custodians of Big Local values. It seems to be widely agreed that the relationship works best when reps act as facilitators, enablers and protectors of Big Local values. It is less likely to work well if reps take charge or take decisions for areas, even inadvertently. This raises a wider question about the balance between giving residents the lead and providing guidance from the centre.

The emphasis in the Programme has been on light touch support. But some areas want to be told what to do, which is not what the Programme is about. This can lead to conflict but inspiring people to take risks remains an important feature of Big Local. Similarly, Local Trust pointed out that it could offer support on issues such as conflict resolution but it couldn't impose this on local areas - the initiative would need to come from them. So, balancing the need to move towards delivery with the need to promote ideas on the one hand, and the importance of going at the pace of the residents on the other, is one that requires careful

judgement. As part of this, the importance of the centre feeling able to be assertive in defence of the ethos of Big Local is recognised. For example, it is important that areas are challenged if what they are doing might not benefit the wider community or does not meet the Programme's four outcomes; indeed, their capacity to respond to challenge can often be a healthy sign. Local Trust and partners therefore see their relationship with areas as being about 'constructive challenge', and 'getting areas to ask the right questions'. We will return to this question in Chapter 5.

Chapter 2: Match funding and in-kind support to Big Local areas

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Key points

- Match funding and in-kind support is evident across all three waves and has become part of the landscape for more than half of wave three areas at the early Getting Started phase.

- The number of areas referring to this type of support during the Getting Started stage has increased through the waves.

- The sample of 30 plans does not indicate that large numbers of areas had secured match funding but rather that it is being sought as part of a strategy.

- Reps confirm that areas are looking to secure match funding and that, for some areas, this is seen as a way of extending the life and reach of Big Local.

- Match funding comes from a variety of sources.

- At least eight areas report that they will source over £10,000 from multiple or single funders.

- Areas recognise that match funding 'adds complexity' to the Big Local process.

- One area is using small grants as a match-funded pot only, while another is considering this.

- In a recent development, a small number of areas are exploring the possibility of EU funding.

This chapter reports on the extent to which match funding ('match') and in-kind support is being sourced or considered, first in the Getting People Involved/Getting Started phase and then in Big Local plans. It draws on applications, plans and rep reports. As these are generally unclear as to whether match funding is being considered, at the negotiation stage or secured, we have used the term 'sourced' throughout, unless we have more precise information. However, it is important to note that match will not always be planned. It may be that once activities are identified, new opportunities will present themselves and

other sponsors will emerge to offer support. So the amounts here are an indication only of what may emerge in the future.

Getting People Involved and Getting Started

Since Local Trust had received proposals from all 150 areas by March 2014, we have a complete picture of how areas sought to increase the value of their Getting People Involved and Getting Started proposals through added match funding and in-kind support.[5] No distinction was made between match funding and in-kind support for waves one and two, but this distinction has been made for wave three, where areas gave an estimated cost for donated materials and support services.

Analysis of the Getting People Involved and Getting Started proposals shows that the **number of areas sourcing match funding or in-kind support** has increased through the waves (Table 7).[6]

Table 7: Value of match funding and in-kind support expected in Getting People Involved and Getting Started proposals

	Wave one	Wave two	Wave three
Proposals analysed by CDF	47	44	50
Number of areas with match or in-kind in £	14	21	28
Total value of the match agreed	£105,615	£137,711	£177,184

Source: CDF

The amounts expected vary from £200 to £54,000. CDF gives an average for each wave, excluding atypically large amounts. These values are given in Table 8.

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[5] Data was entered in different ways over the year and this is explained in more detail in Appendix One.
[6] This may reflect more precise recording in wave three but we have no way of knowing this.

Table 8: Average amounts of match and in-kind support expected in relation to Getting People Involved and Getting Started by wave

	Range £	Average £ excluding atypical amounts (rounded up)	Excluded amounts £
Wave one	600 - 37,400	3,380	27,650 37,400
Wave two	300 – 37, 685	4,487	22,000 37,685
Wave three	200 – 54,338	4,352	54,338

Source: CDF analysis of GPI2 and GS

Table 9 identifies the source of the expected match funding. It shows that few organisations from any wave had identified match from the local business community. Comparisons across waves are difficult because of inconsistencies in recording data and, more specifically, the high proportion of areas entering the source as 'unknown'. But on the evidence we have, wave one is much more likely to identify match from community organisations than the other two waves, while wave two is most likely to identify match from the local authority. Waves two and three are most likely to identify match from housing associations.

The 'other' category covers a range of funders. For wave two this includes an academy and a police commissioner; for wave three it includes a football stadium fund (which accounts for £54,338) and in-kind services donated by a bank, the local University, and Local Trust or its partners. There is no discrete category for Locally Trusted Organisations (LTOs) and so we are unable to tell where they are the source of the expected match.

Table 9: Source of expected match or in-kind support for Getting Started and Getting People Involved

Category	Wave one (14 areas)		Wave two (21 areas)		Wave three (28 areas)	
	£ match	%	£ match	%	£ match	%
Local Authority	£12,200	12%	£45,530	33%	£13,250	7%
Charity	£2,815	3%	£32,186	23%	£27,580	16%
Community org	£49,191	47%	£23,099	17%	£23,147	13%
Local business	£3,106	3%	£2,090	2%	£1,350	1%
Unknown source*	£38,303	36%	£14,641	11%	£30,577	17%
Donation			£3,448	2%		
Housing association			£8,096	6%	£12,244	7%
Other	£12,069	9%	£65,588	37%	£65,588	37%
Total	£105,615	100%	£137,711	100%	£177,184	100%

It is not possible in most cases to identify exactly **how the match will be used**, as opposed to the total allocation of GPI2/GS funding (although the football stadium fund mentioned above was, as its name suggests, going towards a new stand). But Table 10 summarises how areas planned to use the total allocation. It shows that, in each wave, the funding was most likely to be allocated to a worker, with events taking second place in wave one and promotions in waves two and three. Wave three is more likely to spend money on equipment and some of this is paid for by match funding.

The 2012-3 Annual Learning Review noted that a small number of wave one and wave two areas were 'commissioning' organisations to carry out research for an area profile and/or to carry out visioning exercises. For example, in their analysis of Getting Started Wave Two, CDF reported that 16 wave two areas spent £24,519 of their total funding on 'producing a profile or plan', representing 2% of the total wave two Getting Started spend. This commissioning appears to have increased in wave three, with 10% of their total Getting Started budget spent on

consultation (but fewer spending this money on events). Small grants are also slightly more popular with wave three. Other ways in which this money was used included venue hire and volunteer expenses, but they are not included in the table as they are very low percentages.

Table 10: Spend of Getting People Involved/Getting Started

	% Wave One	% Wave Two	% Wave Three
Worker	34	25	30
Promotions	10	16	15
Events	25	12	9
Equipment	3	4	11
Small grants	6	5	10
Consultation	2	2	10
Training	7	8	7
Services	3	7	5
Admin	3	6	3

Source: CDF analysis of Getting People Involved and Getting Started proposals

Match funding in Big Local plans

By March 2014, Local Trust had endorsed the plans of 41 local areas. We analysed a total of 30 plans, which represents nearly three quarters of these plans. All quotations below are taken from the plans.

Of the 30 plans, 22 refer to the need for match funding but only three of these had actually secured it at the time of submitting the plan. While most areas acknowledge that '*it is likely that supplementary funding from other sources will need to be secured to complement our own'*, several also recognise that it will be easier to lever in additional funds once they have demonstrated how they are using their Big Local funds. A number of areas have set up forums to help with fundraising: '*Local agencies/services will be invited to join an advisory panel to represent their sector and maximise match funding opportunities and avoid duplication of provision that already exists'.* Some have tasked paid workers to help the partnership to secure match funding: *'Preparation of bids, support to*

other organisations and the development of fundraising capacity through training sessions are all part of the Programme Coordinator's role'.

