

Information and Knowledge Services

Literature search

Title	Community action programme
Client	John Newman, Apteligen
Researcher	Hong-Anh Nguyen/Deena Maggs
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Contents

Guidance for ethical collaboration	3
Databases.....	4
Search strategies.....	5
Summary	7
Search results.....	9
Community empowerment.....	9
Community resilience and social networks	15
Co-creation and co-production.....	21
Citizen and community involvement	37
Social, community and collective action.....	52
Time banking.....	60
The Big Society	64
Total Place, devolution and other place-based approaches.....	67
Social Return on Investment (SROI), evaluation and measurement	72
Press coverage and analysis.....	90
Trade press.....	90
Mainstream press	94
BBC News	94
The Guardian.....	94
The Telegraph	98
The Times.....	99
Related resources	99

Guidance for ethical collaboration

The King's Fund is an independent charitable foundation working for better health, especially in London. The King's Fund seeks to work with a range of organisations to support all aspects of its work and, where appropriate, to generate income.

We wish to develop and maintain mutually beneficial relationships with commercial and other health-related organisations without compromising the independence of the Fund. In this context we request that you review The King's Fund's ethical collaboration policy, attached here, which sets out our guiding principles for working with external clients.

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- Where evidence collated in response to a brief is cited by the client, appropriate reference should be made to the primary information source and not The King's Fund (i.e. source material provided by the IKS must not be presented as that of The King's Fund or work that is endorsed by The King's Fund);
- The King's Fund gives no warranty that the deliverables of this agreement will not contain any material that may be disadvantageous to the clients' business or area of work (for example, it will present research findings determined by objective analysis of available evidence regardless of whether they support a client's work or position);
- The King's Fund should be consulted whenever and wherever its name is used by external organisations for external communications in relation to this literature search. Approval must be sought for any copy produced from The King's Fund that is supported/sponsored by a client organisation;
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Databases

British Library Social Welfare database

Aimed at researchers, social work professionals and those working within the third sector, this database offers information on all aspects of social welfare in the UK and overseas. It includes a high quality collection of full text research and evaluation reports, Parliamentary papers, consultations and policy proposals selected by our social policy curators and available for immediate download. As well as these digital documents, you'll find details of books, journal articles, official papers, theses, archived websites and datasets in the British Library's collections.

Emerald Insight

Emerald's Management collection features over 80,000 articles from over 200 titles focusing on fields such as business, education, engineering, public services and marketing.

Health Database Advanced Search (HDAS)

This database aggregates a variety of health databases together including AMED, British Nursing Index, CINHAL, EMBASE, HMIC, MEDLINE, PsychINFO and Health Business Elite.

The King's Fund Information and Knowledge Services database

UK focused, this database covers health management and services, social care, service development, and NHS organisation and administration. Resources include journal articles, books, reports, and pamphlets and cover the years from 1979 onwards.

London School of Economics library database

The LSE library collects material on social sciences, with the collection particularly rich in economics, statistics, political science and public administration. The library database searches across all of LSE's collections which includes their current collection, journal articles, their archives and digitised collections.

NICE Evidence Search

NHS Evidence Search is unique index of authoritative, evidence-based information from hundreds of trustworthy and accredited sources.

Science Direct

ScienceDirect is a full-text scientific database offering journal articles and book chapters from more than 2,500 peer-reviewed journals and more than 11,000 books. There are currently more than 11 million articles/chapters, a content base that is growing at a rate of almost 0.5 million additions per year.

Wiley

Provides online access to a broad range of content: over 4 million articles from 1,500 journals, 9,000+ books, and many reference works and databases in a wide range of subjects including business, economics, nursing, dentistry and healthcare, and social and behavioural sciences.

Search strategies

Grey literature

Hand-searched publications of: [Civil Exchange](#), [Collaborate](#), [Demos](#), [Innovation Unit](#), [IPPR](#), [Joseph Rowntree Foundation](#), [Localis](#), [Local Government Information Unit \(LGIU\)](#), [New Economics Foundation](#); [National Association for Voluntary & Community Action \(NAVCA\)](#), [NESTA](#), [New Local Government Network](#), [New Philanthropy Capital](#), [Office for Public Management \(OPM\)](#), [PricewaterhouseCooper Public Sector Research Centre](#), [Public Service Transformation Network](#), [RSA](#), [Social Value UK](#), [The Smith Institute](#), [Third Sector Research Centre](#), [Timebanking UK](#), [The Young Foundation](#)

Local Government Chronicle (1999-present)

"community action"

"social action"

"community resilience"

"co-production"

"community research"

"asset-based community development"

"community empowerment"

"Total Place"

Hand-searched *Idea Exchange* section of LGC for potential case studies.

The Municipal Journal

"community action"

"social action"

"co-production"

Hand-searched *Best Practice* section of MJ for potential case studies.

The King's Fund library database

su:(community action)

su:(co-production)

London School of Economics Library

Free-text search: "social return on investment"

Subject search: "social action" ; "community resilience" ; "community research"

Health Databases Advanced Search (HDAS)

("social action" AND community).ti,ab

(co-production AND community).ti,ab

("total place" AND community).ti,ab

"community empowerment".ti,ab

"health and well-being" and community

Wiley

"SROI"

"Social return on investment"

"time banking"

"total place"

"community involvement" and "user involvement" and uk

"civic society" and community and UK

"service redesign" and "community involvement" and UK

"community research" and UK

"Big Society"

Science Direct

"SROI"
"Social return on investment"
"time banking"
"co-production" AND "community"
"total place"
"community involvement" AND "user involvement" AND "UK"
"community empowerment" AND "UK"
"civic society" AND "community"
"service redesign" AND "community involvement" AND "UK"
"community research" AND "UK"
"Big Society"

Emerald

Abstract:"Social return on investment"
[Abstract:"Co-production"] AND [Abstract:"community"]
Abstract: "Big Society"
Abstract:"time bank"
Abstract:"Total Place"
[Abstract:"service redesign"] AND [Abstract:"community"]
Keywords:"community involvement"
Keyword:"community empowerment"
Abstract:"community empowerment"
Keyword:"resilience"
Abstract:"resilience"
Abstract:"civic society"
Abstract:"civic pride"

British Library Social Welfare database

"social return on investment"
"time banking"
"co-production" AND "community"
"total place"
"community involvement"
"community empowerment"
"civic society" AND "community"
"service redesign" AND "community involvement"
"community research" AND "UK"
"Big Society"

Summary

Overview

Community action and involvement in public services has increasingly gained traction as a popular concept following the economic recession. The drive for greater community involvement has various benefits: greater user satisfaction in services; creating more resilient and self-sufficient societal structures; and potential cost savings and efficiency in public services. The body of research on community action in public services covers a vast array of concepts involving and including community/user involvement and engagement; community empowerment; co-production, co-creation and collaboration in service design and delivery; how social networks and personal relationships contribute to community resilience; and the evaluation and assessment of these processes. The results of this literature search have been organised thematically to broadly reflect these issues and recent models of delivery, such as the Big Society or place-based services.

Community empowerment

The concepts of 'community empowerment' and 'community resilience', as explored in the literature, are intertwined; in enabling communities to take greater responsibility and be more involved in designing, delivering and shaping services, local government can help to create stronger communities. Community empowerment may refer to abstract power (e.g. decision-making such as community-led service design) or more tangible forms (e.g. support for communities to buy or manage assets).

Community resilience

The concept of 'resilience' refers to communities which have stronger social networks and enhanced capacity to solve local problems and issues independently. In the literature, resilience is a quality that is nurtured through strong social networks and links fostering a stronger sense of social responsibility leading to greater social action. The strategies identified to encourage greater resilience include policy-making which prioritises peoples' personal relationships and social networks; greater user involvement; and user governance. The scenario in which community resilience is most demonstrable is following natural disasters and in areas of great deprivation and for this reason, much of the case study literature tends to focus on community resilience in these settings.

Involvement, collaboration and partnership

User involvement is cited as one of the tools with which community resilience can be developed but it is also a way of building more personalised services which focus on user outcomes. The concept of co-production or co-creation, particularly in relation to health and social care, has been a driver for a shift towards outcomes-based commissioning. In commissioning with user outcomes in mind, the user journey, user choice and user experience are all at the forefront of the decision making process. In order to design services that more closely reflect user needs, user involvement and input is paramount in order to understand user needs. With this in mind, the various policy drives towards whole-area approaches (of which Total Place and Our Place were examples) encompass many of the concepts already mentioned (such as user-centred service design) and marries them with a more localised focus. A whole-area approach argues for greater localised power in order to tailor services for local populations. Whilst Total Place as a policy concept is no longer current other initiatives have gained popularity in its stead, such as the ongoing interest in regional devolution following Greater Manchester's devolution.

Community action

David Cameron's 'Big Society' concept invoked the ideas of community resilience, social action and community involvement in order to deliver services and create a stronger society. Where the Big Society as an experiment has been deemed as an unsuccessful one, community action as a concept still has currency in relation to policy-making ideals. Where user involvement promotes greater user choice and satisfaction, it also changes the relationship between the service user and provider. Collaborating in the delivery and design of services puts the user in a more active position and this reconsideration of the user as a passive consumer of services is key to the concept of social or community action. Community action recognises that people and communities in themselves are assets and that utilising these assets could broaden the potential of existing public services. Additionally, harnessing communities and people as assets provides rich and valuable insight into the particular needs of a local population.

Measurement and assessment

The measurement, evaluation and assessment of initiatives that drive a community action agenda required the development of new tools. One of the most popular approaches is based on an economic evaluative approach, the return on investment (ROI) analysis. Whilst ROI is not directly applicable to public services, the social return on investment (SROI) approach takes a broader definition of 'value' to calculate a quantifiable impact of a particular intervention or initiative. SROI is one of a variety of social accounting methods used to calculate the social and environmental impact of public services, others including social accounting and audit (SAA), social enterprise balanced scorecard (SEBS), impact reporting and investment standards (IRIS), global impact investment ratings system (GIIRS) and the LGA's community empowerment business case tool.

Outside of impact measurement, the other forms of evaluation that appear in the literature are measures of concepts already mentioned (e.g. measurement of community empowerment or community resilience).

Search results

Community empowerment

Adamson, Dave, (2010). Community empowerment: identifying the barriers to 'purposeful' citizen participation. *International Journal of Sociology and Social Policy*, 30(3/4), pp.114–126.

Purpose – The purpose of this paper is to examine Communities First, an area-based regeneration policy in Wales to explore the barriers to community empowerment. Three related research projects provide data to inform the discussion of community empowerment and to consider the implications of delivery of the policy for theorising the relationship between the citizen and the state as mediated through regeneration partnerships.

Design/methodology/approach – Data from three related research projects are discussed. These are an evaluation of local delivery of the Communities First programme, the delivery of technical support to participating communities and a Joseph Rowntree-funded case study of nine regeneration partnerships. All projects are concerned with exploring the experience of community members within regeneration partnerships.

Findings – The findings identify major barriers to the achievement of community empowerment including issues of community capacity, institutional capacity, organisational cultures and regulatory frameworks. The findings identify mechanisms for improving community participation and empowerment. The findings are also used to identify community actor agency within regeneration partnerships and to argue against an analysis of regeneration initiatives as a mechanism of social control and incorporation of community activism into a state led agenda.

Research limitations/implications – The paper explores one specific policy within a UK devolved region and is not able to comment extensively on similar policy programmes in other areas of the UK. However, it uses this specific experience to comment on generic issues in the community empowerment field and to elaborate theory on the relationship between the citizen and the state.

Practical implications – The paper offers practitioners and policy makers insight into the community experience of participation in regeneration partnerships and proposes methods and policy refinements which can improve empowerment outcomes and assist community participation to achieve higher levels of influence over statutory partners.

Originality/value – While the paper identifies barriers to empowerment that are recognised in the wider literature, it demonstrates that such barriers can prevail even within a highly participative policy framework such as Communities First. The paper also provides evidence of a clear sense of agency on the part of community members of regeneration partnerships and counters models which suggest regeneration partnerships are simple mechanisms of social control which diffuse community activism.

Adamson, Dave and Bromiley, Richard, (2008). *Community empowerment in practice: lessons from Communities First*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-empowerment-practice-lessons-communities-first>

An examination of a community-based programme in Wales that aims to increase opportunities for community empowerment and potential influence over service providers.

Barnes, Marian, Skelcher, Chris, Beirens, Hanne, Dalziel, Robert, Jeffares, Stephen and Wilson, Lynne, (2008). *Designing citizen-centred governance*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/designing-citizen-centred-governance>

Citizen-centred governance involves new ways of enabling local people, working with statutory and other agencies, to decide how public services can improve their quality of life. This study examined the relationship between new governance structures and the engagement of citizens, service users and the voluntary and community sectors, with the aim of identifying lessons for policy and practice.

Buonfino, Alessandra, Mulgan, Geoff, Ali, Rushanara and Hewes, Sarah, (2010). *Cohesive communities*, London: Young Foundation.

<http://youngfoundation.org/publications/cohesive-communities/>

This report was commissioned by Local Government Improvement and Development to investigate how local authorities and the voluntary and community sector (VCS) can work more productively together to build empowered and cohesive communities. The research took place over a period of four months, and included interviews, four case studies of local areas and a quantitative survey of local authorities across England. This

report serves as a resource for local authority officers seeking to promote cohesion in the context of local government, including key findings and recommendations for how those relationships can be made stronger to increase cohesion-related outcomes.

Clark, D., Southern, R. and Beer, J., (2007). Rural governance, community empowerment and the new institutionalism: A case study of the Isle of Wight. , 23(2), pp.254–266.

Coen, L. and Kearns, N., (2013). Co-producing innovation or innovating co-production? Responding to the contact needs of non-resident parents in the Republic of Ireland. *Child & Family Social Work*, 18(2), pp.207–216. The empowerment and participation of children and families in both the design and the delivery of services oriented towards them is now an accepted norm, if not always the accepted practice. Yet, challenges still remain, particularly where parents are separated and contact issues are problematic. Although contact centres are common in some Western countries including Australia, New Zealand, the UK, France, and the USA, this is not the case in the Republic of Ireland. The relatively recent introduction of divorce, increases in separation and childbirth outside of marriage have led to the need for service planners to respond to the growing issue of non-resident contact with children. Using Bovaird's co-production framework, the purpose of this paper is to outline and discuss specific findings relating to service user involvement emanating from a formative evaluation of an innovative supported contact service in Ireland. What emerges from the findings is a picture of co-production where the broad parameters of the service are professionally defined and where the specifics of service user involvement in delivery vary from family to family but within the bounds of professional control.

Dobson, Julian, (2011). *Community assets: emerging learning, challenges and questions*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-assets-learning-challenges-questions>

The current political and economic climate means there may never be a better opportunity for community organisations to buy or manage assets such as buildings, parks and wind farms for local benefit. But can they make the most of this opportunity while surviving spending cuts, political pressures and commercial competition?

Dobson, Julian, (2013). *Responsible recovery: a social contract for local growth*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/responsible-recovery-social-contract-local-growth/>

Arguing that we need localism that creates work and opportunity, rooting recovery in the communities that are most crying out for it, the report calls for a 'social contract' between residents, local business, service providers and the wider community, which would account for the needs of local labour markets, community networks and social assets.

Duncan, Pete and Thomas, Sally, (2002). *Resourcing community involvement in neighbourhood regeneration*, Bristol: Policy Press.

<http://www.jrf.org.uk/publications/resourcing-community-involvement-neighbourhood-regeneration>

This report looks at how community 'capacity building' is currently delivered within neighbourhood regeneration programmes, focusing on the key issue of resourcing.

Francis, Rob, (2012). *Unlocking local capacity: why active citizens need active councils*, London: Office for Public Management.

<http://www.opm.co.uk/publications/unlocking-local-capacity>

This report sets out findings from new research about what councils can do to unlock the capacity in their communities. The practical experiences quoted are those of managers from 30 councils interviewed especially for this research, up and down the country.

Harvey, Adrian and Julian, Caroline, (2015). *A community right to beauty: Giving communities the power to shape, enhance and create beautiful places, developments and spaces*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/a-community-right-to-beauty-giving-communities-the-power-to-shape-enhance-and-create-beautiful-places-developments-and-spaces>

This report report argues for a 'community right to beauty' to be introduced via primary legislation. The policy recommendations set out a range of new powers and incentives to support the democratic discernment of what makes a neighbourhood beautiful, and communities' ability to independently create, shape and improve their locale.

Hothi, Mandeep, (2012). *Local 2.0: How digital technology empowers local communities*, London: Young Foundation.

<http://youngfoundation.org/publications/local-2-0-how-digital-technology-empowers-local-communities/>

Local 2.0 was a Department for Communities and Local Government (DCLG) funded project that aimed to learn how local communities can be empowered through social media and other digital technologies. Between April 2010 and April 2012 we supported communities in three local authority areas of England: testing different tools and methods to learn more about the role that social media and other digital technology plays in connecting and supporting people in low and middle income neighbourhoods. In this report we bring together the insight from our work, drawing on our practical projects with a number of communities in three areas of the country: Kirklees, Kensington and Chelsea, and King's Lynn and West Norfolk.

Houghton, J.P. and Blume, T., (2011). *Poverty, power and policy dilemmas: lessons from the community empowerment programme in England*. *Journal of Urban Regeneration & Renewal*, 4(3), pp.207–217.

This paper tells the story of the community empowerment programme in England between 2001 and 2008, and identifies the lessons for the future. The authors argue that the original ambition of the programme, to empower communities to become equal partners in the task of neighbourhood renewal, was undermined by inconsistent central government policy and opposition from local authorities. The programme did pioneer and promote new participative methods however, which are increasingly commonplace. Future empowerment policies need to be made available to the most deprived communities.

Lawson, L. and Kearns, A., (2014). *Rethinking the purpose of community empowerment in neighbourhood regeneration: the need for policy clarity*. *Local Economy*, 29(1-2), pp.65–81.

Community empowerment is a core element of area regeneration policy in the UK. In this article we question whose purpose the policy goal of community empowerment serves by examining the policy from three 'actor' perspectives in a neighbourhood regeneration setting: the Housing Association, a campaign group that became a Registered Tenants Organisation and residents living in the area. Using a model of community empowerment developed, we conclude that the 'wider community' was not empowered by the processes but that community empowerment was used by other parties to legitimate their aims. We make three conclusions in relation to: the relevance of community empowerment alongside other objectives; policy oversight and regulation; and, the relationship between community empowerment and representative democratic structures.

Miller, Stephen, (2013). *How can we unlock local people's potential to tackle local problems? Lessons from Bradford*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/potential-problems-lessons-bradford>

Many community-level social entrepreneurs – as demonstrated through this pilot – can contribute to the objectives of local authorities more broadly. The Bradford Social Future Awards innovative pilot scheme was a partnership between JRF, UnLtd and Bradford Metropolitan District Council from May 2011 to June 2012. It showed the untapped potential of local people to find local solutions to local problems, and a readiness to take risks through backing social entrepreneurs with flexible finance and support.

Partington, J. and Totten, M., (2012). *Community sports projects and effective community empowerment: a case study in Rochdale*. , 17(1), pp.29–46.

How can community empowerment be most effectively achieved through the use of sport? In a case study of a bespoke voluntary sector project, an action research approach revealed insights into effective community empowerment. Although focused on a comparatively small project within a provincial UK town, the issues addressed and lessons learned can be generalised and transferred much more universally to community-based sports delivery. Detached from mainstream providers, and more agile and responsive to local needs, the project succeeded in achieving a very local degree of ownership and control. The study revealed the limitations of much mainstream provision and some of the sustainability vulnerabilities of small-scale projects, with funding dependencies in delivering broader structural change. The project challenged many of the values and approaches of its larger statutory neighbours and signified exemplary good practice. It demonstrated how to achieve sustainable community development despite its own funding being in jeopardy. And it further challenged its statutory neighbours to consider adopting its practices, investing in the project's long-term future or presiding over its eventual demise.

Piper, S.M., (2011). Community empowerment for health visiting and other public health nursing. *Community practitioner: the journal of the Community Practitioners' & Health Visitors' Association*, 84(8), pp.28–32.

This paper explores the community empowerment aspect of health promotion, where social experience is a key indicator of health, from the perspective of health visiting and other public health nursing. This contemporary model of practice is put into a health promotion context by use of a slightly modified framework and by the inclusion of examples of methods and outcomes of practice that link conceptually with the health assets model and aspects of 'Big Society' thinking. Community development, social capital and capacity building are discussed as key elements of community empowerment with a 'bottom-up' agenda driven by community members. This concerns micro-population health gain, where the process, the quality of the public health nurse-community relationship, is as important as outcome.

Rosenberg, Jonathan, (2012). Social housing, community empowerment and well-being: part two – measuring the benefits of empowerment through community ownership. *Housing, Care and Support*, 15(1), pp.24–33.