Below is one example of the way match funders have been brought into the process from the Star People programme.

South Bermondsey is an example of how different people have been brought into the process. An ex-docker used his redundancy pay to start a barbers shop and used the upstairs as a café as he was concerned about young people in his community. Whilst trying to set up the café they came across the South Bermondsey Trust that then invested £50,000 to start the café. As UnLtd commented: *'This work is about finding a synergy of outcomes.'*

The exercise of securing match funding has led two of the 30 Big Local areas to introduce the concept of match into their small grant programme. One of these will use its grants as a '*match funding pot for community activities to be spread equally amongst age groups and geographical parts of the areas*', whilst the second is considering this.

Three areas have secured significant match funding in their plan. In one of these, an award of £10,000 was secured from the Department of Communities and Local Government after an application for £100,000 was turned down. The other two areas offer contrasting examples: one with significant sums secured from multiple sources; the second with a significant sum secured from a single source.

EXAMPLE ONE: Multiple match funders

South Bermondsey have secured £500,000 over the first 18 months of being a Big Local area. Funders include: The Queen's Jubilee Fund; Community First; The Situ Foundation; Southwark Council 'Cleaner Greener Safer' Fund; The Community Council; The Southwark Council Halls Fund; Southwark Mobility Fund; and United St Saviour's Fund. According to the Renaisi report on a networking event with South Bermondsey:

> *'The achievements in South Bermondsey have been recognised nationally and internationally. The partnership has been invited to talk at a European event in Turin to explain the difference being made in their area. They are also talking at a Locality Conference in Leicester.'*

EXAMPLE TWO: One large match funder

Wormholt and White City Big Local area have been 100% matched with Hammersmith United Charities, and smaller amounts from elsewhere. Their plan is for the first five years and in it they state who will contribute:

> *'Funding in the region of £1,152,332 is required over five years. Of this amount Hammersmith United Charities is proposing to contribute £458,333, BIG Local Trust will provide £658,799, with the balance (£35,200) to be provided by grants from Adult Learning providers.'*

Parameters for this funding have been agreed, with consultation and visioning identifying where the additional £2million should be spent. Progress thereafter has moved at pace:

> *'A planned £1million pound redevelopment of Wormholt Park has been agreed and consultation has already happened as to the refurbishment of the area.'*

Four Big Local areas have expressed an interest in accessing **EU Structural Funds**. This is a very recent development, first referred to in the third quarter of 2013-4:

> *Newington expressed an interest to the South East Local Enterprise Partnership in 'Community Led Local Development' (CLLD) and the formation of a Local Action Group, (this would correspond to the Big Local Partnership, if successful) via the EU Structural and Investment Fund.*
> *Dover has also entered an expression of interest to the South East Local Enterprise Partnership to become a CLLD area, via the EU Structural and Investment Fund.*
> *An opportunity occurred for Selby to put in an expression of interest in an EU funded CLLD. Brokered discussions between stakeholders in Selby and residents involved in Big Local resulted in a bid being submitted for £1million, matched by £1million additional funding. Agencies meeting in a 'Selby North Task group' discussed a potential community research project which has resulted in agreeing a partnership approach to developing a community led research project for the whole of the Big Local area led by Big Local steering group.*

Significantly, the rep of **Clubmoor** explained that a regional consortium of Big Local areas might make a joint bid:

> *'Cross-region discussions with other BL partnerships about a joint CLLD bid began. The work on a joint bid to Network Europe for CLLD funding is in its early stages but could establish a model of working for other areas.'*

The possibility of EU funding of developing interest for a number of Big Local areas. Not only does it extend what partnerships can do in terms of local community development and regeneration, but it also raises questions about the

administrative support needed for a European funded project and the management of relationships as part of a consortium.

Match funding has already brought Big Local partnerships into close working relationships with other organisations. Some will be managing multiple relationships, while others will be managing just one or two significant relationships (beyond the one with Local Trust). As one area commented, while '*we are mindful that our Big Local budget is likely to be enhanced by working in partnership and levering in other funding,* [this] *adds complexity to the monitoring processes'.*

In-kind support

Some partners commented that areas are becoming comfortable with the idea of in-kind support and applying for small grants. They also highlighted the potential for in-kind support from business, e.g. donations of products and equipment needed for quick win projects in relation to people and places, for example: seeds, compost, paint, plants.

Plans rarely refer specifically to in-kind support. However, **Northfleet** in Kent has developed a relationship with a major industrial business and secured land on which to build a play park:

> '[A business] *has proved their commitment to local communities with the offer of a rolling 10 year, rent free, lease on a piece of land in 'Vine Yard Pit', in the 7 Avenues Big Local area (10m by 45m), specifically for a new children's play area. It should be noted that* [the business has] *also offered to prepare the land by levelling and securely fencing the area, at considerable cost to the company. We believe this is a fine example of partnership working and match funding.'*

In the Quarter 3 Board Report Local Trust report that **Warsop** are close to securing a building donated by a charity with a market value of £350,000. In their

quarterly reports reps also mention in-kind support. Such support may be administrative, such as a community organisation or a LTO (Locally Trusted Organisation) helping to recruit a community worker or provide photocopying and printing facilities. This is mentioned, for example, in relation to wave three areas that are just beginning their journey: one rep reported how a community organisation helped '*explore what* [the area] *would like to do during the 'Getting Started' phase, which helped identify the core skills, experience and knowledge that a potential LTO would need*'. CDF, in their '*Influences on Big Local'* report, note that LTOs have also assisted areas in thinking about the Big Local process: '[The] *Locally Trusted Organisation can provide an objective perspective on the area and facilitate new and different thinking'*.

Chapter Three: Access to learning and support

Key points

- Events run by NANM and Renaisi attracted participants from 77% of Big Local areas.

- Networking and expert knowledge were given as the most popular reasons for attending.

- As areas move towards delivery, learning needs will change and, with them, the specific offer that Local Trust (and partners) can provide.

- Partnerships are beginning to look for strategic partners to extend their capacity and reach.

- Tracking the learning that participants take away from events has continued to prove elusive, except in one rep and worker networking event where a detailed note of the discussion was produced.

Partnerships are accessing Big Local learning and support in a number of ways. Chapter 1 reported the levels of rep support given to each wave and the way in which this support changes over time. But areas also have access to a range of Local Trust and partner support, events and study visits, while Star People receive support from UnLtd. Partnerships are also developing projects to train residents in locally needed skills.

Learning events

Learning events play an important role in the programme. They are used to share ideas and experience, to enable residents and workers to feel part of Big Local, and to focus on particular issues. Whilst the majority of events were organised by NANM (working with Local Trust and other partners), Renaisi and Living Space Project also held events. There is no systematic follow-up as yet of how learning from events is being used in communities, but we can report on what has been offered, how it has been received, and what themes are being suggested for the

future, while evaluation of each event offers some indication of what participants got out of it.

Generally speaking, events allow for exposure to new ideas, benchmarking against other areas or between waves and the opportunity to feel part of something:

> *'People feel isolated when things are not going well and they need to get their batteries recharged'.*

Partners spoke of the confidence participants gained from attending events and the opportunities for chance encounters that could lead to areas and speakers, or areas themselves, connecting up later on.

NANM

NANM organised 32 spring and thematic events across the year. During April and May 2013, 15 spring events brought Big Local partners and the Local Trust team together with residents and workers from Big Local areas in workshops and informal networking. The remaining 17 learning events concentrated on particular issues, including: sticky money; tackling unemployment; and access to credit. The topics for these events came out of the learning from the previous year's events and discussions on the future needs of areas, and were agreed between Local Trust and NANM.

NANM spring events

Spring events are designed to communicate key Big Local messages and discuss topical issues. In its report on the 2013 spring events, NANM explain that these events aimed to provide '*plenty of opportunities for people to learn with and from each other*' and to cover '*the fundamentals of Big Local for those new to the programme or who wanted reassurance*'. Although the spring events are for all waves, NANM suggest in their report that they may have come too early for wave three areas, which had only been announced a few months earlier.

Who attended?

104 of the 150 Big Local areas sent at least one delegate to a spring event. Distribution across the events suggests that the earliest events were principally attended by waves one and two, and the later events principally by wave three.

In total 322 residents or paid workers attended the 15 events – an average of three representatives for each Big Local area that attended an event. However, host areas took 86 places in total (as might be expected). When these are removed, attendance is reduced to 236 places taken by the 89 visiting Big Local areas. Big Local spring event attendance was slightly above a 2:1 ratio of visiting Big Local areas' representatives to hosts.

Areas that hosted a spring event were not likely to attend other spring events; only one area (**Collyhurst**) of the 16 hosts did so. This was also the case with other areas – fewer than ten of the 89 non-host Big Local areas attended two or more spring events. Because spring events repeat the same information there would seem to be no particular reason for attending more than one event, other than different members of the same partnership attending different events depending on their personal schedules. However it is not possible to tell this from the data.

NANM thematic events

NANM learning events differ from spring events in that they are designed to focus on a single topic with an expert or experts in the room drawn from the pool of partners. For instance, Small Change supported NANM on 'Access to Credit', Money Matters while Living Space Project supported it on two events for 'Transforming Open Spaces'. The format remained the same, with presentations in the morning and two workshops in the afternoon. Those who created the workshops were expected to also produce 'take-aways' – leaflets with 'How To …' information on the particular topics covered.

Table 11 shows the 17 thematic events categorised into three broad themes:

Table 11: Learning event titles categorised by IVAR

Economic	Strategic	Environmental
Money Matters	Chairs' Learning Set	Transforming Open Spaces
Unemployment	Getting and Keeping People Involved	Moving It
Access to Credit	Local Media	Housing
Sticky Money	Sharing Plans	
	Setting Things Up to Last	
	Proving It	

Who attended?

304 residents and workers from 76 Big Local areas attended the learning events during 2013-14. This averaged at four representatives per area, per event. Of the 76 areas, 36 chose to attend just one event. However, the other 40 Big Local areas on average attended at least three events, with two Big Local areas attending six events and two attending seven. These four Big Local areas were spread across the three waves and their attendance at multiple events appears to coincide with strong development towards a partnership and plan: a wave one area attending several events moved from Getting People Involved funding through to having a plan and partnership endorsed during that year, whilst a wave two area made the same steps.

What participants are taking back from NANM events

The NANM analysis of feedback from these thematic events finds that, generally speaking, participants were attracted by the particular topic. Some also attended to ask about a specific related area: for example, participants from one area who

attended 'Getting and Keeping People Involved' wanted support particularly in relation to young people.

When asked about the **most useful aspects,** participants overwhelmingly cited workshops and networking. They valued the opportunity to exchange ideas and meet residents from other areas both in workshops and during informal networking. They also valued the expert knowledge in thematic events.   When asked about the **least useful** aspects, participants at the spring events commented that there was not enough informal networking time, not enough mix of areas and waves, or that the event was too short. Participants at the thematic events, however, did not identify any shortcomings.

NANM have taken these points on board in their design of the spring events for 2014. They also report in their evaluation that they '*could have been more active in encouraging people to stay in touch after the event'* and that they '*left it to individuals to exchange details'*. However, 2013-14 saw the introduction of take-home 'How to …' leaflets and immediate feedback suggests that participants valued these, although there has been no follow-up yet on whether they were being disseminated or used. After events they will now also send an email with resources and contacts to encourage continued networking. They might also invite participants who regularly attend events back a year later to talk about what they've done as a result.

Rep and Resident Networking Events

Big Local reps organised 31 different learning events, workshops and study visits which attracted more than 300 residents. A sample of five networking events initiated and run by reps showed that 54 residents and workers were brought together. Renaisi provided administrative support and the events consisted of three regional networking events for workers and residents, a community shop networking event and a participatory budgeting event. Reports varied in the amount of detail they provided but some gave an account of the discussions at

the events and who attended. This detail gave insights into (a) what was valued by the Big Local areas and (b) how areas can support each other.

The three worker and resident events brought several Big Local areas together over an agreed agenda. The topics they covered included community cafés and developing a network of support, how this affects partnerships and governance, and developing Big Local plans. By working on a regional basis, reports suggest that this format helped to increase learning between areas and develop the way reps support Big Local areas.

As an example, three Big Local areas attended an event in **Fratton** with at least six residents and workers from each partnership supported by their reps. The agenda was short, with three topics, which gave time for discussions based on what the areas were experiencing and for support between areas. Among the themes raised by participants were the following:

- *'Ensuring partners involved leave their agency agendas behind when engaging with the Big Local process was an ongoing challenge.'*
- *'It was agreed there is an obvious benefit to ensure Local Authority involvement … Local Authority input and involvement is a crucial challenge that requires open and transparent discussion.'*
- *'How to recognise and balance the difference between what a community 'want and need' … community needs such as improvement to literacy … are not often recognised or reported by communities through consultation.'*

From these discussions areas agreed to support each other by sharing governance documents, for example:

- *'**Wecock** are at a stage where they need to formalise the structure and governance of their interim steering group … and will review Fratton ToR* [terms of reference] *to aid their thinking.'*

- *'Fratton agreed to share their* [governance] *documents via their website as they currently have an invitation to tender out for an LTO.'*

Participants also agreed '*Key Actions*':

- '*Each area to share their existing steering group/partnership structure and governance arrangements.'*
- *'Each area to share their consultation resources.'*
- *'Each area recognised the need to do more to promote Star People and link to the community chest/project initiatives.'*

The **Fratton** report, written by reps, was circulated to all residents, and a copy lodged with Renaisi.

Two key features of these events were considered particularly valuable. One was that the Big Local areas determined the agenda and the second was the clear learning rationale: that areas would support each other at the meeting. However, there was some concern from Renaisi that it was the areas with the most well organised reps that had benefitted most from these events in 2013-14. They have therefore changed their application process to give priority to areas that have not accessed learning in the past.

Reaching beyond participants

Table 12 below details event take up at NANM events. This shows that only 35 areas did not attend any of the learning and networking events detailed above. They were evenly split amongst waves.

Table 12: Event Take-up held by NANM

Wave One		Wave Two		Wave three		Total
Both	14	Both	17	Both	20	51
One	23	One	20	One	21	64
None	13	None	13	None	9	35
Total	50	Total	50	Total	50	

Data compiled by IVAR from NANM documents[7]

The Renaisi events were attended by participants from ten areas. Participants from six of these also attended both types of event offered by NANM, whilst only one did not attend a NANM event at all.

Even when areas do attend, it is only a handful of local people who participate. Many people will not have the time to give to a day away from the area. As one of those we interviewed asked, events invest in individuals – and there are certainly impressive examples of the knowledge and confidence that some individuals have gained as well as how some of the individuals who have attended multiple events have grown in confidence - but how far does it go beyond them?

The evaluation forms for NANM's thematic events asked '*what are you taking back to your Big Local area?*' A sample of popular responses includes: '*Taking back ideas to share*'; being '*clearer about what we need to do*'; intentions to '*replicate workshops with steering group*'; and '*awareness of pitfalls*'. In the Q2 reps report summary, Renaisi note that feedback from those who attended to their local area *'is usually informal and at partnership meetings – although one or two exceptions referred to producing written reports. A number of reps acknowledge that feedback and learning could be more focussed, and shared more extensively with the wider community.' (Renaisi Rep report, Q2).*

The point was made to us that more could be done to get learning events out into local areas. As one partner said:

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[7]NANM provided a comprehensive breakdown of attendance. Attendance from Renaisi was contained in the Networking Event project reports.