Purpose – This paper provides a summary of evidence on a local sense of well-being gathered from the population of a mutual resident-controlled housing association, compared at various levels with national and other comparator data. It reproduces statistics and many statements from Waltherton and Elgin Community Homes (WECH) residents, to shed light on questions over the potential for community-owned social landlords to promote social capital and well-being and transform communities and neighbourhoods in line with current UK government thinking on happiness, empowerment, and the Big Society agenda. **Design/methodology/approach** – The paper is the second part of an overview of the potential for social housing to empower people and improve well-being, from the perspective of a full community-owned social housing landlord. Professor Peter Ambrose of Brighton University led the study of the WECH population, assisted by LSE Social Policy post-graduate students who carried out the interviews of WECH residents. Dr Satsangi of the University of Stirling led the work comparing the data collected on WECH residents with other populations and datasets. The paper includes a summary of these findings, with further reflections on the implications for national housing policy. **Findings** – Notwithstanding the high deprivation indices for the area as a whole, residents of WECH expressed high levels of satisfaction with the neighbourhood, and greater levels of community engagement than people living in areas with comparable levels of deprivation. The findings support the hypothesis that an empowering and participatory management style – especially where based upon full community ownership and resident control – effectively enhances community engagement, activates citizenship and significantly improves individual and collective well-being. **Practical implications** – Happiness and well-being, it now appears, are not so much a function of incomes and costs, as a product of control and influence. Overall, and at the very least, the results should give confidence to national and local governments to drive forward their policies to mutualise social housing, where local communities wish to take over their homes. **Originality/value** – The 1992 WECH transfer of 921 homes from the local authority remains the only large-scale statutory (as distinct from voluntary) transfer of council housing in England and Wales to a resident-controlled community-based housing association. Therefore, WECH's experience is especially relevant for informing the Coalition Government's implementation of the statutory Right to Transfer for council tenants.

Rosenberg, Jonathan, (2011). Social housing, community empowerment and well-being: part one – empowerment practice in social housing. *Housing, Care and Support*, 14(4), pp.113–122.

Purpose – This paper gives an account of the development and pioneering management practices of a community-owned and managed agency, Waltherton and Elgin Community Homes (WECH), locating these in the context of continuing concerns and emerging aspirations over the role of social housing, with developing UK national policy and a proposed statutory 'Right to Transfer' for tenants. **Design/methodology/approach** – This report provides a narrative of the recent development of social housing policy development and the evolving practice of WECH. This is the essential historical and social policy background to a recent study into the health and well-being benefits of empowerment through community ownership of social housing. This first paper refers to and discusses the wider implications of the data collected during the well-being research and literature review, indicating that the population of the WECH estates experience a sense of belonging, and of being involved, which contrasts markedly with statistics for comparable populations in comparable areas of deprivation. Further analysis of the key findings of the original study will be published in Part two. **Findings** – The benefits of more community-owned services include the more efficient and holistic management of properties. Community-based, resident-controlled housing associations offer a secure foundation for building in additional services as part of the continued drive to devolve public services to the local level, including hosting of a substantial range of community services, for example the reintegration of the Police into the community. The

principle of community ownership of council estates is also valuable in its own right for informing the direction of housing management and policy and where to target effort. The experience and practice of WECH supports the proposition that community ownership of social housing may be an exceptionally effective means for improving and sustaining wellbeing in poor neighbourhoods. Research limitations/implications – This paper argues that Government policy should actively support mass mutualisation as a means for improving wellbeing on council/social housing estates and for empowering poorer communities to take greater responsibility for their welfare. Regardless of the extent of mutualisation, many of the practices involved are transferable to non-mutual social landlords, and may be seen as markers of good practice for agencies intending to taken on social housing via transfer. Originality/value – There is continued interest in the transfer of social housing stock to new provider agencies. WECH has been the only large-scale statutory transfer until now of council housing in England and Wales to a mutual, community-owned housing association. WECH’s experience is especially relevant for evidencing the significant advantages governments could obtain through encouraging many more transfers of council estates to community housing associations.

Saffron James and Young Foundation, (2007). *Transforming neighbourhoods : a collection of stories about community empowerment / edited by Saffron James.*, London: Young Foundation.

[No abstract available]

Wellman, G.C., (2012). *Community empowerment and public transportation agencies: a case study analysis of transit agencies’ community development initiatives.* , 43(4), pp.512–526.

Wiewiora, A., Keast, R. and Brown, K., (2015). Opportunities and challenges in engaging citizens in the co-production of infrastructure-based public services in Australia. *Public Management Review*, pp.1–25.

Research and practice have observed a shift towards service-oriented approaches that depend on input from citizens as co-producers of services. Yet in the delivery of public infrastructure the focus is still on managing assets rather than services. Using a Policy Delphi approach, we found that although experts advocate service-centric approaches guidelines and policies lack a service-centric perspective. Findings revealed a range of impediments to effective stakeholder involvement. The paper contributes to co-production and new public governance literature and offers directions for public infrastructure decision-makers to support and reconnect disengaged government–citizen relations, and determine ways of understanding optimal service outcomes. Article ahead-of-print.

Wilcox, David, (1994). *Community participation and empowerment: putting theory into practice*, London: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-participation-and-empowerment-putting-theory-practice>

A new Guide to Effective Participation offers a comprehensive framework for thinking about involvement, empowerment and partnership. It also provides an A to Z of key issues and practical techniques for effective participation.

Wyler, Steve and Blond, Philip, (2010). *To buy, to bid, to build: community rights for an asset owning democracy*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/buy-bid-build-community-rights-asset-owning-democracy/>

This publication highlights 10 simple strategies for enabling individuals and community groups to join together to purchase under-performing assets the Government plans to sell off and transform these into revitalised, community-owned enterprises.

Young Foundation, (2010). *What is an empowering authority? Community empowerment and organisational culture*, London: Young Foundation.

<http://youngfoundation.org/publications/what-is-an-empowering-authority-community-empowerment-and-organisational-culture>

This paper builds on The Young Foundation’s practical experience with local authorities to develop and deepen understanding of how organisational cultures affect the success of neighbourhood working. It looks at how culture interacts with structures, people and processes and highlights tools for thinking through the cultural challenges that arise from partnership working, looking particularly at the work of Edgar Schein and Mary Douglas. These theories can aid understanding of the plurality of cultural mindsets that different stakeholders

bring to neighbourhood working. Understanding both the wider culture of the local authority and the cultural assumptions of frontline stakeholders is vital for working through bottlenecks and building shared expectations.

Community resilience and social networks

Afridi, Asif, (2011). *Social networks: their role in addressing poverty*, York: Joseph Rowntree Foundation.
<http://www.jrf.org.uk/publications/social-networks-their-role-addressing-poverty>

This paper explains what social networks are, and their benefits; explores how social networks can help address poverty and be made more accessible; and discusses the impacts of government spending cuts on social networks.

Allen, M., Spandler, H. and Prendergast, Y., (2015). *Landscapes of helping : kindness in neighbourhoods and communities.*, York: JRF.

<http://www.jrf.org.uk/sites/files/jrf/landscapes-helping-kindliness-full.pdf>

Kindliness in communities is an increasingly important issue in the context of wider social changes such as the rise of individualism, geographical mobility and an 'ageing society'. The help that occurs between people in everyday settings is an aspect of human behaviour that is taken for granted, yet it is little researched or understood. The report: identifies factors that may inhibit or encourage kindness in communities; explores the impact of emotional, social, geographical and economic factors; discusses some ways that people navigate informal helping in their lives; explores how people negotiate conflicts around giving and receiving help in their lives; and identifies ways that kindness can be fostered in communities.

Anderson, S., Brownlie, J. and Milne, E.J., (2015). *Understanding everyday care and support.*, York: JRF

<http://www.jrf.org.uk/sites/files/jrf/liveable-lives-study.pdf>

The character of informal support among family, friends and even strangers is shaped by the social and physical characteristics of areas but also by the narratives that attach to them. In the often unspoken moral framework underpinning these interactions, both reciprocity (giving back) and mutuality (where both parties benefit from the interaction) are important elements. Public policy needs to recognise both the interactional complexity and the emotional significance of everyday help and support. In the context of political debate around austerity and the scope of the state, the infrastructural qualities of such relationships need to be recognised. While such support makes possible other aspects of social life, it also requires maintenance and repair in its own right.

Batty, Elaine and Cole, Ian, (2010). *Resilience and the recession in six deprived communities: preparing for worse to come?*, London: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/resilience-and-recession>

JRF commissioned this paper as part of its programme on poverty and place, which aims to understand how where people live affects their experiences of living in or on the margins of poverty. It examines what will make some people and communities more resilient in the face of continuing economic hardship.

Towell, David and Gillespie, John, (2011). *Creating stronger and more inclusive communities which value everyone's right to contribute: some lessons for positive action in the context of austerity*, London: New Economics Foundation.

http://www.neweconomics.org/page/-/files/Creating_Stronger_and_More_Inclusive_Communities.pdf

This report is about innovations which unlock communities' strengths and recognising that people with support needs can also be assets to their communities. It outlines seven principles for empowerment and inclusion for an age of austerity.

Cinderby, Steve, Haq, Gary, Cambridge, Howard and Lock, Kate, (2014). *Practical action to build community resilience*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/practical-action-build-community-resilience>

This study looks at lessons from a scheme that helped residents of a York neighbourhood to make their community more environmentally sustainable and adaptable to change. The Good Life Initiative in New Earswick tried different ways of engaging residents and this research considers which were the most effective.

Nirupama, N. and Maula, A., (2013). *Engaging public for building resilient communities to reduce disaster impact. Natural Hazards*, 66(1), pp.51–59.

Perception about people's behaviour during emergencies defines, to a large extent, the course of planning and resource allocation for community emergency response as well as development of mitigation measures. During the past decade, there has been a paradigm shift in the approach to disaster management. A recent trend has

been to encourage more community participation as opposed to the top-down approach of the past. It is believed that community participation will bring about a comprehensive and accurate appreciation of people's perception regarding hazards, risk, vulnerability, and resilience, and this research is an attempt to achieve just that. In order to accomplish our goal, we engaged a group of women that would typically fall into the category of 'vulnerable group' in a focus group interview setting. The participants were mainly over 40 years old, the majority with little education, unemployed, facing language barriers, of low income, and reliant on public transit. Many participants identified that they lived in the vicinity of rivers, lakes, railways, or power plants, but did not seem to be aware of their exposure to potential threats—indicating a lack of education and awareness. The most common hazards and mitigation measures they were aware of, included floods (including basement flooding), fire, fire alarm, and smoke detectors. Additionally, illness and loneliness were mentioned as factors contributing to their increased vulnerability, hence reduced resiliency. With the help of the focus group members' participation, we were able to discuss the importance of communities being aware of their surroundings, available resources and help, and permit them to voice their concerns in order to be able to cope during emergencies. We trust and hope that more community participation will lead to stronger and more resilient cities.

Gilchrist, Alison and Kyprianou, Paul, (2011). *Social networks, poverty and ethnicity*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/social-networks-poverty-and-ethnicity>

This paper sets out current thinking on social networks; considers the evidence on how networks affect people's experience of poverty and their ability to access resources and opportunities; and explores the relevance of ethnicity to social networks reflection and shaping of different cultures and socio-economic status.

Hay, Susie, (2008). *Local Links - developing active networks in local communities*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/local-links-developing-active-networks-local-communities>

This study reports on an action research programme designed to assist local people to be better informed, empowered and more effective in their community roles.

Icarus Collective, (2008). *An evaluation of Local Links: Reviewing a pilot programme to develop active networks in local communities*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/evaluation-local-links-reviewing-pilot-programme-develop-active-networks-local-communit>

This report evaluates a pilot programme that is exploring the potential to develop active networks in local communities. It informs the current debate on neighbourhood governance and builds on JRF research that explores issues of community empowerment, local governance and user participation in local service delivery.

IPPR North, Urban Forum, Oxfam and Church Action on Poverty, (2011). *Community assets first: the implications of the Sustainable Livelihoods Approach for the Coalition agenda*, Manchester: IPPR North.

<http://www.ippr.org/publications/community-assets-first-the-implications-of-the-sustainable-livelihoods-approach-for-the-coalition-agenda>

This report introduces a new way of looking at things - the Sustainable Livelihoods Approach (SLA) - and uses it to bring together perspectives on a range of issues around poverty in the UK. SLA develops the view that people living in poverty are rational agents with assets to draw upon. As a result, the question about poverty moves from 'what do people in poverty lack?' to something more akin to 'what is preventing people from using what they have to get ahead?'

Kraglund-Gauthier, W.L., Folinsbee, S., Quigley, B.A. and Grégoire, H., (2009). Re-conceptualizing health and learning in terms of community resilience and enterprise. *Journal of Enterprising Communities: People and Places in the Global Economy*, 3(4), pp.405–414.

Purpose – Many Canadians presume their universal health care system provides equitable opportunity and access to health, yet this is not necessarily the case, especially for marginalized populations. The purpose of this paper is to conceptualize how marginalized, yet resilient, communities are able to build capacity and contribute to their own learning about health.

Design/methodology/approach – Environmental scan, state of the field review and community consultations on a national scale.

Findings – For adults living in rural and remote areas that fall below health norms, health knowledge and care is often not enough to build capacity and support resilient communities. More learning needs to be done by all members of community and government.

Practical implications – Consultations with selected members of marginalized populations and their service providers reveal a cross-community, cross-sector and cross-government focus on addressing the social determinants of health is needed to increase individual capacity.

Originality/value – Consultations with community members and their service providers reveal rich information about the state of health and learning in selected areas across Canada. Using literature on health and learning as a framework, this paper discusses challenges and promising practices in terms of participants' abilities to sustain their own and their communities' health and learning.

Lalone, M.B., (2012). Neighbors helping neighbors. *Journal of Applied Social Science*, 6(2), pp.209–237.

This article argues that planning for community resilience to environmental disasters needs to give greater consideration to the potentials for response and recovery contributions available through local-level, informal social capital networks, as well as from the more formal policy and planning channels. To demonstrate the potential for mobilizing social capital resources to aid disaster response and recovery, the article provides a microlevel examination of the social capital mobilization process that occurred after tornadoes unexpectedly struck a rural Appalachian region in April 2011. It examines the mobilization process and types of labor and supply resources rapidly generated through community-level social networks in the first weeks of disaster response and recovery. The article situates this study in the context of social capital disaster literature, and considers its lessons and applications for disaster planning.

Landau, J., (2010). Communities that care for families: the LINC model for enhancing individual, family, and community resilience. *American Journal of Orthopsychiatry*, 80(4), pp.516–524.

The resilience of families and communities is inextricably linked. Their healthy functioning relies on a balance of stressors and resources. Both can be jeopardized by major challenges such as socioeconomic change or natural and man-made disasters. Such events can cause increased incidences of physical and mental problems such as addiction, posttraumatic stress syndrome, and heart disease. Trauma breeds marginalization, abuse of power, and prejudice. How these stressors are handled is profoundly influenced by the degree of connectedness—attachment—to family and culture of origin. Connectedness can be enhanced by mobilizing support systems, facilitating access to resources, strengthening family, community and cultural ties, and fostering resilience. The LINC Model increases connectedness at the individual, family, and community levels. This article includes methods for designing interventions, studies and clinical vignettes that illustrate the application of the LINC Model, and examples of communities that have overcome major stress.

Landau, J., (2007). Enhancing resilience: families and communities as agents for change. *Family Process*, 46(3), pp.351–365.

In this article, the Linking Human Systems (LINC) Community Resilience model, a theoretical framework for initiating and sustaining change in communities that have undergone rapid and untimely transition or loss, is presented. The model assumes that individuals, families, and communities are inherently competent and resilient, and that with appropriate support and encouragement, they can access individual and collective strengths that will allow them to transcend their loss. This competence can be nurtured by helping people regain a sense of connectedness with one another; with those who came before them; with their daily patterns, rituals, and stories that impart spiritual meaning; and with tangible resources within their community. Rather than imposing artificial support infrastructures, LINC interventions engage respected community members to act as natural agents for change. These 'community links' provide a bridge between outside professionals, families, and communities, particularly in circumstances in which outside intervention may not be welcomed. The article illustrates how LINC interventions successfully have been used in communities around the world.

National Centre for Social Research. ScotCen Social Research, (2014). *The liveable lives study: understanding everyday help and support*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/liveable-lives-study-understanding-everyday-help-and-support>

This research looks at 'low-intensity support' in Glasgow, examining three specific accounts of everyday help and support, and identifying key themes for further investigation. It looks at how we view informal, everyday help and what barriers prevent the giving or receiving of this type of support.

Nirupama, N. and Maula, A., (2013). Engaging public for building resilient communities to reduce disaster impact. *Natural Hazards*, 66(1), pp.51–59.

Perception about people's behaviour during emergencies defines, to a large extent, the course of planning and resource allocation for community emergency response as well as development of mitigation measures. During the past decade, there has been a paradigm shift in the approach to disaster management. A recent trend has been to encourage more community participation as opposed to the top-down approach of the past. It is believed that community participation will bring about a comprehensive and accurate appreciation of people's perception regarding hazards, risk, vulnerability, and resilience, and this research is an attempt to achieve just that. In order to accomplish our goal, we engaged a group of women that would typically fall into the category of 'vulnerable group' in a focus group interview setting. The participants were mainly over 40 years old, the majority with little education, unemployed, facing language barriers, of low income, and reliant on public transit. Many participants identified that they lived in the vicinity of rivers, lakes, railways, or power plants, but did not seem to be aware of their exposure to potential threats—indicating a lack of education and awareness. The most common hazards and mitigation measures they were aware of, included floods (including basement flooding), fire, fire alarm, and smoke detectors. Additionally, illness and loneliness were mentioned as factors contributing to their increased vulnerability, hence reduced resiliency. With the help of the focus group members' participation, we were able to discuss the importance of communities being aware of their surroundings, available resources and help, and permit them to voice their concerns in order to be able to cope during emergencies. We trust and hope that more community participation will lead to stronger and more resilient cities.

Norman, Will, (2012). *Adapting to change: the role of community resilience*, London: The Young Foundation.
<http://youngfoundation.org/publications/adapting-to-change-the-role-of-community-resilience/>

Adapting to Change asks what it is that makes communities not just bounce back from adversity but thrive when faced with long-term challenges. The Young Foundation pioneered research and practice in this area and has developed the Wellbeing and Resilience Measure (WARM), a new tool designed to help communities understand their underlying needs and capacities. This report, commissioned by the Barrow Cadbury Trust, seeks to build on this work, deepen our understanding of community resilience and bring our learning together in one place.

Pfefferbaum, B., Pfefferbaum, R.L. and Van Horn, R.L., (2015). Community resilience interventions. *American Behavioral Scientist*, 59(2), pp.238–253.

This article compares six interventions to enhance community resilience. In this review, underlying principles for community resilience interventions are (a) use a multihazard approach relevant to the local context, (b) utilize community assessment, (c) focus on community engagement, (d) adhere to bioethical principles, (e) emphasize both assets and needs, and (f) encourage skill development. The interventions are compared with respect to parameters that address their foundation, methodology, and implementation.

Poortinga, W., (2012). Community resilience and health: the role of bonding, bridging, and linking aspects of social capital. *Health and Place*, 18(2), pp.286–295.

The current study draws on data from the 2007 and 2009 Citizenship Survey collected in England (n=17,572) to explore the role of social capital in building community resilience and health, using the bonding, bridging, and linking social capital framework of Szreter and Woolcock (2004). The results show that the indicators of the different types of social capital are only weakly interrelated, suggesting that they capture different aspects of the social environment. In line with the expectations, most indicators of bonding, bridging, and linking social capital were significantly associated with neighbourhood deprivation and self-reported health. In particular bonding and bridging social cohesion, civic participation, heterogeneous socio-economic relationships, and political efficacy and trust appeared important for community health after controlling for neighbourhood deprivation. However, no support was found for the hypothesis that the different aspects help buffer against the detrimental influences of neighbourhood deprivation.

Sherrieb, K., Norris, F. and Galea, S., (2010). Measuring capacities for community resilience. *Social Indicators Research*, 99(2), pp.227–247.

The purpose of this study was to measure the sets of adaptive capacities for Economic Development and Social Capital in the Norris et al. (2008) community resilience model with publicly accessible population indicators. Our approach involved five steps. First, we conducted a literature review on measurements of the capacities. Second, we created an exhaustive 'wish list' of relevant measures that operationalized the concepts presented in the

literature. Third, we identified data sources and searched for archival, population-level data that matched our indicators. Fourth, we systematically tested correlations of indicators within and across the theoretical elements and used this information to select a parsimonious group of indicators. Fifth, we combined the indicators into composites of Economic Development and Social Capital and an additive index of Community Resilience using Mississippi county data, and validated these against a well-established index of social vulnerability and aggregated survey data on collective efficacy. We found that our measure of community resilience capacities correlated favorably and as expected when validated with the archival and survey data. This study provides the first step in identifying existing capacities that may predict a community's ability to 'bounce back' from disasters, thereby reducing post-trauma health and mental health problems.