'I deliver full-day workshops with a lot of content. I think we need shorter, less content-heavy, more awareness-raising events in local areas'.

One possibility is on-line workshops but another idea was to film, edit and distribute very short (15 min) workshops on specific topics, filmed out in the areas with a focus on residents' input.

However, we were told of examples where participants had approached speakers at events and arranged for them to visit their local areas so that more people could benefit from their expertise. If events are held in local areas, more people from that area can go. But there is a trade-off here. Experience from the 2014-5 spring events suggests that central venues also have advantages in terms of ease of access. Maybe regional events could combine the best of both worlds.

Twenty of the Big Local plans that we analysed mention how those residents who are not directly involved in Big Local partnership structures will be given opportunities to learn. Thus, one Big Local plan explains how the Big Local partnership sees its role in this respect: '*We are not a service provider or a lobby group. Instead, we exist firstly to support each other and secondly to build our strength as a community'.* The partnership exists therefore to *'support, challenge, train and encourage people to develop and drive Big Local in their area'.* Examples of this approach beginning to bear fruit elsewhere include:

- *'No-Walls Gardens CIC teaches ex-offenders landscape gardening skills; helping participants re-connect with themselves and develop a larger understanding of their relationship to the world around them.'*
- '[We] *offer CACHE* [www.cache.org.uk] *or similar health and social care recognised training to volunteers and other residents as a precursor to expanding this initiative to a sustainable project.'*
- '*The 'Learning' sub-group has opened a dialogue with the Crosby Employment Bureau about community apprenticeships.'*

Future opportunities for learning

Through their quarterly reports reps also identify areas of learning that they feel Big Local residents would benefit from. These are represented in the Wordle, created from the Q2 and Q3 reports. These are the most common words used by reps when describing where access to learning needs to focus. The larger the word, the more often it has been used:

Areas are taking more initiative in relation to their learning – instead of pushing learning, Local Trust and partners are moving more into responsive mode. While it was more straightforward to construct a distinctive learning offer from the centre at the beginning of the Programme, when areas needed to learn about Big Local itself, as they move into delivery, the needs of local areas and individuals within them are changing.   Whilst the plans provide some clues as to what thematic events could be useful to areas over the coming years, the timing has to be right. NANM argued that the experience of laying on events on Proving It and Participatory Budgeting suggested that events are most useful when people can put the learning into practice straight away. So, as the Programme develops, Local Trust and its partners will need to give careful and creative thought to its learning and support offer to local areas.

As part of this, the 'how' will be important, as well as the 'what'. Some of those we interviewed for this review felt the Programme needed to find new ways of

doing events. Areas are beginning to look further afield for learning opportunities and partners are helping them to link up with other resources. It's possible that this approach could allow for more innovation as areas gain in confidence. There may also be scope for peer learning – there are now more experiences to share between areas and Local Trust, and partners can now direct areas to things that are working elsewhere. Action Learning Sets for chairs have already worked well, allowing for a level of challenge that is difficult to replicate in a day learning event: '*a style of conversation where it is okay to pinpoint the difficult issues'*. Conversely, some residents – like those involved in gardens in **Northfleet** - are taking the initiative in sharing their experience and skills around the country because they are excited about promoting their idea and helping other areas. Some partners also wondered whether levels of trust built up within the Programme might provide an opportunity to explore sticky issues – like immigration for example – in ways that wouldn't be available elsewhere.

Other channels

Events are not, of course, the only opportunity for learning. Partners have provided a range of specialist support in relation to local economies, social enterprise/entrepreneurs and people and place. The range of resources – case studies; video clips; toolkits - on the website is steadily growing and provides areas both with information on what is happening elsewhere and access to specialist resources. In addition, two pilots were set up in 2013-14 - on Environment, Spaces and Places (supported by the Living Space Project) and Local Economies (supported by UnLtd) – and this report has already referred to the appointment of 14 social investment reps. These will generate additional evidence and learning to feed into Big Local in the future.

In relation to people and place, for example, the Living Space project feels that '*there is a growing understanding in BL/LT about the importance of green spaces and built places for BL areas'*.   To make the best use of what, in a 'light touch' programme, are always limited resources, it has set up a helpline for areas and run workshops in Big Local areas. It has also produced a range of materials

which are available on the Big Local website, including a booklet, case studies and film clips. As well as training the social investment (SI) reps, Small Change has developed reference and training materials for them to use, drawing, for example, on the thematic events it has run with NANM (Access to Credit; Money Matters, Community Energy and Fuel Poverty) and on SI reps' own events and event reports.

Partners also stress the importance of linking areas up with resources beyond the Programme from their own networks.

Working with UnLtd: Star People

There is limited information on learning in relation to Star People, but in '*Star People Briefing: Initial Observations'* UnLtd examined three award winners in a London Big Local area, asking questions that would give them a better understanding of what learning took place '*on the ground'.* The interviews found that, in becoming a Star Award winner, just setting up the project was itself a valuable learning experience. Thus, for one of the three, '*the actual doing of setting up the project was having a positive effect on her skills development, knowledge and an increase in self-confidence'.* Indeed, UnLtd argue that their support is about confidence as much as technical support. This then becomes cumulative as award winners turn into role models for others.

As areas are getting more Star Award winners, Award Managers are reporting that: '*Some of the award winners are coming together and forming a group of people to take their community forward ... they're all bound together by something, rather than just a group of individual social entrepreneurs who might happen to be in the same area'.*

However, as we reported earlier, UnLtd have referred to the challenge of growing ideas and, building on the Boosting the Local Economy pilots, this has led to a major rethink of their strategy for the coming years. Like other partners, they

have been thinking about how to make the best use of limited resources and have decided to work more intensively with fewer areas:

> *'helping them explore assets in their area and linking that to social entrepreneurial behaviour; identifying national and local partners to join in; and overlapping with other UnLtd programmes (working with universities, social care).'*

The remaining areas will still have access to the Star Awards pots but it will be a lighter touch and it will be a much smaller pot overall.

Continuing challenges

Inevitably, when asked about the things that got in the way of their contribution, partners referred to the limited resources that were available, which had encouraged them to consider the most cost-effective ways of offering support. We have mentioned above ideas about online workshops and resources, for example, and the Living Space Project helpline, but it remains a challenge '*to disseminate a different way of thinking about using Big Local funding to residents in 150 areas with limited resources when the people involved on all sides lack experience'.*

One partner also noted a tension between moving pilot projects forward with their ideas and plans whilst at the same time being sensitive to their pace of work, and hanging back so as not to add to the pressures the areas feel around the wider Big Local process and plan. It is sometimes difficult to get past gatekeepers locally who lack ambition and progress can be disrupted by turnover in the partnership, especially if key local champions leave.

Previous reports have referred to the need for more co-ordination between national partners and this clearly remains an issue. Partners also felt it would be good to make more connections with other organisations working in similar fields with expertise and experience that would help Big Local areas. We will return to both issues in the next chapter.

Chapter 4: Partnerships

> **Key points**
>
> - Partnerships are resident-led: in this Annual Learning Review period 75% of partnerships' members are residents and 94% of decision makers on partnerships – i.e. those with voting rights – are residents.
> - Partnerships have an average of 15 members, of which 11 are residents.
> - Representatives of agencies are usually involved through a convened advisory panel or by being on the partnership, but as a minority and, in the majority of cases, without voting rights.
> - Partnerships also use community forums to ensure community engagement in the decision-making process.
> - Many partnerships are using a core group + sub-groups delivery model.
> - Some partnerships are acting as direct grant-giving and commissioning organisations.
> - Some partnerships are considering becoming registered organisations.
> - Partnerships are extending their reach as they mature, linking with new opportunities.
> - Links with UnLtd are beginning to develop as local economy becomes a 'hot topic'.

Local partnerships and steering groups vary from very formal structures to what one partner described as 'amorphous groups' that fall apart and reform. Many steering groups also have structures below the core group that allow residents to drop in and out according to the level of involvement they can manage. However, as they move to delivery, they tend to become more formal. There were over 50 endorsed partnerships in Big Local by the end of this Annual Learning Review period, including the first three from wave three. This section analyses data from those 50 partnerships, as well as the quarterly reports from reps, Big Local plans,

and data from UnLtd related to partnerships, looking at how they are structured and who is on them.[8]

Partnership structures

Whilst a few partnerships have not yet settled on a delivery model, the majority of those for which we have information have organised themselves into a 'hub with spokes model', where a central decision-making unit is supported by sub-groups, advisory bodies and forums. Fewer Big Local areas are acting as direct commissioning and grant giving bodies.

Hub and spokes models

A 'hub and spokes' model has a central 'core' decision-making group and attached sub-groups. The central decision-making body for the partnership is given various names, including 'the partnership', but may be called 'the core group' and sometimes 'the Steering Group', with the spoke and hubs as an entire unit also sometimes called 'the partnership'.

Different partnerships have adopted modifications of this. Some modifications relate to the core group and some to the sub-groups.

The examples below are taken from areas' partnership documentation:

PEACH (Big Local area **Custom House**) uses street groups to feed into a central decision-making body. It also uses a non-voting advisory group to support thinking and provide information. It considers this whole structure a partnership.


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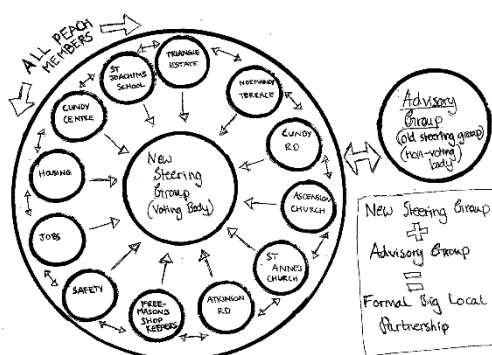
[8]We only have detailed information on structure and membership for 25 partnerships – the others have either not settled on a delivery model or do not include a structure in their partnership application.

East Cleveland Villages uses a similar model, with two representatives from each of the 12 villages in the Big Local area.
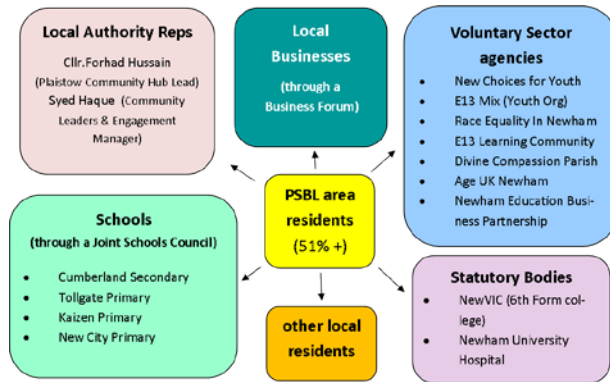
South Plaistow uses a single core group of decision makers from a variety of agencies, using the 51% rule to retain decision-making with residents.
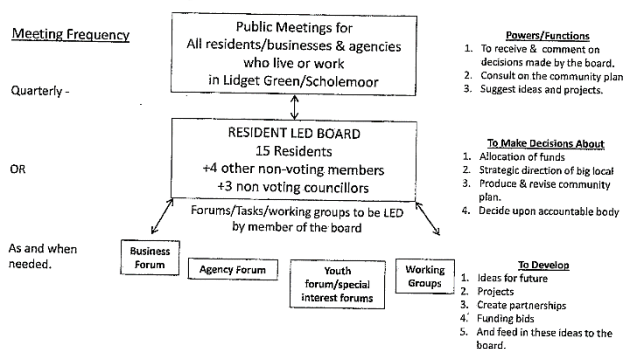
Lidget Green and Greemoor uses public meetings and forums involving residents, agencies and local businesses to inform the Board. Decision-making is 100% resident however.

Sub-Groups

16 of the 25 Big Local partnerships for which we have detailed information[9] use or plan to use sub-groups to address particular issues. The issues they address may be strategic – several partnerships have not progressed to create a Big Local Plan but have Big Local Plan and Big Local Publicity sub-groups detailed in their partnership documents. However, most common is to use sub-groups for addressing themes that have been identified during the visioning phase. The list in Table 13 gives an indication of the remit of some of the sub-groups:

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[9]As we do not have information on models for all partnerships, we are not able to give definitive numbers on the models discussed in this section.

Table 13: Themes of sub-groups detailed in partnership documentation

Environment	Grants	Transport	People	Families
Wellbeing and lifestyles	Children	Young people	Older people	
Economy	Training Safety	Big Local Shop	Publicity	

Of those Big Local partnerships that specified themed sub-groups in either partnership documentation or plans, the majority adopted four sub-groups, with one area adopting eight sub-groups and two adopting six sub-groups. Partnerships with fewer sub-groups generally combined themes such as 'Employment and Training', 'Families and Children' or 'Children and Young People'.

Participants from the Rep and Worker Networking Event in **Fratton** suggested that the role of sub-groups is to '*focus the work rather than include more people in the* [decision-making] *process'*. To engage with the wider community, partnerships generally used advisory groups and forums.

Advisory Groups and Forums

Advisory groups and forums feature in many Big Local partnerships. These groups are non-voting and provide support, insight and a chance for regular wider access for other interested parties as well as the opportunity, in some cases, for residents to drop in and out according to the level of involvement they can manage. Some Big Local areas detail the types of organisation that will feature on advisory groups in their partnership documentation and this includes churches, local authorities, local businesses, local charities, and schools. However, there is not enough data available to create a comprehensive list of these organisations. Forums are public meetings that address key issues the partnership is facing. Whilst most areas do not detail how often they take place, those that do use a quarterly model.

Commissioning models

As an alternative to the hub and spoke model, a number of Big Local partnerships have adopted a commissioning model. This means that they have chosen to act directly as a grant giving and commissioning body, rather than using sub-groups. In **Kingbrook and Cauldwell**, for example, the partnership, which is made up of 10 decision makers (of which seven are residents), will:

> '…*look to existing local partners to deliver projects, activities and services, through a combination of providing grants and commissioning. This will help to encourage as many local organisations as possible to play a role in the BIG Local initiative, using existing networks and skills where possible.*'

This model also uses a part-time project officer to oversee the projects.

Winterton use a similar model:

> '*The plan will be implemented in three ways: – by operating a small grants scheme which will be available for Winterton-based groups and organisations to apply – by commissioning projects from local community and voluntary organisations – by working in partnership with organisations that can bring some other resources to help us to work on some of the longer term goals and actions.*'

Who is on partnerships?

Decision-making is firmly located with residents; the majority of decision makers, in terms of having voting rights, are residents, with organisations such as charities, businesses and local authorities acting in a non-voting advisory capacity, either within the decision-making team or as a separate entity.

Table 14 below reports the make-up of the 50 partnerships during the 2013-14 period. Memoranda of Understanding for each area specified whether non-residents held voting rights and stipulated the number of decision makers. The

largest partnership had 32 members, of which 24 were residents. **East Cleveland Villages'** partnership had 24 members, two from each village. There were 15 Big Local areas with fewer than 11 members, with the smallest partnership having eight members, all of whom were residents. The rep from this area noted the difficulty in recruiting members in the quarterly reports. This also applied to a partnership with nine residents.