Skelcher, Chris, McCabe, Angus and Lowndes, Vivien, (1996). *Creating effective community networks in urban regeneration*, London: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/creating-effective-community-networks-urban-regeneration>

Local authorities concerned with assisting the development of effective community networks should not ignore the importance of personal networking or the staff time and resources necessary to allow this to happen, according to new research from a team at the University of Birmingham. The researchers spoke to a range of people involved with community networks in different ways.

Spandler, Helen, Allen, Meg, Prendergast, Yvonne and Froggett, Lynn, (2014). *Informal support in a Yorkshire town: interim findings*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/informal-support-yorkshire-town-interim-findings>

The interim findings from our project 'Landscapes of helping' draw out some key messages into the giving and receiving of informal support within a community. The report, based on research in West Yorkshire town Hebden Bridge, explores the reluctance of people to accept support, in a society where dependence is increasingly being disparaged. It looks at small, everyday acts of kindness, rather than focusing on 'official' social care.

Stark, A. and Taylor, M., (2014). *Citizen participation, community resilience and crisis-management policy. Australian Journal of Political Science*, 49(2), pp.300–315.

This article presents two arguments. The first relates to the relevance of citizen participation vis-à-vis the design and implementation of public policy. More specifically, the article empirically demonstrates how a model of community decentralisation can have a number of practical benefits for crisis-management policy. The second argument relates to a question that has come to characterise studies of citizen participation in public policy. Why is it that there is so much rhetoric in support of participation but so little action in terms of the day-to-day realities of policy implementation? We place this question in a crisis-management context so that we might ask: why is it that crisis-management systems built around the principles of community resilience continue to fail on these very grounds? We find our answer to this question in state-centric governance settings which devolve authority, but do not relinquish it.

Ungar, M., (2011). *Community resilience for youth and families: facilitative physical and social capital in contexts of adversity. Children and Youth Services Review*, 33(9), pp.1742–1748.

Studies that focus on community-level factors associated with the resilience of youth and families reflect a shift in perspective from community deficits to the potential of communities to facilitate the mobilization of human and physical resources. Physical and social capital (both informal relationships and formal service provision) give communities the potential to recover from dramatic change, sustain their adaptability, and support new growth. This paper reviews key concepts such as these as they relate to how young people access informal supports and formal services that promote resilience. A discussion of the relevant research highlights the way protective processes function when children, youth and families are exposed to catastrophic human-made and natural events. Five principles are suggested to help promote community resilience. Implications for the design and implementation of interventions are discussed with a focus on making informal supports more available and formal services coordinated, continuous, co-located, negotiated, culturally relevant and effective.

Vale, Dan, (2010). *Exploring household resilience in Teeside*, London: Young Foundation.

<http://youngfoundation.org/publications/4363/>

This report looks at the lives of families living on low incomes in Teeside, exploring how people are meeting their needs in a time of economic recession. It paints a picture of people getting by in challenging circumstances. Despite the difficulties associated with financial pressures, high levels of debt, poor employment prospects and

low levels of education, there are few signs that material poverty necessarily means a low quality of life. It shows the importance of informal mutual support to surviving on low incomes and the continued importance, and strength, of families. Those households who can draw on extended families and wider networks of friends are more likely to be resilient to shocks that might push others further into difficulty.

Walker, Andrew, Johnston, Andy and Carr-West, Jonathan, (2015). *Project resilience: an outline for future research*, London: LGiU.

<http://www.lgiu.org.uk/report/project-resilience/>

This new paper from the LGiU puts forward the case for an understanding of resilience that takes a holistic view of an area with all the complexity and interconnected challenges it may contain. It argues that democratic collaboration between state, civil society and citizens is the most effective way to bring about lasting, meaningful change and create resilient places that are able to respond to concurrent changing circumstances and emergencies.

Zautra, A., Hall, J. and Murray, K., (2008). *Community development and community resilience: an integrative approach. Community Development, 39(3), pp.130–147.*

Throughout history, communities and civilizations have sought to enhance the quality of community life and the well-being of its people. However, more recently there has been greater interest in attending to the details of community development by capitalizing on the improved ability to capture community well-being and successes scientifically. That interest invites greater attention to the development of indicators that can quantify those qualities of life that lead to strong and healthy communities. The selection of meaningful indicators is dependent upon several factors including a process that stimulates meaningful involvement of community stakeholders, but the single most important is the identification of an underlying model to guide the work. Indicators do not have meaning in themselves. For these measures to provide a coherent assessment of the community, an integrative approach to understanding what constitutes a healthy and strong community in a dynamic environment is required. A resilience perspective serves that purpose and provides a framework that is broad, neutral, and conceptually strong enough to structure development of significant sets of indicators. Exemplary community indicator processes across the nation, particularly recent efforts in the Phoenix, Arizona region, provide evidence supporting the value of indicator development for community building.

Co-creation and co-production

Aked, J. and Stephens, L., (2009). *A guide to co-producing children's services*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/d745aadaa37fde8bff_ypm6b5t1z.pdf

This guide is a supplement to a larger report, Backing the Future: why investing in children is good for us all, which is the culmination of a programme of research carried out by nef and Action for Children. It outlines the benefit of a co-production approach to delivering children's services.

Alakeson, Vidhya, Bunnin, Antonia and Miller, Clive, (2013). *Coproduction of health and wellbeing outcomes: the new paradigm f*, London: Office for Public Management.

<http://www.opm.co.uk/publications/coproduction-of-health-and-wellbeing-outcomes-the-new-paradigm-for-effective-health-and-social-care/>

This paper explores the common philosophy underpinning different approaches to coproduction and shared decision making in health and social care. We discuss similarities and differences between these two concepts, and some of the ways they are being applied in practice. We recommend that a number of trailblazer sites be created; such sites would commit to implementing a range of coproductive approaches together, taking an integrated portfolio approach to scale up change, challenge how current professionally led health and social care systems are organised, and radically improve health outcomes.

SCIE Correspondent, (2009). Co-production in adult services. *Community Care*, 14 April 2009.

<http://www.communitycare.co.uk/Articles/Article.aspx?liArticleID=111269>

The government has committed itself to personalising social care. The Putting People First concordat seeks the transformation of adult social care through the involvement of users and carers at every stage. This shift of policy focus towards collaboration and social capital is the essence of co-production. Adult social services have always required some input from the people using them but there has recently been a swing towards service users' active involvement in development and delivery. Co-production describes approaches to adult social care that recognise and utilise the expertise of service users in shaping their own care and encourages their involvement in improving the services on offer. It challenges the dominant role of the professional and shifts the service user from the role of a passive recipient to that of a valued participant in the process on an individual and collective level.

Barrett, D., Benson, J., Foster, R. and Leader, A., (2014). Prosper: a social movement approach to mental health. *Mental Health and Social Inclusion*, 18(4), pp.188–197.

Purpose – The purpose of this paper is to describe the conceptual basis and development of Prosper: an emerging and evolving self-directed network and movement for people with lived experience of mental health problems in South West London. **Design/methodology/approach** – The conceptual principles from which Prosper emerged – co-production, recovery and social movement approaches – are outlined. The ways in which these ideas were translated into action, the guiding principles and operation of Prosper are then described. **Findings** – An evolving self-directed network and movement has been developed that comprises around 150 'members' and a wider network of 20 service user groups across South West London. As well as open forums, collective actions fall under the themes of 'create' (peer support, outreach, campaigns, training) and 'collaborate' (partnership working with user-led organisations and a Recovery College, peer support networks, supporting the development of personal health budgets and local commissioning, and consultancy). This network has initially been funded by South West London and St George's Mental Health Trust with a view to it becoming an independent entity. **Originality/value** – The innovative and evolving social network and movement for people with lived experience of mental health problems that is continuously influenced and changed by the skills, ideas and energy of its growing and developing membership could act as a useful model for others to follow.

Blood, I. and Pannell, J., (2012). *Building mutual support and social capital in retirement communities*, London: Housing LIN.

http://www.housinglin.org.uk/library/Resources/Housing/Support_materials/Viewpoints/Viewpoint_23_Mutual_Support.pdf

This viewpoint explores what it might mean to build 'social capital' in specialist housing for older people and the opportunities and obstacles to doing so. It presents and reflects on good practice examples which are

seeking to do this through volunteering, peer support, social enterprise and co-production.

Bolam, S., Carr, S. and Gilbert, P., (2010). The Partnership Project: learning from experts by experience in mental health services; the Jersey Partnership perspective. *International Journal of Leadership in Public Services*, 6(2), pp.54–67.

Partnership between people who use services, their carers, and professionals is seen as an increasingly important aspect of providing a quality service across health and social care. The concept is enshrined in national policy, but the application of it is patchy at best, and has partly been undermined by constant restructuring and organisational change - both in partnership working and in the organisations set up to deliver health and social care. Partnership that recognises service user/survivor expertise and assets and promotes equal and reciprocal working between staff and users is being recast as 'co-production' or 'co-creation' in UK public policy. The Jersey Partnership Project demonstrates a co-productive approach, which is being seen as a way forward for adult social care service development and design. The Partnership Project, which commenced in the summer of 2009, and which is reaching the conclusion of its first stage at the time of writing, brings together experts by experience and mental health professionals, including a number of the latter who use services themselves, in a way that is designed to map out a new way of working, in partnership, across services. The Project is due to complete its first stage in June 2010, and further stages, perhaps bringing in a wider range of community services, are under discussion, following a presentation to the Jersey Minister for Health in November 2009. This article explores the notion of partnership as both 'truth-telling' and 'walking on common ground', allowing those who provide and those who make use of services to enter into a sharing of experiences and knowledge, and an integrated spirit, that provides a clearer direction for developing adult mental health services in Jersey. The article then goes on to consider some of the barriers to more inclusive ways of working and looks at the current discourse and practices around the 'co-production' agenda. Finally, the article covers the practical operation of the Partnership Project looking at structure and learning points and concludes by looking to the final six months of the Project and beyond.

Bovaird, T. and Loeffler, E., (2012). From engagement to co-production: the contribution of users and communities to outcomes and public value. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 23(4), pp.1119–1138.

User and community co-production has always been important, but rarely noticed. However, there has recently been a movement towards seeing co-production as a key driver for improving publicly valued outcomes, e.g. through triggering behaviour change and preventing future problems. However, citizens are only willing to co-produce in a relatively narrow range of activities that are genuinely important to them and are keen that their co-production effort is not wasted by public agencies. Moreover, there are concerns that co-production may involve greater risks than professionalised service provision, although services may be quality assured more successfully through involving users and embedding them in the community. While offering potential significant improvements in outcomes, and cost savings, co-production is not resource-free. Co-production may be 'value for money', but it usually cannot produce value without money.

Bovaird, Tony, Loeffler, Elke and Third Sector Research Centre, (2009). *Use and community co-production of public services: fad or fact, nuisance or necessity?*, Birmingham: University of Birmingham.

<http://www.birmingham.ac.uk/generic/tsrc/documents/tsrc/working-papers/briefing-paper-12.pdf>

This paper looks at the state of user and community co-production in the Czech Republic, Denmark, France, Germany and the UK.

Boyle, D., (2014). *Turbo charging volunteering: co-production and public service reform*, London: Centre Forum.

<http://www.centreforum.org/assets/pubs/turbo-charging-volunteering.pdf>

This report looks at how co-production could be mainstreamed in UK services.

Boyle, David, Clark, Sherry and Burns, Sarah, (2006). *Co-production by people outside paid employment*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/co-production-people-outside-paid-employment>

This is the first comprehensive research in the UK to investigate how 'co-production' captures and develops the vital contribution people outside paid work make to their neighbourhoods. In keeping with the concept of co-

production, people outside paid work in each of the local communities received training enabling them to work as researchers on the project.

Boyle, D., Clarke, S. and Burns, S., (2006). *Aspects of co-production: the implications for work, health and volunteering*, London: New Economics Foundation.

http://www.neweconomics.org/page/-/files/Aspects_of_Co-production.pdf

The concept of 'co-production' is emerging as a radical challenge to existing approaches to local economic development and the delivery of welfare and public services. This publication features three essays exploring the concept.

Boyle, D., Coote, A., Sherwood, C., Slay, J. and New Economics Foundation, (2010). *Right here, right now: taking co-production into the mainstream*, London: NESTA.

http://b.3cdn.net/nefoundation/8678a9d67320a294b4_38m6ivak1.pdf

This report charts ways ahead for public services: involving users in the design and delivery of services. It argues that co-production should be central to delivering the 'Big Society' vision of the coalition government.

Boyle, D., Harris, M. and New Economics Foundation, (2009). *The challenge of co-production: how equal partnerships between professionals and the public are crucial to improving public services*, London: NESTA.

http://www.neweconomics.org/page/-/files/The_Challenge_of_Co-production.pdf

Public services face an unprecedented set of challenges. But by involving individuals and users in the design and delivery of public services through co-production, services can be more effective, efficient and sustainable.

Boyle, D., Slay, J., Stephens, L. and New Economics Foundation, (2010). *Public services inside out: putting co-production into practice*, London: NESTA.

http://b.3cdn.net/nefoundation/946910eae8c00ae1c8_q6m6iveqt.pdf

This report documents the many ways in which citizens are engaging with public service professionals, in health and social care, housing, childcare, education and criminal justice, to design and deliver activities that meet their needs and deliver better results.

Brewer, R. and Grabosky, P., (2014). *The unraveling of public security in the United States: the dark side of police-community co-production*. *American Journal of Criminal Justice*, 39(1), pp.139–154.

In this article we review the emergence of police-community 'co-production', as a prominent crime control paradigm in the United States. We argue that although allowing citizens to co-produce through programs like Neighborhood Watch may be beneficial in many respects, such co-production is not an unmitigated virtue. While its proponents contend that co-production promises to enrich the provision of public security in the United States, recent events have reinforced warnings voiced by policing scholars and practitioners of a dark side that also continues to threaten, not enhance, public security. As such, we advocate that the future co-production should be embraced cautiously, and its downside risks managed with care.

Bruce, G., Wistow, G. and Kramer, R., (2011). *Connected care re-visited: Hartlepool and beyond*. *Journal of Integrated Care*, 19(2), pp.13–21.

Connected Care, Turning Point's model for involving the community in the design and delivery of integrated health and well-being services, aims to involve the community in the commissioning process in a way which fundamentally shifts the balance of power in favour of local people. The model has been tested in a number of areas across the country, and previous articles in the *Journal of Integrated Care* have charted the progress of the original pilot in Hartlepool. Cost-benefits of the approach are now becoming clearer. Implementation of a new community-led social enterprise in Hartlepool began in 2007, and today its Connected Care service provides community outreach, information, access to a range of health and social care services, advocacy, co-ordination and low-level support to the people of Owton. Key lessons, from Hartlepool and elsewhere, have centred on the value of making the case for service redesign from the 'bottom up' and building the capacity of the community to play a role in service delivery, while also promoting strong leadership within commissioning organisations to build 'top-down' support for the implementation of outcomes defined through intensive community engagement. The new Government's 'localism' agenda creates new opportunities for community-led integration, and the Connected Care pilots provide a number of learning points about how this agenda might be successfully progressed.

Cassia, F. and Magno, F., (2009). Public services co-production: exploring the role of citizen orientation. *International Journal of Quality and Service Sciences*, 1(3), pp.334–343.

Purpose – Since the introduction of ‘new public management’ in the 1980s, public officials have looked for solutions to increase citizen participation in services planning and provision. Despite recent advancements in co-production and value-creation literature, the public sector is still lagging behind. A few studies have recently tried to investigate factors leading to public officials’ resistance to adopting these new practices and tools, but they only analyze structural and objective antecedents. This has led to unconvincing results. The purpose of this paper is to broaden the perspective by adopting public officials’ point of view, developing a scale for the construct ‘citizen orientation’ and investigating its explanatory power. Design/methodology/approach – A mail survey is conducted among a sample of Italian town mayors. Factor analysis and regressions are used, respectively, to develop the scale for citizen orientation and to test the hypotheses. Findings – Results support the hypothesis, showing that public officials’ citizen orientation is a significant antecedent of the intention to increase the level of co-production. Research limitations/implications – Results could have been influenced by the degree of new public management development within the specific research setting. Further studies with larger samples are needed to strongly corroborate findings. Practical implications – Findings imply that a cultural change is needed among public officials in order for public organizations to become facilitators of value co-production processes. Originality/value – This paper develops a scale for citizen orientation as an adaptation of the customer orientation construct to explain public officials’ attitude toward co-production within local government. This perspective complements the more common approaches based only on objective antecedents.

Cepiku, D. and Giordano, F., (2014). Co-production in developing countries: insights from the community health workers experience. *Public Management Review*, 16(3), pp.317–340.

Co-production nowadays ranks high in global development strategies of international and philanthropic organizations. Although long-standing experiences in developing countries can provide a relevant contribution to the co-production theory, it is necessary to verify what contextual and conceptual conditions might alter the existing theoretical models. This article makes a theoretical contribution by modelling propositions that can withstand logical and empirical scrutiny. The literature is reviewed to identify key co-production concepts, their interrelationships, and the underlying assumptions. A longitudinal case study is analyzed to expand the existing theoretical propositions. Policy implications for scaling-up programmes are drawn.

Cornwell, M.L. and Campbell, L.M., (2012). Co-producing conservation and knowledge: citizen-based sea turtle monitoring in North Carolina, USA. *Social Studies of Science*, 42(1), pp.101–120.

In this paper we examine a volunteer-based sea turtle management project run by the state of North Carolina, USA, to explore collaborative conservation and citizen science. Through this case study, we unpack assumptions from the volunteerism literature and apply theories of co-production to understand how citizens evaluate science and produce knowledge while conducting wildlife monitoring. We demonstrate that the project maintains a healthy give and take between the state and the volunteers as they work together to manage endangered sea turtles. When tensions do emerge over specific issues such as nest relocation, volunteers engage with scientific debates and apply their knowledge gained through the project to push their priorities. While volunteers understand the state’s position on conservation science, they counter with evidence from scientific literature and locally situated observations informed by an alternative view of human–environment relationships and specific goals for the project. Overall, we find that there is little evidence to support the notion that knowledge is ‘co-produced’ in the project. Instead, the combination of volunteer control over the local spaces of conservation and the state’s need for volunteer labor results in the co-production of conservation practice.

Denham-Vaughan, S. and Clark, M., (2012). Care clusters in mental health and co-production of care – towards a more lay friendly set of cluster descriptions. *Mental Health and Social Inclusion*, 16(2), pp.79–83.

Purpose – This paper aims to critically examine the care clusters descriptors now being introduced in mental health care in England and to discuss them in the context of trying to further approaches to co-production (and related concepts), and social inclusion and recovery. The paper seeks to introduce a revised set of cluster descriptors that are more lay friendly and that, hence, would be likely to encourage more service user engagement in care. Design/methodology/approach – The care cluster descriptors are critically examined within the context of desires to engage service users in care and encourage staff to explicitly consider individual strengths as well as needs, i.e. co-production of care between active service users and providers. Findings – The

implementation of care clusters and the development of new organisations of care based on these present opportunities to further develop in progressive ways how care is planned and developed. The cluster descriptors, however, are not an ideal basis for this. Being designed for one purpose the descriptors do not encourage thinking about individual strengths nor are they very lay friendly. They are not seen as an ideal basis for more actively engaging individuals in the planning and organisation of their care packages. Hence, revised descriptors felt to be more suited to this are presented. Practical implications – Furthering more recovery oriented and socially inclusive practice in mental health care requires that each part of the system encourages all individuals involved to think in these ways. As the starting point for thinking about care, it is essential that cluster descriptors also work in this way. Services need to consider how the existing cluster descriptors impact on how individual care is thought of and delivered and consider using revised ones for some purposes, especially for engaging individuals in their care. Originality/value – The care clusters being introduced in mental health care in England need to support progressive developments in care. This is the first time the cluster descriptors have been critiqued from the perspectives of recovery orientation and co-production.

Ewert, B. and Evers, A., (2014). An ambiguous concept: on the meanings of co-production for health care users and user organizations? *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 25(2), pp.425–442.

Neither on the level of interactions between organizations nor on the level of servicing users, co-production has a fixed meaning. It is argued that there are different meanings that unfold once one looks at the impact of narratives such as consumerism, managerialism, or participatory governance. Altogether with the traditions of state-welfare, they simultaneously influence the modes and meanings of co-production in personal services. Taking up the example of modern healthcare systems and its hallmarks in Germany, it is shown that, therefore, uncertainty and ambiguity is the normalcy rather than the exception when it comes to define co-production. Role-expectations such as the 'expert-patient' or the 'citizen-consumer' have a liberating potential, but may likewise marginalize issues such as trust and the need for protection. User organizations are well challenged beyond their role of helping users to cope as good as possible with given role models of co-production.

Farmer, J., Hill, C. and Munoz, S.-A. eds , (2012). Community co-production: social enterprise in remote and rural communities, Cheltenham: Elgar.

Governments around the globe are promoting co-production and community social enterprise as policy strategies to address the need for local, 21st century service provision - but can small communities engage spontaneously in social enterprise and what is the true potential for citizens to produce services? This book addresses a clutch of contemporary societal challenges including: aging demography and the consequent need for extended care in communities; public service provision in an era of retrenching welfare and global financial crises; service provision to rural communities that are increasingly 'hollowed out' through lack of working age people; and, how best to engender the development of community social enterprise organizations capable of providing high quality, accessible services.

Fledderus, J., Brandsen, T. and Honingh, M.E., (2015). User co-production of public service delivery: An uncertainty approach. *Public Policy and Administration*, 30(2), pp.145–164.

Engaging public service users as co-producers is expected to lead to more efficient services and better outcomes. What has been missing so far, however, is a solid theoretical basis to explain what compels actors to pursue co-production, or not, and what strategies they adopt in this pursuit. Building on established theories, it is argued that although co-production of public service delivery decreases uncertainty for users, it seems to increase uncertainty for organizations. The main conclusion is that the need of organizations to reduce this uncertainty might diminish the possibilities for users to coproduce. The consequences of this conclusion for future research are discussed in this article.

Galli, F., Brunori, G., Iacovo, F.D. and Innocenti, S., (2014). Co-producing sustainability: involving parents and civil society in the governance of school meal services. A case study from Pisa, Italy. *Sustainability*, 6(4), p.1643.

There is a rising awareness of the power of the public sector in enhancing sustainable consumption and production practices, in particular related to food procurement and its social, ethical, economical and environmental implications. School meal services have a high resonance in the debate on collective catering services because of the implications on the education to sustainable dietary habits and the orientation of the production system. This contribution focuses on the reciprocal relationship between professionals and users of

school meal services as a driver to mobilize new resources—according to the theory of co-production—that steer service innovation and a shift towards more sustainable practices. We illustrate this through a case study on the school meal system in Pisa (Italy), where the Canteen Committee represents an institutional arena for participation and empowerment of actors that has gradually gained a central role in shaping this school meal service. Despite the challenges and obstacles, the institutionalized co-production of services allows consolidation of trust among key players and the introduction of innovations in the service, in the form of several projects oriented to sustainability which would not take place without the joint effort of actors involved, parents in the first place.

Francis, Rob, (2015). *Our place guide to co-design*, London: Office for Public Management.

<http://www.opm.co.uk/publications/our-place-guide-to-co-design>

This short guide aims to provide an introduction to co-design in public services: the reasons to do it, the principles that underpin it and some practical approaches for making it work. It focuses on co-design as opposed to co-production, although there are clear overlaps and links between the two, and much that is said here is relevant to both.

Goytia, C., (2013). *Another path? The consolidation of informal settlements in Buenos Aires through the co-production of services*, London: LSE.

http://etheses.lse.ac.uk/748/1/Goytia_another_path.pdf

This thesis investigates the issue of co-production; that is, the joint provision of services involving residents, the local government and private providers. Co-production is a commonly used approach to facilitate access to basic services in informal settlements in the developing world. But, rigorous micro-econometric evaluation of its causal effects is rare. This study uses a 'natural experiment', possible due to strict technical reasons involved in the provision of gas energy to informal neighbourhoods in the Buenos Aires Metropolitan Area, to estimate the effects on the social and physical dimension of residents' investments. Estimates are created at three co-production stages: an initial social interaction stage to introduce the service; the connection stage, and; an impact stage several years after programme completion. The research measures effect on housing improvements, participatory involvement associated with the internalisation of benefits, and suggests the presence of collective capacity for furthering collaborative efforts. The latter can be associated with the significant improvement in the residents' reported trust in neighbourhood organisations at the different implementation stages. Importantly, the research measures residual effects by legal tenure conditions. Co-production has contributed to an incremental effect only for informal residents' reported level of trust in the local public sector. Trust in the family, rather than generalised trust, appears as a significant residual effect of the intervention that is positively correlated with the undertaking of housing improvements.

Hampson, Martha, Baeck, Peter and Langford, Katherine, (2013). *By us, for us: the power of co-design and co-delivery*, London: NESTA.

<http://www.nesta.org.uk/publications/us-us-power-co-design-and-co-delivery>

This report brings together our practical learning and evidence on using co-design and co-delivery to create a health system driven by the people within it.

Hampson, Martha, Langford, Katherine and Baeck, Peter, (2013). *Redefining consultations: changing the relationships at the heart of health*, London: NESTA.

<http://www.nesta.org.uk/publications/redefining-consultations-changing-relationships-heart-health>

This report explores how health consultations can take place through collaboration - a meeting between equal partners with a common purpose.

IPPR and Pricewaterhouse Cooper Public Sector Research Centre, (2010). *Capable communities: towards citizen-powered public services*, London: IPPR.

<http://www.ippr.org/publications/capable-communities-towards-citizen-powered-public-services>

This report asks how, in practical terms, citizens can act together to improve the way public services work for them. This can involve individuals volunteering their time to help others, but it is also about empowering people to help themselves.

IPPR and PricewaterhouseCoopers, (2010). *Capable communities: public service reform: the next chapter - a joint programme from IPPR and PricewaterhouseCoopers*, London: IPPR.

<http://www.ippr.org/publications/capable-communities-public-service-reform-the-next-chapter>

In this paper we turn our attention to the role citizens and communities can play in directly producing services, setting out the challenges that lie ahead, and identifying the questions our research will seek to answer over the coming months.

James, Saffron, (2006a). *The potential for neighbourhood involvement in the design and delivery of public services*, London: Young Foundation.

<http://youngfoundation.org/publications/the-potential-for-neighbourhood-involvement-in-service-delivery/>

This report discusses the potential for communities to play a significant role in designing, planning and delivering local public services.

Loeffler, Elke, Taylor-Gooby, David, Bovaird, Tony, Hine-Hughes, Frankie and Wilkes, Laura, (2012). *Making health and social care personal and local: moving from mass production to co-production*, London: LGiU.

<http://www.lgiu.org.uk/report/making-social-care-personal-and-local-moving-from-mass-production-to-co-production/>

This joint publication from Governance International and the LGiU brings together contributors from councils, health and social care providers, the voluntary sector and universities. Over 24 chapters the contributors look at the reality of health and social care co-production and the important difference it is making to people's lives and service delivery.

McGregor, J., Repper, J. and Brown, H., (2014). 'The college is so different from anything I have done'. A study of the characteristics of Nottingham Recovery College. *The Journal of Mental Health Training, Education and Practice*, 9(1), pp.3–15.

Purpose – This paper aims to describe the working of one of the first Recovery Colleges (RCs) and explore the defining characteristics.

Design/methodology/approach – This study explores the ways in which an educational approach contributes to the process of recovery as observed in the Nottingham Recovery College (NRC). A mixed-method research design was adopted, combining interviews, observation and visual methods as well as analysis of quantitative data. The process contributed to the continuing development of 'fidelity criteria', or defining principles and key features, of the college.

Findings – The NRC demonstrates the possibilities of offering an alternative approach within mental health services; one which is educationally rather than therapeutically informed. The design and operation of the college is informed by educational principles in the creation and execution of the curriculum. This is critically developed through processes of co-production and co-facilitation by those with professional and lived experience, supported by policy development, rigorous documentation and the creation of a supportive, but challenging culture and environment. Students are offered very real opportunities for involvement, progression and leadership within and beyond the college.

Research limitations/implications – Whilst building on work on education in self-management, the RCs move beyond the transmission of information to create new relationships between mental health professionals and students (rather than 'service users') – and through this, the relationship between students and their 'condition' appears to be transformed. Early evidence suggests the NRC also provides a model of interaction that is distinct in educational terms.

Practical implications – There is significant interest nationally and internationally in the development and operation of RCs in England. RCs present a possibility of transformation in the lives of people with long-term mental health conditions, with outcomes such as greater confidence and hope for the future in addition to widening social networks and providing opportunities for progression. They are also important in the implementation of Recovery through organisational change and the remodelling of commissioning arrangements.

Originality/value – This is the first paper to be presented for publication specifically on the NRC. There is currently little published research on RCs. These are unique (and varying) organisations which are creating considerable interest nationally and internationally. An exploration of their defining characteristics will feed into subsequent larger-scale research.

Meddings, S., Byrne, D., Barnicoat, S., Campbell, E. and Locks, L., (2014). Co-delivered and co-produced: creating a recovery college in partnership. *The Journal of Mental Health Training, Education and Practice*, 9(1), pp.16–25.

Purpose – The purpose of this paper is to explore the process of using a co-production partnership approach in the development of a Recovery College pilot. Design/methodology/approach – This is a case study of the co-production process, using action research to learn from ongoing reflection, mid-project review and feedback questionnaires. Findings – The partnership process is an integral and valued aspect of the Recovery College. Challenges include different organisational cultures and processes and the additional time required. Mutual respect, appreciation of different expertise, communication, a shared vision and development plan have been key to success. The paper focused on governance and fidelity; recruitment and training; curriculum development and evaluation. People are enthusiastic and motivated. Co-production and equal partnership are a valuable approach to developing a Recovery College. Originality/value – At present many regions are developing Recovery Colleges. This paper describes one approach and shows that co-production is valuable to the process of developing a Recovery College.

Munoz, S.-A., (2013). Co-producing care services in rural areas. *Journal of Integrated Care*, 21(5), pp.276–287.

Purpose – Current policy context in the UK promotes the ‘co-production’ of health and care services – with service users and providers working in partnership. However, the assumption that all individuals and communities have the personal resources, skills and willingness to get involved in co-produced services may have implications for social and geographical equity of access to health and care services. The paper presents the results of a nine-month action research project with a remote and rural community in Scotland to discuss the implications of co-produced health and care services for remote and rural community members – particularly those with ageing populations.

Design/methodology/approach – The research project worked with community members, health care providers and commissioners to develop a community social enterprise model for home care delivery. Textual resources collected during this action research process were subject to thematic analysis in order to explore community perceptions and experiences of service co-production development in the remote and rural context.

Findings – The qualitative analysis showed that community members identified some positive aspects of being involved in service co-production relating to sense of community, empowerment and personal satisfaction. However, negative impacts included increased feelings of pressure, strain and frustration among those who took part in the co-production process. Overall, the community was reluctant to engage with ‘transformative’ co-production and traditional provider-user dynamics were maintained.

Originality/value – The example is used to demonstrate the types of resources that rural individuals and communities draw on in order to create social enterprises and how the potentially negative impacts of co-produced services for different types of social and geographical community may be overlooked in contemporary policy and practice.

Munoz, S.-A., Farmer, J., Warburton, J. and Hall, J., (2014). Involving rural older people in service co-production: Is there an untapped pool of potential participants? *Journal of Rural Studies*, 34, pp.212–222.

Co-production is currently promoted by governments as a response to public service reform in conditions of austerity and, within a neoliberal ideology, to compel individual and collective responsibility. While co-production is intuitively attractive in its appeal to community collectivism and provision of locally appropriate services, there is a lack of reflection on the actual capacity of rural communities to become co-producers. This study considers co-production as a form of participation requiring attributes of volunteering and social involvement. It applies a model of formal participation with 5 levels from attendance at community events to organising new services, in order to assess the potential for service co-production by rural older people in 6 Scottish settlements. We find that rural older people are already heavily participating in community activities but with lower numbers taking part in the activities that require higher levels of commitment. It is the most well ‘resourced’ in terms of personal characteristics such as education that are most likely to participate. There are few older people who are willing to help their community that are not already involved in formal participation. Overall, findings suggest there is a very small potential pool of non-involved rural older residents who are willing to participate at high levels of commitment (co-production). Further research is now needed to build on these findings, and particularly to explore what it is that will encourage those already involved at some level to step up to co-production. The paper reflects on the capacity of rural communities to become co-producers. Rural older people have high levels of participation but more so for lower intensity activities. The most well ‘resourced’ in terms of personal characteristics are the most likely to participate. There are few older people who are willing

to participate but not already doing so. There is a very small pool of potential co-producers amongst the older rural population.

Needham, C. and Carr, S., (2009). *Co-production: an emerging evidence base for adult social care transformation*, London: SCIE.

<http://www.scie.org.uk/publications/briefings/files/briefing31.pdf>

Given its increased profile, it is important to clarify definitions of co-production and assess its impact. Although there are no large-scale evaluation initiatives, a number of reports (from academics, policy organisations and practitioner groups) offer theoretical refinement and evaluation of practice examples, which together give some indication of the potential for co-production to be developed within adult social care. The reports also highlight potential concerns and limitations which need to be addressed when considering co-production as a way of transforming public service development and delivery, particularly in relation to adult social care.

New Economics Foundation, (2004). *Co-production works! The win:win of involving local people in public services*, London: New Economics Foundation.

[No abstract available]

Van Eijk, C.J.A. and Steen, T.P.S., (2014). *Why people co-produce: analysing citizens' perceptions on co-planning engagement in health care services*. *Public Management Review*, 16(3), pp.358–382.

The aim of this article is to comprehend the motivation of citizens to co-produce. More specifically, it considers citizens' motivations to engage in co-planning activities of health care services. The article brings together theoretical insights and empirical data. First, we integrate insights from different strands of literature. We combine literature on citizen participation, political efficacy, co-production, volunteerism, public service motivation, and customer engagement to offer a first understanding of citizens' motivations to actively engage as co-producers of public services. Next, empirical data are derived from one specific case: citizens participating in client councils in health care organizations. Q-methodology, a method designed to systematically study persons' viewpoints, is used to distinguish different perspectives citizen have on their engagement in co-production. Our analysis of citizens' motivations to engage in client councils enables us to identify four types of citizen co-producers, which we label: the semi-professional, the socializer, the network professional, and the aware co-producer. Implications for future research studying citizens' motivations in a broader range of co-production cases are discussed.

NHS Alliance, National Voices and Turning Point eds , (2011). *Raising the bar: driving co-production through clinical commissioning*, Retford: NHS Alliance.

http://www.nationalvoices.org.uk/sites/www.nationalvoices.org.uk/files/co-production_report_130611_-_final_final.pdf

Led by PPI Network members Turning Point, The NHS Alliance and National Voices, this report aims to put co-production centre stage at a critical time in the development of health policy.

OECD ed , (2011). *Together for better public services: partnering with citizens and civil society*, Paris: OECD.

http://www.oecd-ilibrary.org/governance/together-for-better-public-services-partnering-with-citizens-and-civil-society_9789264118843-en

This report analyses the partnerships that governments form with citizens, users and CSOs in order to innovate and deliver improved public service outcomes. These approaches can offer creative policy responses that enable governments to provide better public services in times of fiscal constraints. Although co production and citizens' involvement are still in the developmental stage in many countries, early efforts appear to lead to cost reductions, better service quality and improved user satisfaction. This report identifies the risks of citizen and user involvement in service delivery, and the barriers that must be overcome to make these models work. Top-level political commitment, adequate public sector capacity, and aligned financial incentives are the key factors for success.

O'Sullivan, Carmel, Cordes, Corinne, Keenaghan-Clark, Liz and Sellick, Vicki, (2010). *Public services and civil society working together: promising ideas for effective local partnerships between state and citizen*, London: Young Foundation.

<http://youngfoundation.org/publications/public-services-and-civil-society-working-together-promising-ideas-for-effective-local-partnerships/>

The report gives anecdotal and empirical evidence to suggest outcomes are improved when public services and civil society work hand in hand, and develops five new ways to do just that – from community entrepreneurs to asset sharing, new performance measures to community dividends.

Parker, Simon and Gallagher, Niamh eds , (2007). *The collaborative state: how working together can transform public services*, London: Demos.

<http://www.demos.co.uk/publications/collaborativestatecollection>

This collection of essays by leading thinkers and practitioners assesses how far we have already come towards a more collaborative style of government and sets out international case studies of some of the most interesting initiatives to date. It concludes by asking how future governments can use collaboration as a key design principle for transforming the country's public services.

Pestoff, V., (2006). Citizens and co-production of welfare services: childcare in eight European countries. *Public Management Review*, 8(4), pp.503–519.

A growing number of scholars question the sustainability of liberal representative democracy and a welfare state dominated by the big organizations in both the public and private sectors. The state is over extended and democracy is stretched to its limits. Walzer proposes to democratize the means of distributing welfare services by greater citizen involvement, while Hirst calls for devolving many of the functions of the state to civil society. However, missing from such macro proposals is a micro perspective of citizens co-producers. The first part of this presentation introduces the concept of co-production, with a focus on greater citizen participation in the provision of public services. A review of the literature demonstrates several advantages of co-production, but also some major hurdles. The second part ties the concept of co-production to a discussion of parents' participation in the provision of childcare services in Europe. Finally, the importance of co-production for promoting the development and renewal of democracy and the welfare state is discussed.

Pestoff, V., (2014). Collective action and the sustainability of co-production. *Public Management Review*, 16(3), pp.383–401.

This article addresses the sustainability of citizen/user participation in the provision of public services, often referred to as co-production. Co-producing public services not only promises to limit cost, but it also requires a change in the relations and behaviour of public servants and citizens/users, in order for the latter to make a long-term commitment to co-production. The article notes that Olsen proposes two logics of collective action, not just one. Focusing on small group interaction can provide an important strategy for achieving sustainable co-production, particularly of enduring welfare services. However, Ostrom criticizes too simplistic approaches based on size alone for promoting social cooperation in collective action situations. She proposes seven structural variables of importance in resolving social dilemmas. Several of them can also be perceived as factors that facilitate sustainable citizen participation in co-production. Some additional factors are also considered important for sustainable co-production, like the nature of the service itself, organizational diversity, a dialogue between the staff and clients, and facilitating small group interactions in large organizations. This article concludes that governments should develop more flexible, service-specific and organization-specific approaches for promoting co-production, rather than looking for simple 'one size fits all' solutions to the challenges facing public service delivery, particularly of enduring welfare services. It also proposes a research agenda on sustainable co-production.

Pestoff, V., (2012). Co-production and Third Sector Social Services in Europe: Some Concepts and Evidence. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 23(4), pp.1102–1118.

The third sector is poised to play a leading role in public sector innovations in the twenty-first century. The third sector can enhance, facilitate, and promote greater citizen participation in the determination, provision, and governance of social services through co-production. This article explores some crucial conceptual issues related to the co-production of public services and the role of the third sector. It also provides some brief empirical evidence of the potential of the third sector, not merely as a service provider, but also as a facilitator of the re-democratization of the European welfare state. Here, collective action and third sector provision are crucial for distinguishing between co-production heavy and light. The conclusion focuses on the ability of the public, third, and for-profit sectors to embrace greater citizen participation and co-production.

Pestoff, V.A. ed , (2012). *New public governance, the third sector and co-production*, New York, NY: Routledge.

In recent years public management research in a variety of disciplines has paid increasing attention to the role of citizens and the third sector in the provision of public services. Several of these efforts have employed the concept of co-production to better understand and explain this trend. This book aims to go further by systematizing the growing body of academic papers and reports that focus on various aspects of co-production and its potential contribution to new public governance. It has an interdisciplinary focus that makes a unique contribution to the body of knowledge in this field, at the cross-roads of a number of disciplines - including business administration, policy studies, political science, public management, sociology, third sector studies, etc. The unique presentation of them together in this volume both allows for comparing and contrasting these different perspectives and for potential theoretical collaboration and development. More particularly, this volume addresses the following concerns: What is the nature of co-production and what challenges does it face? How can we conceptualize the concept of co-production? How does co-production works in practice? How does co-production unfold in reality? What can be the effects of co-production? And more specific, firstly, how can co-production contribute to service quality and service management in public services, and secondly, what is the input of co-production on growing citizen involvement and development of participative democracy?

Phillips, A. and Morgan, G., (2014). *Co-production within health and social care – the implications for Wales? Quality in Ageing and Older Adults*, 15(1), pp.10–20.

Purpose – It is well recognised that individuals have much to contribute to the care that they receive, with attendant benefits on outcomes and reduction in cost. The recognition of individuals who access care services as interdependent citizens embedded in both formal and informal support networks is a shift that acknowledges their active role as partners in management of their own care and in service innovation and development. The purpose of this paper is therefore to explore and illustrate some of the domains of co-production. **Design/methodology/approach** – In this paper, the authors review the literature, both peer-reviewed and professional, in order to provide a broad and contemporary commentary on this emergent approach. This literature is critically summarised and presented along with a narrative that discusses the context in Wales, where the authors are based. The approach to this paper is to bring together existing knowledge and also propose potential avenues for further research and practise development. **Findings** – There is a diverse literature on this topic and the application of co-production appears potentially transformational within health and social care. Implementation of the principles of co-production has the potential to improve health and social care services in a range of settings. Real changes in outcomes and experience and reduction in societal cost can be achieved by making the people of Wales active partners in the design and delivery of their own health and social care. **Originality/value** – This review offers a readily accessible commentary on co-production, which may be of value to a wide range of professional groups and policy makers. This paper also reflects an original attempt to summarise knowledge and propose further areas for work. Most importantly, this paper offers a start point for co-production to become a reality for service provision with all the attendant benefits that will arise from this development.

Powell, K.H. and Dalton, M.M., (2003). *Co-production, service exchange networks, and social capital. The Social Policy Journal*, 2-3(2), pp.89–106.