Table 14: The make-up of the 50 endorsed partnerships

50 Partnerships	Members	Decision makers	Residents	Non-Residents
Total	731	591	549	182
Average	14.5	12.9*	10.9	3.6
Percentage			75% Mem	25% Mem
			94% Decision	7% Decision

Source: Data compiled from partnership data held on Big Local Community. *46 Memoranda of Understanding/Terms of Reference available.

Local Trust stipulates that at least 51% of partnership members must live in the Big Local area. Every area is well above this as a ratio, however **Ramsey Partnership** has chosen to ensure an even higher percentage, setting 80% as the minimum in their plan to ensure '*a cross sector of the local community'* is adequately represented.

Constitution

A number of partnerships have begun to talk about becoming formal organisations, such as Registered Charities or Community Interest Companies. This is not what was envisaged as Big Local was set up:

'*We are noticing that the role of a Big Local partnership is sometimes becoming more formal and involved than we initially envisaged. The role of the Big Local partnership is to guide the overall direction of Big Local, it is not a legal entity. However, some Big Local partnerships are delivering activities as well as taking a bigger role in overseeing day-to-day delivery.*

> *Some also have aspirations to constitute as an organisation and become the Locally Trusted Organisation.' (Q3 Board report).*

The aspirations of some partnerships have been laid down in their plans, endorsed by Local Trust. For example **Leigh partnership** explain that:

> *'Over the next six months we plan to become a charity and a company limited by guarantee. This will mean that the Board becomes a legal entity. We also plan to establish a separate community interest company which is owned by the charity. Any profit that the community interest company makes will be paid to the charity. We intend that the community interest company will be the organisation which purchases, refurbishes and lets properties in our area.' (Leigh Big Local plan p.3)*

Reps are also noting this change, as the following examples show:

> *'The Steering Group had an election meeting: all officers (Chair, Vice Chair, Treasurer and Secretary) were duly elected for a period of 12 months or until the registered charity is formed.' (Q3 Rep report).*

Another partnership '*discussed the strengths/weaknesses of developing themselves into a formal legal entity, as part of their development into the Big Local Partnership' (Q4 Rep report).* And, in a further instance, a Chair returned from an action learning set that discussed this move keen to explore it further:

> *'Chair attends the action learning group for Chairs and has found this useful. He did come back and have a discussion with the partnership about what people thought of becoming a constituted group and then becoming their own LTO as this seemed a theme at the last group.' (Q2 Board report).*

This was also identified as a possible theme for a learning event: '*Establishing and running a legal entity, (CIC, Charity, CIO, etc.)' (Q4 Board report)* and has appeared as a discussion topic on basecamp in the current year. However, as Local Trust also state in their Board Report, there are a series of questions Big Local partnerships need to address if they take this route:

> '*what is the purpose of doing this, how will they balance the needs of the organisation with that of the Big Local area, what other organisations are there that already do these things, how will the organisation be sustainable and what skills are required to run an organisation; vs being a Big Local partnership.' (Q3 Board Report)*

As the programme develops the three-way relationship between Local Trust, the rep and the steering group or partnership is changing to include the LTO. Some areas have more than one LTO and/or have changed their LTO over time. The role of the LTO will grow but, whilst the steering group or partnership has control over who they select as their LTO, these are, one respondent commented, not quality controlled in the way that reps are. There is the potential for misappropriation and there are areas where the relationship has soured because LTOs do not all appreciate what being resident led really means. From the limited data we have, this was not an issue for the majority of areas, but the relationship between LTOs and areas warrants future research.

Issues arising

Our interviews for this review raised a number of issues in relation to partnerships. These related to inclusivity, accountability, creativity and reaching beyond the partnership.

Inclusivity and accountability

There were concerns about gatekeepers and a failure to reach out into the wider community in some cases, as well as the culture of meetings, which were

sometimes dominated by one or two people. Respondents were concerned that formalisation can sometimes concentrate power and could marginalise people who had been involved in the past. They referred to personality clashes, splinter groups and cases where there was '*little way of resident-led partnerships being held to account by wider residents'*.

We noted earlier that the nature of complaints to Renaisi and Local Trust had changed over the year, with fewer relating to relationships with reps and more relating to local politics or a feeling by some residents that they had been left out or that decisions did not reflect their priorities. As those we interviewed put it, it was at the point of decision making about money that tensions often arose: '*the more they are doing, the more differences of opinion emerge. There are more complaints about who holds the money and how to spend it'*.

These are familiar issues in community programmes and conflicts may be a healthy sign if they allow differences to be aired and resolved:

> '*People are passionate and giving their time for nothing and it is easy* [to feel] *bruised and hurt and* [for] *old wounds* [to] *surface. This is the reality of working with communities. Sometimes that sort of cathartic process has to happen before you can get to people settling again … we just work around and with it.'*

Concerns about vested interests are also familiar and inevitable, given that partnerships will be populated by residents who are involved in local activities/groups that will have an interest in the way funding is distributed. But these issues highlight the importance of transparency in all partnership decisions – a point that Local Trust are stressing.

Creativity

Another concern was that formalisation '*makes people feel more responsible'* and '*takes the fun out'*. It could also lead to partnerships becoming 'risk averse'. It

was vital, we were told, that Big Local avoids partnerships becoming '*just another organisation*'. Delivery should involve '*a blend of creativity and doing things*' and '*a process of continuing engagement*' – and this of course can help to ensure the wider community is involved.

Making wider connections

One partner commented that forming partnerships might be easier in market towns than in larger wards, partly because of the diversity of the population but also because of the amount of other activity going on. However, partnerships are now looking for strategic partners to extend their capacity and reach and the emphasis in the Programme is moving from building bonding social capital within the partnerships to promoting bridging social capital.

There are a number of examples where partnerships have begun to make connections with other bodies as a way of moving beyond grant-giving to a more sustainable model. In the previous chapter we mentioned potential developments in relation to EU funding. In other examples, partnerships have developed links and made agreements with major private sector infrastructure organisations. Examples include **PEACH** in **Custom House**, who have secured the opportunity for jobs and training for local residents from the Crossrail project, and **Newington**, who made contact with the developers of a Private Finance Initiative development that will see 40 'assisted living' homes built in the heart of the Big Local area. According to the rep '*the group managed to get an agreement for jobs to go to very local people. Newington Big Local will facilitate the training of local people while the building of the site takes place. Two building apprenticeships will be available to*o' *(Q4 report)*. Finally, the partnership in **Dover** has begun discussions with Expansion East Kent, again relating to local jobs and training.

Partnerships have also made connections on the theme of healthy communities. Projects in **Barnfield** and **Greenwich** have partnered with the NHS, and the Well

London project, which is operating in several Big Local areas, has begun to develop relationships with local partnerships.

Big Local partners, of course, play an important part in linking areas with relevant external organisations that can bring valuable resources and information as well as support (see Chapter 3). However, not all partnerships were looking outwards. There is a lot going on in some areas – with a range of government or other place-based programmes operating alongside Big Local: Community First; Neighbourhood Planning; Our Place; Business Connectors; the Community Organisers programme to mention a few. No-one now has the responsibility for knitting all these together. Some Big Local partnerships kept themselves separate and there was a concern that they might be missing opportunities. And while in some areas Big Local partnerships were working well with other Programmes, this was not always the case.

There were also some observations about the potential to work with credit unions (CUs). A great deal of progress is being made on this front, in particular Small Change has been facilitating engagement with credit unions and CDFIs to influence them, to support their involvement and to learn and share learning from their experiences. It has also been mediating between Big Local areas and CDFIs/CUs to increase access to credit in Big Local areas. However, there are some concerns that with funding for CUs and CDFIs coming mainly from governmental sources, small and disparate investments from Big Local areas may not be particularly attractive to them.

Working with UnLtd: Star People

Last year's review expressed concerns about the fit between the Big Local partnerships and the Star People programme. In 2013-14, reps have reported that Big Local partnerships have recognised the need to develop closer links with UnLtd and their Star People. A rep and worker networking event report, for example, confirms that: '*Each area recognised the need to do more to promote*

Star People and link to the community chest/project initiatives' (Rep and worker networking event report).