Much social commentary has been written of late on the loss of mediating structures within communities and the resulting decline in social capital. One way to rebuild these structures is through a model known as co-production, which has been championed by attorney, Edgar Cahn. Co-production provides a vehicle by which community members can exchange services and build reciprocal relationships for mutual benefit. Economic value is accorded these services through a mechanism known as ‘time dollars.’ This paper provides an overview of co-production models and examines the ways in which time dollars can be used to strengthen economic and social capital.

Rippon, S., (2010). *Achieving a co-produced and personalised approach to enable people to live well with dementia: the strategic challenge for commissioners in health and social care. The Journal of Mental Health Training, Education and Practice*, 5(3), pp.10–13.

The rising demographics of people living with dementia amount to an estimated 821,8841 (Luengo-Fernandez et al, 2010) The cost of providing care and treatment to these people is marked; the cost of long-term care alone amounts to an estimated £9 billion per year in social care and health care costs are estimated to be about £1.2 billion - of this, hospital inpatient admissions amount to 44% of the total (Luengo-Fernandez et al, 2010, p7) These figures are expected to rise over the next 20 years and will, over this unfolding timeframe, pose significant

challenges to those tasked with commissioning health and social care services within the public and private sectors. The nature of those challenges will be explored and discussed further in this short article.

Roberts, A., Greenhill, B., Talbot, A. and Cuzak, M., (2012). 'Standing up for my human rights': a group's journey beyond consultation towards co-production. *British Journal of Learning Disabilities*, 40(4), pp.292–301.

Service user inclusion is a key component of a human rights-based approach to healthcare and models of inclusion are developing rapidly. This article describes work with a group of NHS service users, designed to increase their knowledge of human rights, as part of a broader set of initiatives focussing on changing organisational culture. During a mutual learning journey, 'co-production' emerged as a preferred model for promoting service user's understandings of human rights. 'Co-production', or sharing service design and delivery more equally with service users, led to outcomes that were initially inconceivable. During the group, co-production appeared to be a vehicle for resolving dilemmas about services 'empowering' service users. This article considers how, when service user involvement and a HRBA are combined, a move away from tokenism towards collaboration, empowerment and redistribution of power is possible.

Sharif, N., Simpson, L. and Ross, P., (2012). *Co-production and participation: older people with high support needs*, London: SCIE.

<http://www.scie.org.uk/publications/reports/report61/files/report61.pdf>

This is a summary of research literature on the participation and co-production of older people with high support needs. Benefits and barriers are identified and practice examples are listed.

Slay, J. and Stephens, L., (2013). *Co-production in mental health: a literature review*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/ca0975b7cd88125c3e_ywm6bp3l1.pdf

In spring 2013, nef was commissioned by Mind to review the literature on how coproduction is being used in mental health settings. This report sets out the findings of that review, showing what evidence there is of the impact of co-production on mental health support, and which aspects of co-production are being developed in the sector.

Slay, J., (2012). *Budgets and beyond*, London: New Economics Foundation.

<http://www.neweconomics.org/publications/entry/budgets-and-beyond>

This set of briefings outlines the findings of the Budgets and Beyond project, which has been exploring people's experiences of social care, and in particular, of two approaches known as personalisation, and co-production. The briefings document people's experiences of social care, actions that can be taken to develop co-production in social care, and further areas for research and practical work.

Slay, J., (2011). *In this together: building knowledge about co-production*, London: New Economics Foundation.

http://www.neweconomics.org/page/-/files/In_This_Together.pdf

This report tells the stories of people who are improving public services by working with the people who use them and delivering public services in a radically different way. It describes a range of practical projects and includes personal testimonies from individuals directly involved. These examples have at their heart equal and reciprocal relationships between professionals, people using services, their families and neighbours – an approach known as 'co-production'.

Slay, J., (2014). *Transforming youth services: unlocking value through co-production*, London: New Economics Foundation.

http://www.neweconomics.org/page/-/publications/TRANSFORMING_YOUTH_SERVICES_ELECTRO%20%282%29.pdf

Can youth services be transformed at a time of severe austerity throughout the public sector? With the help and expertise of young people themselves, we think so. This briefing explores how co-production has helped local authorities in Lambeth and Cornwall to commission services of real value to the young people they support. It also looks at what other authorities can do to adopt the same approach.

Slay, J. and Penny, J., (2014). *Commissioning for outcomes and co-production: a practical guide for local authorities*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/974bfd0fd635a9ffcd_j2m6b04bs.pdf

All local authorities hope to govern in a way that promotes well-being and tackles societal problems at their root. But with finances slashed and demand for public services swelling, struggling councils are seeing these objectives drift further and further out of reach. What can be done? A new model of public service commissioning is evolving across England that may hold the key.

Slay, J. and Stephens, L., (2013). *Co-production in mental health: a literature review*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/ca0975b7cd88125c3e_ywm6bp3l1.pdf

In spring 2013, nef was commissioned by Mind to review the literature on how coproduction is being used in mental health settings. This report sets out the findings of that review, showing what evidence there is of the impact of co-production on mental health support, and which aspects of co-production are being developed in the sector.

Social Care Institute for Excellence ed , (2013). *Co-production in social care: what is it and how to do it*, London: SCIE.

<http://www.scie.org.uk/publications/guides/guide51/introduction.asp>

Co-production is a key concept in the development of public services. It has the potential to make an important contribution to all of the big challenges that face social care services. [Introduction]

Social Care Institute for Excellence ed , (2012). *Towards co-production: taking participation to the next level*, London: SCIE.

<http://www.scie.org.uk/publications/reports/report53.pdf>

This short report details the findings of an independent evaluation of SCIE's participation function and describes SCIE's new strategy to work towards co-production.

Solutions for Public Health ed , (2011). *Co-production for health: a new model for a radically new world*, Oxford: Solutions for Public Health.

<http://www.sph.nhs.uk/sph-documents/local-government-colloquium-report>

A National Colloquium was held in November for an invited audience of public health, primary care, and local authority leaders. The summit considered how organisations could start to use the new arrangements for public health and commissioning positively at the local level to deliver better health outcomes and a reduction in health inequalities in the context of budget constraint.

Stephens, L. and Michaelson, J., (2013). *Buying things together: a review of the up2us approach - supporting people to pool budgets to buy the support they want*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/94484874cc98c5a5c7_r1m62yltf.pdf

This report details the results of a pilot. Up2us was set up to investigate personalisation in housing care and support. Six pilots ran for three years in Barking & Dagenham, Kensington & Chelsea, Kent, Knowsley, Norfolk, and Oxfordshire. Each pilot aimed to develop and test ways of bringing people together to pool money in order to buy the care and support that they want.

Stephens, L., Ryan-Collins, J. and Boyle, D., (2008). *Co-production: a manifesto for the growing core economy*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/5abec531b2a775dc8d_qjm6bqzpt.pdf

This manifesto shows how public services can play a part in making it happen. nef's manifesto charts the development of co-production, its growth in the UK, and sets out a ten point plan for what will be, in effect, the biggest revolution in social policy since William Beveridge introduced the welfare state.

Tober, G., Raistrick, D., Crosby, H.F., Sweetman, J., Unsworth, S., Suna, L. and Copello, A., (2013). *Co-producing addiction aftercare. Drugs and Alcohol Today*, 13(4), pp.225–233.

Purpose – The purpose of this paper is to describe the development and delivery of an aftercare programme called Learning To Live Again, which was co-produced between service users and clinic staff. Design/methodology/approach – In total, 37 semi-structured interviews were conducted with 29 project

stakeholders who were service users, mentors, university and clinical staff. The data were transcribed and analysed using thematic analysis. Findings – Four overarching themes were identified in the analysis of interview data as characterising the process of co-producing an aftercare programme. These were: achieving common ground, roles and responsibilities, the activities programme and the road to recovery. Interdependence of service users and clinicians was given strong emphasis. Practical implications – A number of challenges arise in co-producing an aftercare programme which is largely service user led and adds to the local recovery capital. The benefits of co-producing aftercare outweigh the difficulties and the programme can be set up within existing resources. Given the study's focus on the process of setting up and maintaining an aftercare programme, no attempt was made to evaluate the improvement in outcomes or cost-effectiveness. Originality/value – Many peer-mentor-led aftercare programmes have been set up and this paper describes stakeholders' thoughts about the challenges and benefits of co-producing an aftercare programme.

Vamstad, J., (2012). Co-production and service quality: The case of cooperative childcare in Sweden. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 23(4), pp.1173–1188.

This article compares results from a study of service quality in cooperative and municipal preschools. The parent cooperative and municipal childcare represents two different schools of thought with regard to service quality. The municipal services have a strong tradition of professionalism in which user participation is not allowed to interfere with the qualified work performed by trained professionals. The parent cooperatives have another tradition in which service quality is developed in a dialogue between users and staff while they co-produce the services together. The former tradition is the dominant one in the Swedish welfare state while the latter is an exception. The conclusion of the article is that service quality is better in the parent cooperative childcare in spite of the widespread assumption in Sweden that service quality is close to synonymous with professionalism.

Voorberg, W.H., Bekkers, V.J.J.M. and Tummers, L.G., (2014). A systematic review of co-creation and co-production: embarking on the social innovation journey. *Public Management Review*, pp.1–25.

This article presents a systematic review of 122 articles and books (1987–2013) of co-creation/co-production with citizens in public innovation. It analyses (a) the objectives of co-creation and co-production, (b) its influential factors and (c) the outcomes of co-creation and co-production processes. It shows that most studies focus on the identification of influential factors, while hardly any attention is paid to the outcomes. Future studies could focus on outcomes of co-creation/co-production processes. Furthermore, more quantitative studies are welcome, given the qualitative, case study, dominance in the field. We conclude with a research agenda to tackle methodological, theoretical and empirical lacunas. Article ahead-of-print.

Warren, S., (2014). 'I want this place to thrive': volunteering, co-production and creative labour. *Area*, 46(3), pp.278–284.

Until now geographical research on creative labour has tended to characterise it either in terms of 'hot' jobs in 'buzzing' places or precarious, often poorly paid working conditions. This article argues for a subtler consideration of the complex combination of factors at play within the cultural ecology of art-making. The lure of creative labour has been explained by three key rationales: intrinsic motivators of personal satisfaction and social status; risk-taking; and the challenging, self-affirming nature of creative work. Place-making is advanced here as a fourth rationale for volunteering in creative labour. The co-production of orkshire culpture ark as an affective, practised and material (art) place is explored through the new concept of embodied and emotional philanthropy. Capturing the unbounded and processual qualities of place-making, this paper provides insights into how volunteers labour beside the artist and paid workers to help co-create an internationally renowned art and environmental attraction. Philanthropy is therefore opened from referring to rich, individualistic donors, to include those who gift time, passion and labour. The paper also argues that volunteering, as a form of gifting, is especially significant during times of economic instability.

Watson, V., (2014). Co-production and collaboration in planning – the difference. *Planning Theory & Practice*, 15(1), pp.62–76.

Processes of state-society engagement around urban development issues, termed co-production, have been documented in both the Public Administration and Development Studies fields, but until recently have not attracted much attention in planning. Yet, particularly more recent approaches and cases of co-production from global South contexts do offer the possibility of adding to planning debates in this area, by expanding the context which shapes planning ideas beyond the global North, and perhaps shifting planning theory in the direction of becoming truly international. The paper identifies the important differences which underlie various strands of

thinking about co-production, and also between these and planning assumptions in the area of collaborative and communicative planning.

Wilberforce, M., Glendinning, C., Challis, D., Fernandez, J., Jacobs, S., Jones, K., Knapp, M., Manthorpe, J., Moran, N., Netten, A. and Stevens, M., (2011). Implementing consumer choice in long-term care: the impact of individual budgets on social care providers in England. *Social Policy & Administration*, 45(5), pp.593–612.

In common with many advanced welfare states, England has increasingly relied on consumerist principles to deliver both greater quality and improved efficiency in the long-term care system. The Individual Budget (IB) pilots marked the next step in this process, through a new system of funding whereby greater control of resources is given to service users, in lieu of direct in-kind care provision. IBs have the potential to transform the market for care services as well as the relationships between key stakeholders within it. Purchasing will increasingly be shaped by the demands of IB holders, with providers expected to deliver a wider range of personalized services. What will this mean for providers, and what can they do to prepare for these changes? These questions are relevant not just in England but in many other countries adopting similar mechanisms for devolving control over the design, delivery and funding of care to the end-user. The article explores the early impact of IBs on providers' services, on their workforces, and on the administrative implications for providers of managing IBs. The study finds that providers were positive about the opportunities for better-quality services that IBs can bring about. However, participants highlighted a number of obstacles to their effectiveness, and reported a range of potentially adverse administrative and workforce consequences which have the potential to jeopardize the consumerist policy objectives of increased choice and efficiency.

Wilson, G., (1994). Co-production and self-care: new approaches to managing community care services for older people. *Social Policy and Administration*, 28(3), pp.236–250.

A lack of management theory which is relevant to human service agencies, combined with a failure to recognise the very large contribution which older people make to their own care makes it difficult to deliver supportive services. Self care by elders is divided, in this preliminary classification, into new strategies for everyday living, the reallocation of time and the avoidance of risk. Managers who understand that service users are co-producers of care and recognise the need to manage the users, as well as their own staff and relations with other agencies, are more likely to be able to deliver good services. However the management of co-production is at present only theorised for the private sector where ethical issues are less pressing and users are customers. In future a greater understanding of co-production and the development of theory and practice which will combine the management of co-production with the empowerment of users will be essential.

Wilson, G., (1996). Quality through co-production. *Care Plan*, 3(1), pp.13–15.

<http://docs.scie-socialcareonline.org.uk/fulltext/0015721.pdf>

The concept of 'co-production' sees provision of services as a partnership between managers, front-line staff, users and carers. The author states that this approach has a great deal to offer, but only if it is taken on board by all levels of management. 4 refs. [Abstract amended]

Wilson, R., Maniatopoulos, G., Martin, M. and Mcloughlin, I., (2012). Innovating relationships: taking a co-productive approach to the shaping of telecare services for older people. *Information, Communication & Society*, 15(7), pp.1136–1163.

We reflect on the experiences of OLDES (Older People@Home), a European Commission 6th Framework-co-funded project, which sought to undertake a user-centred design of telecare services for older people. A series of interventions were undertaken with the objective of nurturing co-production. The aim was a rebalancing of the techno-centric focus of the system development and delivery partners in the project in order to address the wider needs and interests of other members and stakeholders (in particular, health, social care and the voluntary/community sector) as well as those of the older people themselves and their carers. The intention, in response to the challenges posed by an ageing demographic, was to effect wider discussions about the role of a telecare in the sustainable development of health and social care services. We use this experience to reflect on the practical struggles involved in trying to build a shared set of understandings and practices that might enable a variant of co-production to be nurtured and to evolve. We conclude by discussing the challenges of being engaged in this sort of process and the need to include spaces and occasions for the innovation of inter-organisational relationships as an essential part of the shaping of complex products and services of this type.

Windrum, P., (2014). Third sector organizations and the co-production of health innovations. *Management Decision*, 52(6), pp.1046–1056.

Purpose – The purpose of this paper is to examine the roles played by third sector organizations in forming and managing health innovation networks, and their contribution to the co-production of new health services. Design/methodology/approach – Using data collected in four case studies, the findings highlight the central role of third sector organizations in forming and organizing public-private health networks. Findings – They are trusted organizations, commonly patient advocates, with perceived neutrality. Members of these organizations take leading roles in innovations networks, using their excellent network connections and their prominent positions within their organizations to leverage competences and funding. A key asset of key third sector individuals is their prior experience of public and private sector organizations and, hence, the ability to move across public-private boundaries. Practical implications – The research findings have important implications for practitioners. The author identifies a set of key drivers and barriers for the successful organization of innovation networks and the innovative services they develop. Prior knowledge and experience of partners, often linked to personal ties, in initial partner selection but are also important for trust and the effective organization of complementary competences during innovation projects. The absence of direct competitors – whether public, private or third sector organizations – is also highlighted. Non-rivalry and different partners' interests in the outcomes of the innovation reduces moral hazard and the associated costs of setting up and monitoring formal contracts. Heterogeneity requires flexibility by actors; to understand partners' different values, cultures, and organizational drivers. Finally, the research findings identify policy and practitioner enrolment as critical for the successful roll out and diffusion of service innovations. Originality/value – The paper examines an important, but under researched issue – the role of third-sector organizations in collaborative innovation projects.

Citizen and community involvement

Arrandon, Glen and Wyler, Steve, (2008). *What role for community enterprises in tackling poverty?*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/what-role-community-enterprises-tackling-poverty>

How can community groups help tackle poverty in their neighbourhood? This paper argues that community-led enterprise organisations can create a self-help and problem-solving culture to help individuals move out of poverty.

Bacon, Nicola, (2009). *Citizen engagement and accountability: prospects for the future?*, London: Young Foundation.

<http://youngfoundation.org/publications/citizen-engagement-and-accountability-prospects-for-the-future/>

Engagement and accountability have become mainstream concepts in the public sector. What will this mean in the future as the recession fuels an increase in social need at the same time as public spending falls? This paper was commissioned by the Department for Communities and Local Government to feed into their May 2009 conference – The Local Revolution.

Bacon, Nicola, James, Saffron and Savage, Vicki, (2007). *Transforming neighbourhoods: lessons from local work in fifteen areas*, London: Young Foundation.

<http://youngfoundation.org/publications/transforming-neighbourhoods-lessons-from-local-work-in-fifteen-areas>

This report highlights the work of the 15 authorities that became partners in Transforming Neighbourhoods, drawing on the intensive practical work carried out in each area within the programme. Despite the unique circumstances of each area we found that many of the challenges local authorities faced were the same, but played out in different contexts. This report explores the four areas which we found to be critical to effective locality working: developing appropriate and effective neighbourhood working structures; nurturing and supporting the people involved – officers, councillors, residents and community representatives; managing change, transitions and the processes through which neighbourhood decisions are made; and creating the right organisational culture where clear leadership fosters and supports good working relationships and innovations at the very local level.

BDO, (2011). *New finance for a new world : how local government can harness social investment for social goals.*, London: BDO.

[http://static.bdo.uk.com/assets/documents/2011/10/BDO New finance for a new world Layout 1 11-29-46.pdf](http://static.bdo.uk.com/assets/documents/2011/10/BDO%20New%20finance%20for%20a%20new%20world%20Layout%201%2011-29-46.pdf)

This paper examines the relationship between local government and social investment and contains a number of ideas which councils can put into practice.

Blake, Geraldine, Diamond, John, Foot, Jane, Gidley, Ben, Mayo, Marjorie, Shukra, Kalbir and Yarnit, Martin, (2008). *Community engagement and community cohesion*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-engagement-and-community-cohesion>

An exploration of the challenges to be addressed if government policies to promote community engagement are to be genuinely inclusive of newcomers as well as more established communities.

Bland, Jessica, Khan, Halima, Loder, John, Symons, Tom and Westlake, Stian, (2015). *The NHS in 2030: a people-powered and knowledge-powered health system*, London: NESTA.

<http://www.nesta.org.uk/publications/nhs-2030-people-powered-and-knowledge-powered-health-system>

This report is an optimistic take on what a health system would look like in 2030 if new knowledge is used differently and more people play a role in managing health. The four axes of change set out in the report are: the promise of precision medicine; a health knowledge commons stretching beyond traditional actors; a system powered by more people and new kinds of relationships; and taking advantage of contemporary behavioural insights.

Blond, Philip, (2009). *The ownership state: restoring excellence, innovation and ethos to the public services*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/ownership-state-restoring-excellence-innovation-ethos-public-services/>

This report argues that real improvement in public services depends on harnessing two powerful forces: the insight and dedication of frontline workers, and the engagement and involvement of citizens and communities.

Aiken, Mike, Cairns, Ben, Taylor, Marilyn and Moran, Rebecca, (2011). *Community organisations controlling assets: a better understanding*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-organisations-controlling-assets>

Over the last ten years there has been an increasing policy interest in the ownership and management of assets – such as land, buildings and plant used to generate electricity – by community-based organisations (CBOs). There is a much longer history of active work in this field by practitioners, but there has been relatively little independent research. This report shows that there is a diverse range of community organisations engaged in this work and argues that particular kinds of support are needed if the field is to flourish.

Boyle, D., Conisbee, M. and Burns, S., (2004). *Towards an asset-based NHS: the missing element of NHS reform*, London: New Economics Foundation.

http://b3cdn.net/nefoundation/2b4e578d96666f200e_2cm6b1vzw.pdf

Current health policies misunderstand the potential of patient involvement. The government is struggling to put a few professional representatives on powerless local boards, but ignoring the vital importance of a supportive neighbourhood if people are going to be healed and stay well.

Bradwell, Peter and Marr, Sarah, (2008). *Making the most of collaboration: an international survey of public service co-design*, London: Demos.

<http://www.demos.co.uk/publications/makingthemostofcollaboration>

Making the most of collaboration focuses on the design stage of public service provision - where collaborative design principles are taking hold. It is based on a ground-breaking international survey of co-design, carried out in a collaboration between Demos and the PricewaterhouseCoopers Public Sector Research Centre. The research involved interviews with 466 public service practitioners in the transport, health, social welfare and education sectors, across the UK, USA, Europe, Latin America and Asia-Pacific.

Brickell, Paul, (2000). *People before structures*, London: Demos.

<http://www.demos.co.uk/publications/peoplestructures>

Paul Brickell argues that the long term goal of sustainable, inclusive communities can only be met through more radical innovation among the public, private and community sectors. Drawing on practical, direct experience and concrete examples, he illustrates the failings of conventional approaches, and sets out an agenda for democratic renewal through the transfer of significant power and resources directly to the communities in question. Their capacity for entrepreneurship and self-reliance, he suggests, can only be developed by ending the dominance and inflexibility of the public sector, and converting good intentions and formal accountability mechanisms into more responsive and determined efforts to promote innovation. The potential to develop a culture of social entrepreneurship is great, but it must be stimulated by a greater readiness among policymakers and public officials to take risks and learn from practice. He ends with a practical, achievable agenda for increasing the effectiveness of our current policy framework by investing in the capacity of real people to achieve long term social results.

Bunt, Laura and Harris, Michael, (2010). *Mass localism*, London: NESTA.

<http://www.nesta.org.uk/publications/mass-localism>

This discussion paper presents a way to help small communities solve big social challenges.

Bunt, Laura and Harris, Michael, (2009). *The human factor: how transforming healthcare to involve the public can save money and save lives*, London: NESTA.

<http://www.nesta.org.uk/publications/human-factor>

This paper explains how transforming healthcare to involve the public can save money and improve lives.

Caiston-Arendar, Lucia, (2010). *Why do some people get involved? How to encourage local activism and help communities to self-organise*, London: Young Foundation.

<http://youngfoundation.org/publications/why-do-some-people-get-involved-how-to-encourage-local-activism-and-help-communities-to-self-organise>

This paper was produced as part of the Neighbourhood Futures programme, a partnership with six local authorities exploring the impact of the economic downturn on community empowerment and neighbourhood engagement.

Carers UK, (2002). *Adding value : carers as drivers of social change.*, London: Carers UK.

Unsung heroes, hearts of gold and other cliches get in the way of the real message about carers. Carers look after family, friends or partners in help because they are ill, frail or have a disability. The care they provide is unpaid seven days a week, 365 days of the year.

Carey, P., (2013). Student as co-producer in a marketised higher education system: a case study of students' experience of participation in curriculum design. *Innovations in Education and Teaching International*, 50(3), pp.250–260.

Student engagement is an expectation of UK quality enhancement processes. It is not without its challenges in a marketised higher education sector where students are increasingly treated as consumers of an educational product. Nowhere is this more the case than in curriculum development. This encompasses engagement in learning and teaching, in identity and in governance. As such, it demands a lot of both students and tutors. This paper reports a case study of student participation in curriculum development. Analysis of data from students who were involved in the process, complemented by information from students who did not engage, suggests that meaningful engagement requires a revision of the culture and processes of university curriculum decision making. Moreover, it concludes that engagement needs to be a consistent part of the student experience and not just an activity that occurs in a particular quality enhancement activity such as curriculum design.

Carley, Michael, Chapman, Mike, Hastings, Annette, Kirk, Karryn and Young, Raymond, (2002). *Urban regeneration through partnership: a study in nine urban regions in England, Scotland and Wales*, Bristol: Policy Press.

<http://www.jrf.org.uk/publications/urban-regeneration-through-partnership-critical-appraisal>

Based on 27 case studies, Urban regeneration through partnership provides an in-depth study of what makes regeneration partnerships effective and how they work within the emerging national policy context.

Carr-West, Jonathan ed , (2013). *Connected localism: a blueprint for better public services and more powerful communities*, London: LGiU.

<http://www.lgiu.org.uk/report/connected-localism/>

This collection of essays looks at how a localised, yet connected approach to public service innovation can help us meet complex social and political challenges.

Carr-West, Jonathan, (2010). *People, places, power: how localism and strategic planning can work together*, London: LGiU.

<http://www.lgiu.org.uk/report/people-places-power-how-localism-and-strategic-planning-can-work-together/>

This discussion pamphlet explores how localism and strategic planning can work together. We know the future of local government over the next few years will be shaped by two forces: a drive towards localism and the need to achieve efficiencies and cut spending in a challenging financial context. In this pamphlet, LGiU argues that if we are to prevent these drivers from pulling us in opposing directions we will need a fundamental shift in the way we think about local service delivery and the relationship between people, places and power.

Carr-West, Jonathan and Greenhalgh, Lizzie, (2014). *People-shaped places: how Lambeth let residents redesign the neighbourhood*, London: LGiU.

<http://www.lgiu.org.uk/report/people-shaped-places-how-lambeth-let-residents-redesign-the-neighbourhood/>

GiU has carried out an evaluation of Lambeth's new approach to improving the local neighbourhood. Instead of asking residents 'do you support this proposal', Lambeth wanted to ask residents 'what would you like to see in

this area?' The approach places local citizens in the driving seat and shows how Lambeth Council is seeking to put co-operative principles into practice.

Carter, D., (2013). Urban regeneration, digital development strategies and the knowledge economy: Manchester case study. *Journal of the Knowledge Economy*, 4(2), pp.169–189.

In the late twentieth century, cities like Manchester, seen as the 'original, modern' [1] world industrial city, faced serious challenges in terms of how to respond to the massive economic restructuring that was taking place. On the one hand, Manchester needed to respond to the highest rates of unemployment and social exclusion seen for more than 50 years, whilst, at the same time, the city wanted to develop innovative and practical solutions which could bring real economic and social benefits to local people. The impact of even more rapid technological change, referred to as the emerging 'information society', which started to impact from the 1980s onwards, exacerbated this dilemma, accelerating the process of restructuring so that within urban areas new economic growth increasingly sat side by side with extremes of poverty, unemployment and other forms of social exclusion. This case study looks at the ways that Manchester, and key players from the city region, including the public sector, business, education and the community sector, responded to this and how those responses over the past 25+ years created new ambitions and aspirations for the city and its citizens. The conclusions focus on the concept of the 'Smart City' and Manchester's ideas on creating a more inclusive, creative and sustainable city, including through the imaginative use of digital technologies, applications and services, and a commitment to open innovation and the co-production of new and innovative services.

Carter, Tony and Beresford, Peter, (2000). *Age and change: models of involvement for older people*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/age-and-change-models-involvement-older-people>

This report offers practical guidance and ideas to increase the involvement of older people. It is based on discussions with older people's organisations and older people who are already actively involved, and draws on UK and international schemes and experience of involvement in a wide range of other fields.

Chesterman, Danny and Horne, Matthew, (2002). *Local authority? How to develop leadership for better public services*, London: Demos

<http://www.demos.co.uk/publications/localauthority>

Local authority? shows how local leadership develops through dialogue, and relies less on the energy of individuals to drive change. This means fewer centralised policy initiatives, while local authorities must let go of the 'you need, we provide' mentality which underpins the government's delivery agenda. Only by engaging communities to solve local problems can those problems be effectively tackled. This approach contains the solution to the intractable problem of delivery, while offering the prospect of a reversal in the declining support for local government.

Clarence, Emma and Gabriel, Madeleine, (2014). *People helping people: the future of public services*, London: NESTA.

<http://www.nesta.org.uk/publications/people-helping-people-future-public-services>

With ten detailed case studies highlighting the opportunities and benefits of reshaping public services to mobilise people, the report argues that public services that are open, facilitating and recognise and reward the contribution of people will help public services to address changing demands and social needs, and improve experiences and outcomes for people.

Cole, Ian, McCoulough, Emma and Southworth, Janet, (2000). *Neighbourhood agreements in action: a case study of Foxwood, York*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/neighbourhood-agreements-action-case-study-foxwood-york>

With the current emphasis on resident involvement, local service partnerships and accountable service delivery in neighbourhood renewal policy, interest is growing in successful initiatives which involve reshaping mainstream service delivery - not just intervening in 'difficult' areas.

Collins, Angela B. and Wrigley, Julie, (2014). *Can a neighbourhood approach to loneliness contribute to people's well-being?*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/loneliness-evaluation>

The Neighbourhood approaches to loneliness programme looked at reducing loneliness in four differing areas, working with residents, recruiting community researchers, and in partnership with local organisations. This evaluation highlights its impact on individuals and communities, and lessons for similar programmes.

Corrigan, Paul, Craig, Georgina, Hampson, Martha, Baeck, Peter and Langford, Katherine, (2013). *People powered commissioning: embedding innovation in practice*, London: NESTA.

<http://www.nesta.org.uk/publications/people-powered-commissioning-embedding-innovation-practice>

Commissioners have the potential to play an increasingly critical role in this. They need to take bold, brave and radical steps towards not just the commissioning of new kinds of services but entirely new models of commissioning that adopt methods that reflect the lived experience of users; re-frame the commissioner as the leader of partnerships and collaboratives; and move away from commissioning as procurement to commissioning as market-making.

Craig, John and Skidmore, Paul, (2005). *Start with people: how community organisations put citizens in the driving seat*, London: Demos.

<http://www.demos.co.uk/publications/startwithpeople>

This study, commissioned by the Big Lottery Fund, proposes a number of measures which would enable funding bodies to develop their roles as pro-active supporters of community organisations. From match-funding local people's efforts to raise money, to unlocking the knowledge of local professionals, we argue that lottery funders can build on their growing capacity to experiment and learn. Start With People also raises a wider set of questions about the environment in which community organisations operate.

De Besi, Elena, Thompson, Ian, Wild, Morgan and Cohen, Tom, (2015). *Infrastructure and the citizen: a Dialogue by Design and UCL Transport Institute policy paper*, London: Office for Public Management.

<http://www.opm.co.uk/publications/infrastructure-and-the-citizen/>

A simple question was posed at the We Need to Talk about Infrastructure seminar co-hosted by Dialogue by Design and the UCL Transport Institute: when Government plans to invest £375 billion in infrastructure projects up to 2020, how can this be done with local communities, rather than against them? Rather than produce a summary of the event, the authors have reflected on what was heard and learnt, and wrote a few short pieces on how the discussions that took place could advance the conversation about how best to engage concerning major infrastructure.

Dent, M. and Pahor, M., (2015). Patient involvement in Europe – a comparative framework. *Journal of Health Organization and Management*, 29(5), pp.546–555.

Purpose – The purpose of this paper is to provide and explain the model that underlies most of the research reported within this special issue on 'Patient involvement in health care across Europe'. Design/methodology/approach – This introduction provides a literature review and a conceptual framework for the understanding of patient involvement and its potential development within health care across Europe. Findings – Patient involvement can be characterised in terms of three ideal types: voice, choice and co-production. Policies for developing user involvement in healthcare can have disempowering as well as empowering consequences. The pattern of dissemination of user involvement across Europe varies in form and content largely due to path dependency. Research limitations/implications – The paper provides a template for future comparative research on user involvement in health care and one that could be extended to social care as well as other varieties of human services. This introduction and the special issue highlights the need for further comparative research in this area. Originality/value – The paper presents a robust model for comparative research. The findings may well be useful not only to researchers but also to policy makers and analysts.

Dillon, D. and Fanning, B., (2011). *Lessons for the Big Society: planning, regeneration and the politics of community participation*.

This book provides concrete examples of the ways in which shifting academic debates, policy and political approaches have impacted on a specific place over the past 30 years. It offers a critical analysis of the history, politics and social geography of the high profile London Borough of Haringey, in the decades prior to the 2011 Tottenham riots.

Farnsworth, D., (2011). A network route to localism in planning: the experience of front-line community involvement in Bristol. *Town and Country Planning*, 80(3), pp.128–132.

[No abstract available]

Ferragina, Emanuele, Tomlinson, Mark and Walker, Robert, (2013). *Poverty, participation and choice: the legacy of Peter Townsend*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/poverty-participation-and-choice>

Peter Townsend, the famous British sociologist who died in 2009, demonstrated that poverty prevents people being full members of society. This new publication explores the relevance of Townsend's ideas in the 21st century.

Foot, Jane, (2009). *Citizen involvement in local governance*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/citizen-involvement-governance>

A look at the involvement and influence of citizens and service users in decision-making and governance in their local area.

Fordham ,Geoff, (1997). *Implementing 'Housing Plus' on five housing association estates*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/implementing-housing-plus-five-housing-association-estates>

This study evaluates the experiences of tenants, local managers and housing associations involved in implementing an enhanced management package (covering such issues as tenant participation and economic and social problems) on five estates in London.

Great Britain. Department of Health, (2004a). *Choosing health : making healthy choices easier.*, London: Stationery Office.

http://webarchive.nationalarchives.gov.uk/20120408071355/http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4094550

This White Paper sets out the key principles for supporting the public to make healthier and more informed choices in regards to their health. The Government will provide information and practical support to get people motivated and improve emotional wellbeing and access to services so that healthy choices are easier to make.

Great Britain. Department of Health, (2006). *Choosing health progress report.*, London: Department of Health.

http://webarchive.nationalarchives.gov.uk/+www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_074286

The public health white paper, Choosing health, published in 2004, set out a commitment to reduce health inequalities and better tailor health and care services to meet individual needs. It set out action that individuals and organisations could take to make this a reality. Since its launch, there has been significant progress over a wide range of areas. As this update report demonstrates, we know more about what works and where to focus effort and have tangible evidence of where action set out in Choosing Health is achieving success.

Great Britain. Department of Health. NHS Modernisation Agency. National Primary and Care Trust Development Team (NatPaCT), (2005b). *Stories that can change your life : communities challenging health inequalities.*, Leeds: NatPaCT.

<http://www.teespublichealth.nhs.uk/Download/Public/1012/DOCUMENT/2223/Challenging%20Health%20Inequalities.pdf>

A collection of stories about how people within PCTs have engaged local communities to tackle health inequalities. The perspectives of lead members of staff, local community members and senior members of the PCT are included.

Griffiths, Simon, Kippin, Henry and Shafique, Atif, (2014). *The future of public services: roundtable events summary RSA 2020 Public Services in partnership with Collaborate and the support of the ESRC*, London: Collaborate.

<http://collaboratei.com/2014/06/the-future-of-public-services-2/>

The Future of Public Services presents a summary of round-table events held in partnership between Collaborate, RSA 2020 Public Services, and the ESRC in 2013. The paper explores questions around the role of

citizens in public services, competition and collaboration, and the quality and delivery of public services in a post-financial crisis.

Hambleton, Robin, Purdue, Derek, Razzaque, Konica, Stewart, Murray, Huxham, Chris and Vangen, Siv, (2002). *Strengthening community leaders in area regeneration*, Bristol: Policy Press.

<http://www.jrf.org.uk/publications/strengthening-community-leaders-area-regeneration>

This paper examines the ways in which significant people from local communities become involved in partnerships, how they exercise their 'leadership role' and how that role can be enhanced. The authors explore communities' views of regeneration programmes, looking at participation, capacity building, monitoring and evaluation.

Heapy, Joe and Parker, Sophia, (2006). *The journey to the interface: how public service design can connect users to reform*, London: Demos.

<http://www.demos.co.uk/publications/thejourneytotheinterface>

The pamphlet argues that service design can offer policy makers and practitioners a vision for the transformation of public services, as well as a route to get there. It outlines an agenda for action which spells out how service design approaches can be applied systemically.

Horne, Matthew, Khan, Halima and Corrigan, Paul, (2013). *People powered health: health for people, by people and with people*, London: NESTA.

<http://www.nesta.org.uk/publications/health-people-people-and-people>

This report shows how healthcare can combine the best scientific and clinical knowledge with the expertise and commitment of patients themselves.

Hothi, Mandeep, Brophy, Marcia and Bacon, Nicola, (2009). *Going green and beating the blues: the local approach to improving wellbeing and environmental sustainability*, London: Young Foundation.

<http://youngfoundation.org/publications/going-green-and-beating-the-blues/>

All over the world communities are grappling with two different agendas: on the one hand how to make their areas environmentally sustainable; on the other how to promote the wellbeing of local residents. Sometimes these agendas reinforce each other. But sometimes they clash. This discussion paper explores ways in which local government can use practical initiatives that support wellbeing as a way to encourage local residents to be more green. It is based on a review of activities in three very different parts of England – Hertfordshire, Manchester and South Tyneside – and discussions with a number of local government representatives and environmental sustainability experts.

Jones, Samuel, (2009). *Talk us into it: putting conversation at the heart of the public realm*, London: Demos.

<http://www.demos.co.uk/publications/talkusintoit>

There is an intrinsic link between conversation, our notion of the public sphere and the quality of democracy. From Parliament to the neighbourhood, conversation lies at the heart of our society and our everyday interactions and relationships. But the ways in which we converse are changing. New technologies enable us to speak to people anytime, anywhere and on any topic. This has led to a fragmentation of interest groups. We are talking less with those who do not share those interests and less to people in the areas in which we live. By contrast, we are talking more to people to whom we are tied by interest, and more about particular topics on blogs and behind closed doors.

Joseph Rowntree Foundation, (1999). *Developing effective Community Involvement Strategies: guidance for Single Regeneration Budget bids*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/developing-effective-community-involvement-strategies>

Prepared at the request of the DETR, this paper shares research findings with bidders for SRB funds.

Kapasi, Haki, (2006). *Neighbourhood play and community action*, York: Joseph Rowntree Foundation

<http://www.jrf.org.uk/publications/neighbourhood-play-and-community-action>

This project developed a practical and comprehensive set of resources (a 'toolkit') for improving public neighbourhood play spaces and services for children and young people. The pilot process also aimed to develop each community's own abilities and experience in planning and implementing such schemes.

Kehm, R., Davey, C.S. and Nanney, M.S., (2015). The role of family and community involvement in the development and implementation of school nutrition and physical activity policy. *The Journal of School Health*, 85(2), pp.90–99.

BACKGROUND: Although there are several evidence-based recommendations directed at improving nutrition and physical activity standards in schools, these guidelines have not been uniformly adopted throughout the United States. Consequently, research is needed to identify facilitators promoting schools to implement these recommendations. Therefore, this study analyzed the 2008 School Health Profiles Principal Survey (Profiles) to explore the role of family and community involvement in school nutrition and physical activity standards.

METHODS: Survey data on nutrition and physical activity policies, as well as family and community involvement, were available for 28 states, representing 6732 secondary schools. One-factor analysis of variance (ANOVA), 2-sample t-tests, Pearson's chi-square tests, and multiple logistic and linear regression models were employed in this analysis.

RESULTS: Family and community involvement were associated with schools more frequently utilizing healthy eating strategies and offering students healthier food options. Further, involvement was associated with greater support for physical education staff and more intramural sports opportunities for students.

CONCLUSIONS: Though family and community involvement have the potential to have a positive influence on school nutrition and physical activity policies and practices, involvement remains low in schools. Increased efforts are needed to encourage collaboration among schools, families, and communities to ensure the highest health standards for all students.

Keohane, Nigel, (2009). *People power: how can we personalise public services?*, London: NLGN,.

<http://www.nlgn.org.uk/public/2009/people-power-how-can-we-personalise-public-services/>

In this report NLGN argues that the traditional centralised provision of services often disregards the specific needs of individuals, leads to massive wastage and fails to meet the rising expectations of citizens. Instead, the next stage of public service reform should see citizens making their own choices – with greater individual control of resources – and communities empowered to generate their own revenue and invest in services that meet the needs of their local neighbourhoods.

Leadbeater, Charles, (2004). *Personalisation through participation: a new script for public services*, London: Demos.

<http://www.demos.co.uk/publications/personalisation>

Charles Leadbeater believes that if government is serious about personalisation, public sector bodies should regard this promise as a big challenge to the way they currently operate. He explains how personalisation go beyond a simple consumer model to actually involving users in their design and delivery of the next generation of services.

Lowndes, Vivien, Pratchett, Lawrence and Stoker, Gerry, (2006). *Locality matters: making participation count in local politics*, London: IPPR.

<http://www.ippr.org/publications/locality-mattersmaking-participation-count-in-local-politics>

Is there really anything anyone can do to encourage civic life and increase public engagement in political life? The research presented here suggests clearly that there is.

Lucas, Lauren and Carr-West, Jonathan, (2012). *Future service partnerships: how the private and community sectors can generate social value together*, London: LGiU.

<http://www.lgiu.org.uk/report/future-service-partnerships>

This report from the LGiU, with support from John Laing, draws on new research carried out by the LGiU to examine current local authority partnership arrangements, identify barriers to community investment at a local level and highlight innovative examples of current partnership working.

Ludlow, Joe and Hill, Katie, (2015). *Investing in innovative social ventures: a practice guide*, London: NESTA.

<http://www.nesta.org.uk/publications/investing-innovative-social-ventures-practice-guide>

This practice guide shares Nesta's insights and developing practice around investing for social impact in innovative new ventures.