In several instances, reps report that attending and thinking about events and the local economy has prompted UnLtd involvement: '*Attended SI training ... Welcomed UnLtd presentation'* and *'Training (access to credit) booked; UnLtd visit booked' (Q3 Rep report*). More recently a member of one partnership became a Star Award winner after a rep passed on details:

> *'Ann Tanner attended the Hill Top's Got Talent event last June just after the Big Local spring event where Andy Haynes (UnLtd) had spoken about recycling school uniforms. I mentioned this to Ann, and gave her an UnLtd postcard. The following day she got in touch with Andy and just this week opened her shop Uni-Cycle on the school site.' (Renaisi, Q4 Progress Summary, 2013/14)*

For their part, in their Star People Findings paper, UnLtd report that Star People feature on sub-groups of several partnerships:

> *'In **Whitleigh**, sub-groups were initiated within the Big Local partnership according to specific action areas. One sub-group, focussing on the environment, featured Tom, an award winner working in permaculture, as its Chairperson. In **Kingswood** and **Hazel Leys**, the Star People worked with the Big Local steering group on key action areas that had been identified.' (Star People Findings Paper, DRAFT)*

UnLtd also report how working with partnerships has enhanced the support they offer. Thus, in their study of three award winners cited earlier, they found that, while the initial support of the Award Manager was important to the interviewees, as their projects took off award winners valued the support of Big Local partnerships. As one award winner said:

> *'It's almost like something that is slowly gathering pace. For example, I've been introduced to the residents' volunteer coordinator who's introduced me to other women, and opportunities have arisen from those relationships.'*

Conversely, where there was less of a close link between the two programmes, UnLtd report that it was harder for Star People to reach residents. This was demonstrated in **Northwood**, where the Star People had *'difficulties communicating with the Big Local partnership'* and as such had little support promoting the Star People programme locally. UnLtd suggest that for Star People to work closely with a partnership, the partnership itself needs to be strong, which:

> *'could lead to increased, often improvised, provision for communities within Big Local areas. So, for example, in the same area, the Big Local partnership 'My Clubmore'* (sic) *was also working with two Star People award winners to deliver much needed children's services, which had been in short supply for several years.'*

The above examples demonstrate the effective synergy that can be developed between Star People and the Big Local partnerships. However, reps still report difficulties in working with UnLtd in their quarterly reports and in an 'Issues Log', kept by Renaisi, which has now been discontinued. For example, when reporting on challenges, two reps cited '*The relationship with UnLtd but LT know all about this and are acting on it*' and '*UnLtd, but that's another story which everyone has heard*'. There was concern, too, that, where links between Star People and the Big Local partnership were poor, '*there is a part of the Programme that doesn't take account of the local vision'*.

However, UnLtd argue that they are extending the reach of the Programme by going into areas through a different route – '*reaching beyond the usual suspects'*. Their focus is on individuals and, in this sense, seeing every partnership as a

funnel through which all activity must pass, even when there are problems with inclusivity, could be counterproductive.

Chapter 5: Data and emerging themes

This final chapter does two things. First, it comments on the data that is currently available and has been used for this report; secondly it identifies the key themes that have emerged from the data and the questions these raise for future reporting and evaluation (both the external evaluation currently under way and any future evaluation(s)).

Data availability

Inevitably, as Local Trust and partners refine the way they collect data to meet their emerging needs, there are some discrepancies or gaps that have been flagged in footnotes throughout the text. As we worked through the data, we also noted some areas where we would have found more precise data useful, where further changes might be appropriate or where case studies would help to explain initial findings. Some of these may be covered by the external evaluation that is currently underway and its proposals for an evaluation framework for the future are likely to identify any significant gaps. We are also very much aware that Local Trust is keen to avoid overburdening areas and that a balance needs to be struck between telling the Big Local story and excessive reporting requirements. However, some comments are given here to inform both Local Trust and the external evaluation team.

Match funding

When match funding is indicated in documents, it is rarely clear whether this is an intention, whether it is being negotiated or whether it has been secured. Local Trust may also wish to consider how they can distinguish between cash match and in-kind in their monitoring processes. Unless the need to give cash value to in-kind support is specified, it may not be included by partnerships. Local Trust may also wish to ensure that data is also collected on support from community organisations and Locally Trusted Organisations. Reps have reported that these offer administrative support, such as photocopying or designing flyers. However, without making the need to report this form of in-kind support explicit, it is

generally mentioned in brief, if at all. A further aspect of match, of course, is the input of the resident volunteers at various levels within the Programme locally, which Local Trust might want to consider costing in some way in the future.

Accessing learning and support

The analysis presented in this report of the number of days that reps are spending with different waves is not as precise as we would like. It is not possible from the data we have, for example, to give an average number of rep days per wave/per quarter or to distinguish between reps. This may become less important as all waves move to delivery, but if Local Trust would find more precise information useful, the reporting requirements will need to change.

The report gives a broad indication of the kind of support areas are requesting in the Wordle on p. 37. These are the most common words used by reps when describing where access to learning needs to focus. The larger the word the more often it has been used; the largest words are *dynamics, relationships* and *developing* and it would be useful to know more about what this means. Does it, for example, show how reps feel areas need to learn more about the process of Big Local and how it interfaces with people and organisations? There are opportunities for partners to put questions to reps through their quarterly reports which would help track knowledge – where it is coming from and how it is being used. Last year Small Change asked to have a question put in about social enterprise, which allowed us to report that this was an issue that partnerships were considering (although there is some confusion over terms).

It is not possible on the basis of the data available at present to make any assessment of the impact that learning from events has on areas over the longer-term. There is, however, a suggestion that areas attending a large number of events might move faster towards delivery. It might be worth exploring whether there really is such a correlation. More generally, we understand that Renaisi will be adding a question to this effect to their surveys. It might also be possible to include questions on the feedback form about how attendees intend to apply

something they have learned at the event, for example. A question about the role the person attending plays in their partnership would help establish who from local areas is accessing this level of support.

Finally, there are 35 areas that did not send anyone to a learning event during the year. Analysis of overlaid data will enable Local Trust to understand where support for an area's engagement was coming from, and where extra support may be required.

Partnerships

Currently, there are some endorsed partnerships without clear evidence of structure in their documentation. More information about the structure of partnerships and who is on them would be valuable, especially in tracking how partnerships evolve over time, how reflective of the community they are and how they continue to engage different parts of the community. It would also be useful to know how Big Local partnerships relate to the other programmes at local level that we referred to in the body of the report.

Emerging themes

Three main themes have emerged from this year's review. The first relates to transition; the second to being resident-led; the third to innovation and impact.

Transition

The Programme is in a period of transition. A significant number of areas are now moving from planning to delivery. This will be even more the case in 2014-5, with management attention moving from the plans to the review process. To some extent this is already reflected in the way Programme learning to date is being embedded in the management of the Programme as well as in the types of support offered, with rep skills being used more flexibly, the introduction of pilots and UnLtd introducing a more focussed approach to Star People, for example. The data we have analysed also indicates growing independence among

partnerships and growing confidence, with local people more likely to initiate their own learning.

While local areas in the planning stages will still need support from Local Trust and its partners, new phases in the programme are likely to bring new and changed demands. And, linked to that, some of our interviewees raised concern about the need to ensure that support is available and applied across the full range of Big Local areas, rather than being concentrated on the *'flyers'* and the *'strugglers'*, at the expense of '*those in the middle'*. This raises a number of questions for the way that support and learning opportunities are offered.

As areas move into having their plans endorsed, how do their learning and support needs change? What implications does this have for the role of the rep and the type of support they offer? What can we learn about the different skills and approaches that reps and partners provide and how these match the different needs and capacities within areas?