Massawe, E., Legleu, T., Vasut, L., Brandon, K. and Shelden, G., (2014). Voluntary approaches to solid waste management in small towns: a case study of community involvement in household hazardous waste recycling. *Journal of Environmental Health*, 76(10), pp.26–33.

An enormous amount of household hazardous waste (HHW) is generated as part of municipal solid waste. This scenario presents problems during disposal, including endangering human health and the environment if improperly disposed. This article examines current HHW recycling efforts in Hammond, Louisiana, with the following objectives: (a) analyze factors and attitudes that motivate residents to participate in the program; (b) quantify various types of HHW; and (c) analyze the e-waste stream in the HHW. Residents and city officials who were surveyed and interviewed cited that commitment shown by local authorities and passion to protect the environment and human health were part of their active participation in the program. An awareness program has played a key role in the success of the program. A legislation specific to e-waste is encouraged. While knowledge and information on laws and permit application processes and the promotion of greener products are encouraged, provision of storage or collection facilities and communal transportation will further motivate more residents to participate in the recycling program.

MacGillivray, A., Conaty, P. and Wadhams, C., (2001). *Low-flying heroes : micro-social enterprise below the radar screen.*, London: New Economics Foundation.

Micro social enterprises (MSE's) is a new term invented by the authors to define a wide range of small, energetic, informal organisations operating at a community level, motivated by social and environmental causes. Resources of all kinds are usually tight and as a result the work of such groups is usually innovative, inclusive and effective. Community business, local self help groups and mutual aid are other terms that capture many aspects of the phenomenon. This book looks at the functioning of these small organisations, focusing in particular on MSE's in Hastings and Birmingham.

McArthur, Andrew, McGregor, Alan and Hastings, Annette, (1996). *Community involvement in estate regeneration partnerships*, London: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-involvement-estate-regeneration-partnerships>

There is wide agreement that the effective and lasting regeneration of disadvantaged housing estates can only be achieved in partnership with the residential community. A study by Andrew McArthur, Alan McGregor and Annette Hastings at the Training and Employment Research Unit, Glasgow University considered how the process of partnership with community organisations unfolded in ten multi-sectoral initiatives in Scotland and England.

McCulloch, Andrew, Mohan, John and Smith, Peter, (2013). *Patterns of social capital, voluntary activity and area deprivation in England*, Birmingham: University of Birmingham.

<http://www.birmingham.ac.uk/generic/tsrc/research/quantitative-analysis/wp-113-patterns-of-social-capital.aspx>

This study uses data from the 2005 and 2007 Citizenship Surveys to map broad differences in levels of volunteering and social capital between ninety different types of place in England, characterised by their regional location and level of deprivation. A measure of social capital in each type of place is constructed using a multivariate multilevel statistical model and the association with rates of volunteering is then examined.

Millar, B., (2002). A 'fare' chance. *Health Development Today*, (11), pp.8–10.

http://www.nice.org.uk/proxy/?sourceUrl=http%3A%2F%2Fwww.nice.org.uk%2Fnicemedia%2Fdocuments%2Fhdt_1002.pdf

This article describes a long-running community project in a deprived area of Glasgow. The project's activities include help in finding employment, clubs for children and teenagers, sports activities and subsidised holidays.

Mills, Andy, Rozansky, Deborah and Prikken, Ingrid, (2014). *Revolutionising the NHS with patient power*, London: Office for Public Management.

<http://www.opm.co.uk/publications/revolutionising-the-nhs-with-patient-power>

This paper highlights how patient power can be used to transform all levels of the health service – from shaping policy and system reforms, effecting service delivery changes, to transforming the dynamic between patients and their healthcare providers. In it we draw on OPM's own experiences, as well as good practice examples from a recent OPM-hosted seminar, and consider how the health service can put the needs and wants of patients at the heart of everything it does through effective patient and public involvement.

Morton, S., (2006). Involving the community in crime and disorder reduction. *Safer Communities*, 5(3), pp.39–44.

In what will be a regular column examining key issues facing community safety practitioners, Sarah Morton from Matrix Research and Consultancy discusses community involvement in crime and disorder reduction. Everyone appears to agree that increased community involvement is important because it can help to reassure members of the public as well as increase intelligence information gained from them. A variety of approaches for community engagement are discussed including the roll out of safer neighbourhood teams, which are felt to offer an opportunity to increase community empowerment further.

Muir, Rick and Parker, Imogen, (2014). *Many to many: how the relational state will transform public services*, London: IPPR.

<http://www.ippr.org/publications/many-to-many-how-the-relational-state-will-transform-public-services>

This landmark report sets out a new 'relational state' agenda for public service reform that would address complex problems holistically, provide more intensive and personalised engagement at the frontline of service delivery, and empower and engage citizens.

Muir, Rick and Quilter-Pinner, Harry, (2015). *Powerful people: reinforcing the power of citizens and communities in health and care*, London: IPPR.

<http://www.ippr.org/publications/powerful-people-reinforcing-the-power-of-citizens-and-communities-in-health-and-care>

This report argues for giving citizens greater control over their own health and care, so that services are redesigned around their needs and aspirations, to improve health outcomes, and to save money by supporting people better to manage their conditions themselves.

Murtagh, Brendan, Bennett, Elaine, Copeland, Lisa and Goggin, Niamh, (2012). *Community asset transfer in Northern Ireland*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-asset-transfer-northern-ireland>

This report examines the state of community asset transfer in Northern Ireland using in-depth interviews with policy-makers, practitioners and representatives of NGOs, and case studies.

NatCen Social Research, Office for Public Management and New Philanthropy Capital, (2013). *Evaluation of National Citizen Service: findings from the evaluations of the 2012 summer and autumn NCS programmes*, London: Office for Public

<http://www.opm.co.uk/publications/evaluation-of-national-citizen-service-ncs-2/>

OPM has recently completed an evaluation of National Citizen Service (NCS), one of the Coalition Government's flagship initiatives for building a bigger, stronger society. NCS aims to provide young people with teamwork and leadership skills, experience of their local community, an opportunity to mix with other young people outside their friendship groups and to support their overall transition to adulthood. The vision is to help promote a more cohesive, responsible and engaged society. OPM contributed to the process strand of the evaluation as part of a wider consortium led by Natcen Social Research and including New Philanthropy Capital and Frontier Economics. The evaluation revealed that both the summer and autumn strands of NCS appear to have had a positive impact upon young people, particularly in terms of their communication, teamwork and leadership skills and upon their willingness to help out in the local community.

NESTA, (2012). *Neighbourhood Challenge: learning from innovative communities*, London: NESTA.

<http://www.nesta.org.uk/publications/neighbourhood-challenge-learning-innovative-communities>

The Neighbourhood Challenge project invested in community-led innovation; this paper presents observations from the scheme.

NESTA and Innovation Unit, (2012). *Getting ready for radical efficiency*, London: NESTA.

<http://www.nesta.org.uk/publications/getting-ready-radical-efficiency>

This report offers three key insights about how local authorities can create better, lower cost approaches: thinking afresh about the nature of the challenge faced by the community, using resources already available, and building new partnerships with users.

NESTA and Innovation Unit, (2010). *Radical efficiency: different, better, lower cost public services*, London: NESTA.

<http://www.nesta.org.uk/publications/radical-efficiency-practical-guide>

This booklet offers practical tips to service leaders on how to start developing different, better and lower cost services. From their research – including the case studies in this report – the authors have extracted five key lessons about how to do radically efficient innovation: Make partnership with users the best choice for everyone; enable committed and open-minded leaders to emerge from anywhere; start with people’s quality of life not the quality of your service; work with the grain and in the spirit of families, friends and neighbours; and manage risks, don’t just avoid them.

Innovation Unit, (2011). *Transforming Early Years: better outcomes for families at lower cost*, London: Innovation Unit.

http://www.innovationunit.org/sites/default/files/Radical%20Efficiency%20in%20action%20-%20Transforming%20Early%20Years_0.pdf

This report outlines the findings of the Transforming Early Years programme which aimed to find new more efficient ways to deliver services to troubled families.

NESTA and Innovation Unit, (2011). *Transforming Early Years: case studies*, London: NESTA.

<http://www.nesta.org.uk/publications/transforming-early-years-case-studies>

A series of case studies from our Transforming Early Years programme, showing how better, lower-cost services can be delivered to families with young children. Some of the innovative models included greater peer or public involvement in service delivery.

NESTA and Innovation Unit, (2013). *Working towards people powered health: insights from practitioners*, London: NESTA.

<http://www.nesta.org.uk/publications/working-towards-people-powered-health-0>

This report focuses on the challenges for professionals and, in particular, how workforce culture needs to change to enable People Powered Health to move from the margins to the mainstream.

NESTA, New Economics Foundation and Innovation Unit, (2012). *People powered health co-production catalogue*, London: NESTA.

<http://www.nesta.org.uk/publications/co-production-catalogue>

These inspiring examples of collaborative public services in action are designed to help practitioners learn about co-production practice.

Nicolaou-Smokoviti, Litsa, Sünker, Heinz, Rozanova, Julia and Pekka Economou, Victoria eds , (2013). *Citizenship and social development: citizen participation and community involvement in social welfare and social policy*, Frankfurt am Main: Peter Lang.

<http://www.peterlang.com/index.cfm?event=cmp.ccc.seitenstruktur.detailseiten&seitentyp=produkt&pk=72660>

This interdisciplinary book includes contributions from scholars from different parts of the world from the fields of political science, economy, sociology, social work, philosophy, and education. The major topics deal with contemporary challenges in social analysis, social theories, social policy, social work. Its special focus is aiming at questions of social development in the context of citizen’s participation and involvement in social welfare and social policy. Therefore the overall perspective is connected to questions of democracy in theory and practice, the question of the democratisation of all institutions and of everyday life. The contributions gain a special relevance in the contemporary time of social crisis – both within and beyond the European Union.

Neumark, Thomas, Norris, Emma, Marcus, Gaia and Broome, Steve, (2012). *The community footprint: shared value for business and communities*, London: RSA.

<https://www.thersa.org/discover/publications-and-articles/reports/the-community-footprint-shared-value-for-business-and-communities/>

Businesses have the capacity to bring people together and promote social interaction within communities. They can also benefit from these communities. By undertaking community impact assessments and producing action plans jointly with local people, businesses can significantly improve their impact on the surrounding community, creating new spaces for social and participatory networks to grow. We call this impact the community footprint.

Nimegeer, A., Farmer, J., West, C. and Currie, M., (2011). Addressing the problem of rural community engagement in healthcare service design. *Health and Place*, 17(4), pp.1004–1006.

Policy suggests that health service providers should plan services with communities. In remote and rural areas this is sometimes ineffective, resulting in resistance to change. An action research project investigated best practise in rural community engagement. As a result a planning 'game' was developed that uses a number of types and levels of cards and allows community members, as part of a process of engagement, to express their priorities and designs in a form that is directly usable by health service managers. The game is a unique community engagement resource in that it combines the priorities of the community (including their experiences of using services) with existing service data. It allows community members and service managers to apply their priorities for services to a healthcare budget to identify appropriate and affordable ways of providing safe local services.

Norris, Emma and McLean, Sam, (2011). *The civic commons: a model for social action*, London: RSA.

<https://www.thersa.org/discover/publications-and-articles/reports/the-civic-commons-a-model-for-social-action-emma-norris-and-sam-mclean-february-2011-the-civic-commons-a-model-for-social-action/>

What is the Civic Commons and why is it needed? This short paper outlines the need and principles of operation for a participation initiative that encourages and supports citizens to be more active at a local level. It is intended to provoke discussion about what forms of citizen participation are most valuable in the current social, political and economic context. It also makes the case for the Civic Commons initiative in Peterborough.

Oppenheim, Carey, Cox, Ed and Platt, Reg, (2010). *Regeneration through co-operation: creating a framework for communities to act together*, Manchester: Co-Operatives UK.

[http://www.ippr.org/files/images/media/files/publication/2011/05/Regeneration Through Cooperation 1786.pdf?noredirect=1](http://www.ippr.org/files/images/media/files/publication/2011/05/Regeneration_Through_Cooperation_1786.pdf?noredirect=1)

This is a short 'Think Piece' published by Co-operatives UK and launched during Co-operatives Fortnight 2010. It highlights two pieces of ippr research, 'Green Streets' and 'Inclusive Cities'.

Osborne, S.P., (1999). *Promoting local voluntary and community action: the role of local development agencies.*, York: Joseph Rowntree Foundation.

[No abstract]

Osborne, Stephen P, Beattie, Rona S and Williamson, Arthur P, (2002). *Community involvement in rural regeneration partnerships in the UK: Evidence from England, Northern Ireland and Scotland*, London: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-involvement-rural-regeneration-partnerships-uk-evidence-england-northern-irel>

To date much research on community involvement in public-private partnerships for local development and regeneration has focused on urban areas. This report explores how such involvement works in rural communities, how this differs from the urban context and highlights the lessons for best practice.

Parker, Simon, Spiers, Phil, Farook, Faisal and Mean, Melissa, (2008). *State of trust: how to build better relationships between councils and the public*, London: Demos.

<http://www.demos.co.uk/publications/stateoftrust>

Governments urgently need to develop better relationships with the people they serve. This interim report explores how those relationships can be built. Working in four local authority areas, we show how institutions have succumbed to the idea that better services alone are the key to building public trust. In fact, the public cares about process as well as outcomes. What you do matters, but so does how you do it.

Parker, S. and Parker, S. eds , (2007). *Unlocking innovation: why citizens hold the key to public service reform*, London: Demos. Available at: <http://www.demos.co.uk/publications/unlockinginnovation>.

Unlocking Innovation collects essays and analysis from a wide range of public sector experts and practitioners. The chapters offer lessons on how public services can better engage their users based on examples of best practice in the public and private sectors.

Pavolini, E. and Spina, E., (2015). Users' involvement in the Italian NHS: the role of associations and self-help groups. *Journal of Health Organization and Management*, 29(5), pp.570–581.

Purpose – The purpose of the paper is to show the importance of considering patients' and citizens' associations for understanding users' involvement in health care systems. Design/methodology/approach – The paper is based on both qualitative and quantitative data on Italy drawn from various sources (national statistics, own survey data, qualitative interviews). Findings – Although the paper avoids an excessively positive view of the success and frequency of collective patients' participation, it nevertheless shows that the Italian National Health Care System (NHS) is undergoing important changes in this regard. Voice and co-production among patients, health care services and professionals have become more common and important also because of forms of collective action. Professionals themselves often belong to or promote such associations and groups. The Italian case also shows that voice and co-production tend frequently to merge into a single complex strategy where patients' requests go along with their direct involvement in health care provision. Social implications – The study provides useful information for policy makers considering the implementation of policies that promote collective action in order to increase an active users' participation in health care. Originality/value – This is one of the limited number of Italian studies which investigates users' involvement in the NHS and collective action, thus adding knowledge to the limited research in this field.

Paxton, Will and Nash, Vicki eds , (2002). *Any volunteers for the good society?*, London: IPPR.

<http://www.ippr.org/publications/any-volunteers-for-the-good-society>

The book addresses the relationship between aims of civic renewal and the policy area to which it has most consistently and explicitly been linked: volunteering. It outlines general principles on which policy should be based, and offers specific policy recommendations which would more explicitly link volunteering with wider citizen engagement.

Phillimore, Jenny, McCabe, Angus and Third Sector Research Centre, (2015). *Luck, passion, networks and skills: the recipe for action below the radar?*, Birmingham: University of Birmingham.

<http://www.birmingham.ac.uk/generic/tsrc/research/below-the-radar/luck-passion-networks-and-skills.aspx>

Drawing on the theoretical literature and a series of primary research interviews with members of small 'below the radar' community groups, this working paper questions the nature of social networks within community activity. Further, it explores the interplay, in theory and practice, between social capital and other forms of capital (human, financial, emotional and knowledge) in terms of the creation, development and sustainability of community groups.

Pricewaterhouse Cooper Public Sector Research Centre, (2014). *Redefining local government*, London: PwC.

<http://www.pwc.com/gx/en/psrc/united-kingdom/redefining-local-government.jhtml>

Prolonged austerity is driving an important shift in local government, and this new landscape will require fundamentally different organisational cultures and behaviours to make it successful. This Talking Points argues that there is a need for a new framework that enables local authorities to make strategic choices leading to the redesign and development of new ways of working on the ground.

Public Health England, NHS England and South, Jane, (2015). *A guide to community-centred approaches for health and wellbeing: full report*, London: Public Health England.

<https://www.gov.uk/government/publications/health-and-wellbeing-a-guide-to-community-centred-approaches>

Local government and the NHS have important roles in building confident and connected communities as part of efforts to improve health and reduce inequalities. The project 'Working with communities – empowerment evidence and earning' was initiated jointly by PHE and NHS England to draw together and disseminate research and learning on community-centred approaches for health and wellbeing. This report presents the work undertaken in phase 1 of the project and provides a guide to the case for change, the key concepts, the varieties of approach that have been tried and tested and sources of evidence.

Ray, Kathryn, Hudson, Maria, Campbell-Barr, Verity and Shutes, Isabel, (2008). *Public officials and community involvement in local services*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/public-officials-and-community-involvement-local-services>

An examination of community involvement in the governance of local services, with an emphasis on the role of public officials.

Richardson, Liz, (2012). *Working in neighbourhoods, active citizenship and localism: lessons for policy-makers and practitioners*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/working-in-neighbourhoods>

JRF's Working in Neighbourhoods project offers useful lessons for local authorities, neighbourhood practitioners, and communities, drawing on direct experience from practitioners in Bradford, and many other places.

Roberts, Carys, (2015). *Next-generation social care: the role of e-marketplaces in empowering care users and transforming services*, London: IPPR.

<http://www.ippr.org/publications/next-gen-social-care-the-role-of-e-marketplaces>

E-marketplaces have the potential to radically transform social care services. Through interviews, case studies and original analysis, this report explores how they can – if done well – deliver personalised, innovative and integrated care.

Rogers, Ben, (2010). *The Woolwich model: can citizens tackle anti-social behaviour?*, London: RSA.

<https://www.thersa.org/discover/publications-and-articles/reports/the-woolwich-model/>

This essay discusses the potential for citizen engagement in tackling anti-social behaviour.

Royal Society for Public Health, (2015). *Rethinking the public health workforce.*, London: RSPH.

http://www.rsph.org.uk/filemanager/root/site_assets/our_work/wider_public_health_workforce/rsph_widerworkforce_report_final.pdf

With only 40,000 people estimated to be part of the core public health workforce, and in light of the crisis in lifestyle health issues, this report calls for anyone who has the opportunity or ability to positively impact health and wellbeing through their work to join the wider public health workforce. It identifies a number of services, such as the fire service, hairdressing and the postal service, which have the capacity to support public health work.

RSA and British Land, (2014). *Developing social productive places: learning from what works: lessons from the British Land-RSA conference*, London: RSA.

<https://www.thersa.org/discover/publications-and-articles/reports/developing-socially-productive-places/>

Developing Socially Productive Places explores the relationship between the physical and social aspects of community-building and place-making. It challenges and supports local authorities, developers, communities and businesses to deepen their understanding of what makes places good for people in the long term, featuring seven case studies at different phases of the development.

Stokes, Kathleen, Clarence, Emma, Anderson, Lauren and Rinne, April, (2014). *Making sense of the UK collaborative economy*, London: NESTA.

<http://www.nesta.org.uk/publications/making-sense-uk-collaborative-economy>

This report examines what the collaborative economy is, who is operating and participating in it, and looks at how it can be supported and managed.

Stuteley, H. and Cohen, C., (2004). *Community Partnership for Health and Well-Being: The Falmouth Beacon Project. *Journal of Integrated Care*, 12(4), pp.19–27.*

The Beacon Project is an example of a successful multi-agency intervention in a community fraught with social and economic problems. This article first summarises what happened, and then, from the perspectives of organisational and complexity theory, analyses retrospectively the key lessons learnt. The project, which has received national and international recognition, focused upon a partnership between health visitors, residents and statutory agencies. Health visitors helped to forge relationships based on trust and respect, creating the receptive context for transformational change. It is possible that the fluid, 'collateral' organisation that was thus developed was capable of both understanding and tackling the complex inter-organisational and social issues presented by the Estate. The main conclusions are that cohesion and improvement can be developed through facilitated dialogue rather than control and explicit leadership, and that shared vision among agencies, and the trust achieved through equal dialogue, can bring significant change and empowerment to communities.

Walker Andrew and Johnston, Andy, (2014). *Managing floods: supporting local partnerships*, London: LGiU.
<http://www.lgiu.org.uk/report/managing-floods-supporting-local-partnerships/>

Local authorities have responsibility for managing surface water flood risk. In this report we recommend that do this effectively they will need to set up local flood forums to provide coordination and leadership for complex stakeholder partnerships. We also recommend that the government should support this work by reallocating the current budget for flood risk. As surface water is the principle threat for the majority of properties at risk of flooding, local authorities should have the control the majority of the budget to manage that risk. An effective response to flooding will require close partnerships between the public and private sector, but it will also rely on engagement with citizens and at all levels of government.