As confidence and experience grows, learning is becoming more of a shared process, with areas bringing experience and skills back into the Programme. Those from later waves are able to learn about planning and partnership formation from earlier waves. Local Trust and partners are now in a position to signpost areas to ideas and initiatives that have worked elsewhere in the Programme. The action learning sets, the rep and resident initiated learning days organised through Renaisi and visits between areas have demonstrated some ways in which the Programme is tapping into local experience and knowledge. There is scope for building virtual learning and sharing networks between areas. **How can Local Trust and partners continue to encourage the sharing of local experience and knowledge?**

As areas move from planning to delivery, they are also beginning to look beyond Big Local for funds, collaboration opportunities, learning, training and support. This will have obvious benefits for sustainability and also shows how Big

Local can leverage resources, interest and opportunities into areas from outside the Programme. And Local Trust has emphasised the need to focus on skills training. There is also more scope to use external resources through the marketplace as learning needs change from understanding how the Programme works to managing delivery (alongside an inevitable element of shared experience from going through similar processes). But as this transition occurs, **what is it that Big Local support uniquely offers and will continue to offer? What does it mean for areas to be part of Big Local? And will this change in future?** Those we interviewed suggested that key elements might be the trust that is established between participants in the Programme through the opportunities for networking provided by learning events and visits, for example, although there may be more scope for regional events.   Certainly this has been demonstrated through the action learning sets, which can provide a level of challenge that might not be found elsewhere.

Whatever opportunities are provided, people in Big Local areas face many demands and do not all have the time to take up the opportunities on offer. As already mentioned, there are some areas that have never accessed Big Local events and, for those that do, we do not know whether opportunities to participate are shared around the partnership or focussed on the same people. **What determines whether people in Big Local areas take up learning opportunities and what implications does this have for future provision?**

Resident-led
There are two aspects to this theme: one is the make-up of partnerships and how inclusive they are; the second is the relationship between Local Trust/partners, the LTO and the areas.

As more partnerships are endorsed, more information will become available on the structures of partnerships. We are also aware of a growing debate about whether partnerships should be formally constituted or not. **Our report on collaboration between the national partners suggested that partnership**

structures change over time to meet different needs. Will this be true at local level? And what will be the implications for inclusivity and leadership? Our interviews and discussions for this review raised concerns about gatekeepers and leadership, insularity on the part of some partnerships and the danger that formalisation would make partnerships risk averse. They emphasised the need for areas to keep refreshing their partnership and engaging the wider community, if partnerships were not to become '*just another local organisation'* and if the aspirations to be resident-led were to extend to all parts of the community.

As partnerships move beyond plans into action, will their structure and approaches change? Are innovative structures emerging? And how do different models work in practice? How will they ensure continued engagement with and accountability to the wider community?

The question of resident-led also highlights the relationship between Local Trust, partners, reps and the local area. The Programme needs to be assertive in defence of its values and aims and ensure that residents are '*asking the right questions'.* Local Trust and partners also have valuable experience that areas need. And they can encourage residents to take the risks that will be needed if this Programme is to be new and different. **How does the Programme encourage and challenge areas while still being resident-led**? **Is light touch support working in all areas?**

There is, of course, another actor that is added into the mix at local level and that is the Locally Trusted Organisation. **How will the LTO role develop over the next year and what benefits or challenges will LTOs bring to the Programme?**

Innovation and impact

Much of this review has focussed on the 'how' of Big Local. But delivery will also focus our attention on the 'what'. Our interviewees were concerned that Big

Local should offer scope for innovation and that delivery should not be '*tunnel vision implementation'*. They wanted to see scope for '*regular reinvigoration through review, evaluation and planning'.* We have already mentioned the need for innovation in partnership structures. But what will be new and different in local plans? The timescale of the Programme allows for areas to grow in confidence and experiment with new ideas. **As the Programme progresses and areas gain in experience will they take the opportunity the timescale offers? Will they be more willing to take risks and will they be open to new ideas? How in particular, will the emphasis on local economies develop?**

Finally, there is the question of impact, how to measure it and how to support local partnerships in this respect. This is an issue that the external evaluation will begin to address.

Appendix One

Data used for the 2013-14 Annual Learning Report by chapter

Data was accessed from each partner and Local Trust to cover the period April 2013 to March 2014. Coding took place during March and April 2014 generating more than 200 references using NVivo 10. This Appendix details the data used for each chapter. Footnotes in the text give further information on how the data was used and issues in relation to analysis.

Chapter One: Accessing funding and support

1. GPI2 and GS analysis by CDF.

2. Q1 – Q4 Board reports submitted by Local Trust officers to the Local Trust Board.

3. Q1 – Q4 synthesis reports to Local Trust from Renaisi.

4. Q1 – Q4 RAW survey data from reps to Renaisi.

5. Document tally data from Big Local Community.

6. Financial data on investment in local areas from Local Trust.

7. Star People awards data from UnLtd.

8. Big Local Plans.

Chapter 2: Match funding and in-kind support to Big Local areas[10]

1. CDF reports: Getting People Involved 2, Getting Started wave 2, Getting Started wave 1.

2. CDF '*Influences on Big Local'* report.

3. Renaisi quarterly rep reports.

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[10] As the footnote to p.19 explains, partnerships questions about match were asked and categorised in different ways for waves one and two (CDF) and wave three (Local Trust), which means the data for the waves is different:
Wave one and two CDF 'match' question:
'If the total in column A is higher than the total in column B, where is the rest of the funding coming from? Please tell us if you already have this money (Box will expand as you type)'
Wave three 'match' Local Trust question:
'Have you secured other sources of funding or resources for this activity? (hint: check if the total in column C is higher than the total in column A). If yes, what value is this resource or funding? Please also tell us who is providing the additional funding or resources?'

4. Local Trust – sample of Big Local Plans.

5. Local Trust – Local Economy pilot applications.

Chapter 3: Access to Learning and Support

1. NANM Spring event report.

2. NANM Learning event reports.

3. Big Local Plans.

4. Renaisi rep and resident networking events reports.

5. UnLtd Initial Observations paper.

6. Rep quarterly reports.

Chapter 4: Partnerships

1. Partnership documents, including Partnership Memoranda of Understanding or Terms of Reference, Agreements with Local Trust and Structure Diagrams.

2. Big Local Plans.

3. Local Trust Board Reports.

4. UnLtd Star People Findings Paper.

5. Renaisi Rep and Worker Networking reports.

Appendix Two

Data used for the 2013-14 Annual Learning Report by source

Local Trust

- Local Trust Board Reports – Q1, Q2, Q3, Q4.
- 50 Big Local Plans from 2013-14.
- 11 Big Local Plans from 2012-13.
- 50 wave three Getting People Involved applications.
- 50 partnership applications.
- Local Economy project applications (unused as UnLtd deferred report).
- Dataset of total documents submitted to Local Trust from Big Local Community.

Renaisi

- Renaisi Rep Quality Assurance reports to Local Trust – Q1, Q2, Q3, Q4.
- Renaisi RAW data from reps – Q1, Q2, Q3, Q4.
- Renaisi 'Networking Events' reports.
- Ongoing Issues log.

National Association for Neighbourhood Management

- Spring event synthesis report.
- Spring event RAW feedback data.
- 15 Learning event reports.
- 15 Learning event specifications.
- Attendance data for spring events.

UnLtd

- Star People observations paper (unpublished).
- Star People awards spreadsheet.
- Learning plan (unpublished).
- Initial observations papers (unpublished).

CDF

- Getting Started wave 3 draft.
- Getting Started wave 2 report.
- Getting People Involved Round 2 report.
- Influences on Big Local Areas report.
- Dataset of GPI2 and GS survey responses.

IVAR

- 2012-13 Annual Learning Report.