Wilkes, Laura and Carr-West, Jonathan, (2013). *The Big Lunch: feeding community spirit*, London: LGiU.
<http://www.lgiu.org.uk/report/the-big-lunch-feeding-community-spirit/>

LGiU has been assessing the social impact of The Big Lunch every year since it launched in 2009. This report looks back over the past four Big Lunches, summarises our findings and presents the case for why we think The Big Lunch is important for a wide range of public policy goals

Willow, Carolyn, Marchant, Ruth and Kirby, Perpetua, (2004). *Young children's citizenship: ideas into practice* Neale, Bren, ed., York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/young-childrens-citizenship-ideas-practice>

An exploration of how children's citizenship – their entitlement to recognition, respect and active participation in society – can be built into everyday practices and relationships between adults and young children.

Social, community and collective action

Allen, Meg, Clement, Sarah and Prendergast, Yvonne, (2014). *A 'can do' approach to community action: what role for risk, trust and confidence?*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/can-do-approach-community-action>

This report examines the impact of concerns about risk on people working to create change in their communities. It is based on research carried out in four very different neighbourhoods in Yorkshire. There is evidence in the UK that individual behaviour is shaped by concerns about risk and litigation. This research examines how these concerns affect people working together to create change in their communities, and how support organisations' approach to risk can affect community activism.

Blond, Philip and Noyes, James, (2013). *Holistic mission: social action and the Church of England*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/holistic-mission-social-action-church-england>

This report argues that the Church must become an enabling institution focussed on holistic, interpersonal and local social action. Local government and churches should work together to fight deep-seated poverty and social dysfunction.

Boyle, David, (2011). *More than money: platforms for exchange and reciprocity in public services*, London: NESTA. <http://www.nesta.org.uk/publications/more-money>

This report is an attempt to learn the lessons from the past and to provide a framework for understanding the many different approaches to complementary currencies and other platforms for reciprocal exchange.

Brindle, D., (2008). *Care and support : a community responsibility?*, York: Joseph Rowntree Foundation

<http://www.jrf.org.uk/sites/files/jrf/2334.pdf>

This briefing argues that with an increasingly limited state capacity and family input likely to decline, the wider community must be expected to play a growing role in social care.

Casey, Alice, (2012). *Neighbourhood Challenge learning paper*, London: NESTA.

<http://www.nesta.org.uk/publications/neighbourhood-challenge-learning-paper>

This report shows that communities everywhere have untapped creative potential, and given the right support, can become active sources of innovation.

Casey, Alice and Stenberg, Nicola, (2013). *Neighbour Challenge: one year on*, London: NESTA

<http://www.nesta.org.uk/publications/neighbourhood-challenge-one-year>

Neighbourhood Challenge was a year long Nesta and Big Lottery Fund programme. Launched in October 2010 with an open call to community organisations across England, it was based on the assumption that communities everywhere have untapped potential, and that given support and finance they can become active sources of inspiration and activity, rather than passive beneficiaries.

Cooper, Keith and Macfarland, Caroline, (2012). *Clubbing together: the hidden wealth of communities*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/clubbing-together-hidden-wealth-communities/>

This report argues that provoking group instead of individual behaviours, and using groups and clubs to draw in other individuals and communities, should be central to policy initiatives. Existing networks and associations, such as clubs and club-type activity, have the resources and connections to catalyse greater social good in communities.

Coote, A., (2012). *Beyond Beveridge: a new economics vision of a new social settlement*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/2205fa1d5078e0ce54_jrm6bef8k.pdf

The Beveridge report was designed to deal with extreme social conditions. Time has moved on, but the challenges we face are no less urgent. To develop a new social settlement that is fit for the 21st century, we must combine the strengths of the post war model with new perspectives and priorities. In this short briefing, NEF set out five goals for a new social settlement, and put forward eight steps that should be taken to make our welfare state more socially just and sustainable.

Coote, A., (2015). *People, planet, power: towards a new social settlement*, London: New Economics Foundation.

http://www.neweconomics.org/page/-/publications/New%20Social%20Settlement_06.02.15_WEB.pdf

This report sets out NEF's proposals for a new social settlement - a framework for deciding how we live together, what we expect from our governments and what we want to achieve for ourselves and others. The new social settlement has three goals: social justice, environmental sustainability, and a more equal distribution of power.

Coote, A., (2011). *The Great Transition: Social justice and the core economy*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/82c90c4bb4d6147dc3_1fm6bxppl.pdf

This working paper begins to answer key questions about how we can build a 'well-being system' – rather than a welfare system – to achieve sustainable social justice and well-being for all.

Edwards, Rosie, (2008). *Believing in local action: successful partnership working between the faith sector and local infrastructure organisations*, London: Church Urban Fund.

<http://www.navca.org.uk/publications/believing>

Believing in Local Action shows that communities are best served by local faith organisations and local infrastructure organisations (LIOs) working together. The report, conducted by an independent researcher, highlights seven case studies where faith organisations and LIOs are already working together to evidence what can be achieved.

Fisher, J., Baines, S. and Rayner, M., (2012). *Personalisation and the co-operative tradition*. , 11(4), pp.507–518.

There is growing interest in how enterprises based on co-operative values can help to meet needs relating to welfare and re-energise public services. The objective of this article is to examine critically the intersection of personalised adult social care services and the co-operative tradition, which emphasises mutual aid and value-led enterprise. We do this by retelling the story of personalisation through a co-operative lens, and ground this reading in case studies of two new co-operative enterprises that were supported under a Department of Health programme in England (2006–2009) intended to demonstrate how personalised adult social care could be extended by developing collaborative, co-operative organisational forms.

Fox, Alex, (2013). *Putting people into personalisation: relational approaches to social care and housing*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/putting-people-personalisation-relational-approaches-social-care-housing/>

The needs of older people in particular, which this paper primarily concerns, cannot wholly be met by enabling them to become more powerful consumers of public services. Their needs are rather far more social and relational, and it is this aspect – not greater choice and individual empowerment – that is in need of greater supply. Older people can be active producers of social capital, rather than simply consumers of public services.

Gilchrist, R. and Jeffs, T., (2001). *Settlements, social change and community action : good neighbours.*, London: Jessica Kingsley.

Reflecting the current emphasis in social care, social policy and welfare on the ideas of community and active citizenship, this book draws implications from the history of the settlement movement in Britain and the States which will inform and contextualise contemporary practice and policy. The contributors to this illuminating book develop the basic settlement concepts of strong communities and links across groups with different kinds of need, and apply them to current policy developments in community responsibility, the role of voluntary work and the future of social care. The issues explored through the history of the settlement movement are not only applicable to practice; they will also reinforce the identity of social care as a profession.

Henderson, P. and Kaur, R., (1999). *Rural racism in the UK : examples of community-based responses.*, London: CDF.

The editors establish the seriousness and extent of racism in rural communities, and use case studies from South-West England, Lincolnshire, the Scottish Highlands and Northern Ireland to illustrate how community-based

responses can be a valid way of confronting rural racism. They show how largely white organisations can make use of community development principles to tackle rural racism, and how research can assist.

Horne, Matthew, Khan, Halima and Corrigan, Paul, (2013). *People powered health: health for people, by people and with people*, London: NESTA.

<http://www.nesta.org.uk/publications/health-people-people-and-people>

This report shows how healthcare can combine the best scientific and clinical knowledge with the expertise and commitment of patients themselves.

Housing Corporation and Churches National Housing Coalition, (2001). *Community-led estate regeneration handbook : by residents for residents, plus some useful professional advice*. Revised and extended edition., London: London Housing Corporation.

[No abstract available]

Innovation Unit, (2013). *Essex Family*, London: Innovation Unit.

http://www.innovationunit.org/sites/default/files/EssexFamilies_final.pdf

The Essex Family project sought to harness to underused resources within these families themselves, recognising that, in situations of complex and generational need, co-produced services hold the answer for better outcomes. The project realised that small adjustments to existing services would not be sufficient to address these issues; a radical, system-wide intervention was needed to overhaul services working with complex families.

James, Saffron, (2006b). *Tools and processes for neighbourhood process-solving? The place for charters, inquiries and community initiatives in new neighbourhood arrangements*, London: Young Foundation.

<http://youngfoundation.org/publications/tools-and-processes-for-neighbourhood-problem-solving-the-place-for-charters-inquiries-and-community-initiatives-in-new-neighbourhood-arrangements/>

As the agenda for future reforms of English governance at local and neighbourhood level develops, discussions have been underway in policy circles about two related issues; the introduction of 'triggers' or 'community calls for action', and the more widespread use of contracts or charters to set out agreed standards of neighbourhood service provision or local priorities.

James, Saffron, (2006c). *What is the role for the community in neighbourhood governance? Report of a seminal held on December 2, 2005 by the Young Foundation, bassac and CDF*, London: Young Foundation.

<http://youngfoundation.org/publications/what-is-the-role-for-the-community-in-neighbourhood-governance/>

This report summarises the main discussion points and recommendations that were generated at a seminar held by the Young Foundation, bassac and CDF in December 2005, to discuss the role for voluntary and community organisations, activists and residents, in new proposals for neighbourhood governance.

Johnston, Andy, (2010). *Local stewardship of natural resources: local SONAR*, London: LGiU.

<http://www.lgiu.org.uk/report/local-sonar/>

This paper calls for a new settlement between communities, local government, national government and its agencies to improve the stewardship of local natural resources, which the LGiU has named 'Local SONAR'.

Kippin, Henry, (2015). *Collaborative capacity in public service delivery: towards a framework for practice*, Singapore: UNDP Global Centre for Public Service Excellence.

<http://collaboratei.com/2015/05/collaborative-capacity-in-public-service-delivery-towards-a-framework-for-practice/>

This discussion paper reflects primarily on the public service reform agenda in the UK, drawing lessons from a range of British examples to form the basis of a delivery framework that can be discussed, adapted and applied internationally.

Kippin, Henry, Adebawale, Victor, Cameron, Daniel, Unwin, Julia and Parston, Greg, (2014). *The collaborative citizen: report 2014*, London: Collaborate.

<http://collaboratei.com/2014/04/the-collaborative-citizen-1st-edition/>

In partnership with Ipsos MORI, The Collaborative Citizen makes a major contribution to the public services debate by arguing and evidencing the need to include citizens in the delivery of quality public services. This

report was launched on 24 April 2014, and features responses and contributions from Lord Victor Adebowale, Chief Executive of Turning Point, Julia Unwin CBE, Chief Executive of Joseph Rowntree Foundation, and Daniel Cameron, Associate Director at Ipsos MORI.

Saunders, Roger, (1997). *The potential contribution of Resident Services Organisations to regeneration*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/potential-contribution-resident-services-organisations-regeneration>

This study looks at the extent to which community-led bodies might use neighbourhood jobs to create employment opportunities for residents.

Saunders, Tom and Baeck, Peter, (2015). *Rethinking smart cities from the ground up*, London: NESTA.

<http://www.nesta.org.uk/publications/rethinking-smart-cities-ground>

This report tells the stories of cities around the world - from Beijing to Amsterdam, and from London to Jakarta - that are addressing urban challenges by using digital technologies to engage and enable citizens.

Schoen, M.W., Moreland-Russell, S., Prewitt, K. and Carothers, B.J., (2014). *Social network analysis of public health programs to measure partnership. *Social science & medicine* (1982), 123, pp.90–5.*

In order to prevent chronic diseases, community-based programs are encouraged to take an ecological approach to public health promotion and involve many diverse partners. Little is known about measuring partnership in implementing public health strategies. We collected data from 23 Missouri communities in early 2012 that received funding from three separate programs to prevent obesity and/or reduce tobacco use. While all of these funding programs encourage partnership, only the Social Innovation for Missouri (SIM) program included a focus on building community capacity and enhancing collaboration. Social network analysis techniques were used to understand contact and collaboration networks in community organizations. Measurements of average degree, density, degree centralization, and betweenness centralization were calculated for each network. Because of the various sizes of the networks, we conducted comparative analyses with and without adjustment for network size. SIM programs had increased measurements of average degree for partner collaboration and larger networks. When controlling for network size, SIM groups had higher measures of network density and lower measures of degree centralization and betweenness centralization. SIM collaboration networks were more dense and less centralized, indicating increased partnership. The methods described in this paper can be used to compare partnership in community networks of various sizes. Further research is necessary to define causal mechanisms of partnership development and their relationship to public health outcomes.

Sellick, Vicki, (2006). *The challenges of citizen engagement: lessons from Transforming Neighbourhoods*, London: Young Foundation.

<http://youngfoundation.org/publications/the-challenges-of-citizen-engagement-lessons-from-transforming-neighbourhoods/>

Powerpoint presentation detailing lessons of community and citizen engagement from the Transforming Neighbourhoods programme.

Smith, A.J. and Henry, L., (2009). 'Setting the guinea pigs free': Towards a new model of community-led social marketing. *Public Health*, 123, pp.e1–e5.

Objectives To offer the opportunity to discuss the positive contribution of co-production approaches in the field of social marketing., Study design Recognizing the ever-evolving theoretical base for social marketing, this article offers a brief commentary on the positive contribution of co-production approaches in this field. The authors outline their own move towards conceptualizing a community-led social marketing approach and describe some key features. This developing framework has been influenced by, and tested through, the Early Presentation of Cancer Symptoms Programme, a community-led social marketing approach to tackle health inequalities across priority neighbourhoods in North East Lincolnshire, UK., Methods A blend of social marketing, community involvement and rapid improvement science methodologies are drawn upon. The approach involves not just a strong focus on involving communities in insight and consultation, but also adopts methods where they are in charge of the process of generating solutions., Results A series of monthly and pre/post measures have demonstrated improvements in awareness of symptoms, reported willingness to act and increases in presentation measured through service referrals. Key features of the approach involve shared ownership and a shift away from service-instigated change by enabling communities 'to do' through developing skills and confidence and the conditions to 'try out'., Conclusions The approach highlights the contribution that co-

production approaches have to offer social marketing activity. In order to maximize potential, it is important to consider ways of engaging communities effectively. Successful approaches include translating social marketing methodology into easy-to-use frameworks, involving communities in gathering and interpreting local data, and supporting communities to act as change agents by planning and carrying out activity. The range of impacts across organisational, health and social capital measures demonstrates that multiple and longer-lasting improvements can be achieved with successful approaches.

Skidmore, Paul, Bound, Kirsten and Lownsborough, Hannah, (2006). *Do policies to promote community participation in governance build social capital?*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/do-policies-promote-community-participation-governance-build-social-capital>

An exploration of whether policies to involve people in making decisions about their own communities are effective in building strong social networks.

Slocock, Caroline ed , (2011). *Civil dialogue: ideas for better working between government and civil society*, London: Civil Exchange.

http://www.civilexchange.org.uk/wp-content/uploads/2012/09/Civil-Dialogue-Essays_July_2011_Full-Web_Version_S.pdf

This collection of essays brings together 21 leaders from civil society and beyond who reflect on how government and civil society can work better together.

Sodha, Sonia and Leighton, Daniel, (2009). *Service nation.*, London: Demos.

<http://www.demos.co.uk/publications/service-nation>

This report seeks to address fundamental questions around issues of civic service. Why do we want civic service? What would effective civic service look like? Would civic service be compulsory or voluntary? And how can civic service schemes be funded in a tough fiscal climate?

Soresi, S., Nota, L. and Wehmeyer, M., (2011). *Community involvement in promoting inclusion, participation and self-determination.* , 15(1), pp.15–28.

Over the last few decades, advances and innovations in the field of disability and disability supports have resulted in changes in the way in which disability itself is understood and conceptualised. These changes, which embrace a person–environment fit model of disability, have obvious implications for disability supports and research. Within such conceptualisations, more attention must be given to the interaction between people with disability and the environments in which they live, learn, work and play. As such, there has been increased attention to the rights of people with disabilities to be fully included in their communities and to the importance of self-determination, participation and quality of life. This emphasis also underscores the important roles family members, teachers, peers, health service providers and volunteers play in promoting community inclusion. This article examines these changes and innovations in depth and provides recommendations to facilitate the involvement of community members in promoting inclusion, participation and self-determination.

Stenberg, Nicola, (2011). *Introducing the Neighbourhood Challenge: seventeen stories being*, London: NESTA.

<http://www.nesta.org.uk/publications/introducing-neighbourhood-challenge-seventeen-stories-begin>

This paper details the community-led innovation plans of the organisations taking part in Neighbourhood Challenge projects. Methods being trialled include community organising, local challenge prizes, social enterprise, skills sharing and community match funding amongst others.

Teasdale, Simon, Jones, Patricia A., Mullins, David, Third Sector Research Centre and Crisis, (2013). *Connecting the dots: the potential for self-help housing to address homelessness*, Birmingham: University of Birmingham.

<http://www.birmingham.ac.uk/generic/tsrc/research/service-delivery/housing/wp-53-self-help-housing-address-homelessness.aspx>

Self-help housing may offer the potential to provide joined-up solutions to the problems of homelessness, empty properties and long term unemployment. It involves groups of local people bringing back into use empty properties that are in limbo, awaiting decisions about their future use or redevelopment. It involves the procurement of empty homes from their owners usually on a time-limited licence or lease, but sometimes permanently. Users may be involved in undertaking or commissioning the work to make properties habitable, and there may be options for asset transfer where this can be agreed with the owner. This report highlights the

opportunities and barriers facing self-help housing organisations, and suggests ways in which self-help housing might play a greater role in responding to the single homelessness crisis.

Temperley, Julie, Baek, Peter, Hampson, Martha and Langford, Katherine, (2013). *People helping people: peer support that changes lives*, London: NESTA.

<http://www.nesta.org.uk/publications/people-helping-people-peer-support-changes-lives>

This report explores how peer support can help people focus on their assets and abilities, rejecting the standard illness model in favour of a focus on self-efficacy and hope.

Thake, S. and Zadek, S., (1997). *Practical people, noble causes : how to support community-based social entrepreneurs.*, London: New Economics Foundation.

<http://www.zadek.net/wp-content/uploads/2011/04/New-Economics-Foundation-Practical-People-Noble-Causes-1997.pdf>

This study focuses on identifying the support needed to enable community-based social entrepreneurs to be effective within disadvantaged neighbourhoods in the UK

The Commission on the Future of Local Government and Wakefield, K., (2012). *Commission on the future of local government*, Leeds: Leeds City Council.

<https://civicenterpriseuk.wordpress.com/commission-final-report/>

The Commission, led by Leeds City Council, will reassess the role of local government in the 21st century and put forward practical actions that aim to revitalise local democracy and public service. This will provide a framework for the reinvention of local government, allowing the sector to meet current challenges and remain relevant and able to meet the needs and aspirations of citizens. A key task of the Commission will be to take the concept of 'Civic Enterprise' and test its practical application across a broad range of services to identify genuine opportunities for new ways of working between the public, private and third sectors.

The Young Foundation and Amplify Northern Ireland, (2015). *Amplify Northern Ireland*, London: The Young Foundation.

<http://youngfoundation.org/publications/amplify/>

The Young Foundation is working with communities across Northern Ireland to build a new 'Amplify NI' movement of people committed to tackling inequality. Over the past year we have co-produced new narratives of what is possible across the region and identified and supported new actions and innovations as vehicles for change.

Thomas, David, (1995). *A review of community involvement | Joseph Rowntree Foundation*, London: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/review-community-involvement>

Community development has been an important, and often effective, part of social policy in Britain since the 1960s. The Community Development Foundation (CDF) has been involved in many of the major developments in the field over this period. David Thomas, a former Chief Executive of CDF, has drawn on the organisation's extensive archives and his own wide experience to review the position of community development in the 1990s.

Thraves, Laura, (2013). *Localism at risk: is the NPPF delivering planning for people?*, London: LGiU.

<http://www.lgiu.org.uk/report/localism-at-risk-is-the-nppf-delivering-planning-for-people>

This report from the LGiU, in association with the National Trust, considers whether the National Planning Policy Framework is delivering planning solutions that reflect the needs and concerns of local communities.

Tims, Charlie and Mean, Melissa, (2005). *People make places: growing the public life of cities*, London: Demos.

<http://www.demos.co.uk/publications/peoplemakeplacesbook>

Based on in-depth studies of three British towns and cities Cardiff, Preston and Swindon, People Make Places explores how the best public spaces are created by people and communities themselves. The book sets out the forms of governance, design principles and everyday uses that can help boost people's participation in public space and the wider public life of their town or city.

Trischler, J. and Scott, D.R., (2015). Designing public services: the usefulness of three service design methods for identifying user experiences. *Public Management Review*, pp.1–22.

This article examines the use of three service design methods in exploring complex public service systems. The methods used were the persona technique, mapping techniques in collaborative design workshops, and observations supplemented by group discussions. In their application to a university service, it was found that through their user-centred and collaborative approach, the service design methods assisted in the analysis of user experiences, including critical incidents, within the service system. It was also identified that user co-production formed the core of the service system and its processes, which highlights the need to actively involve users in public service design projects. Article ahead-of-print.

Warwick-Booth, L., (2014). Using community-based research within regeneration: the role of the researcher within community-based approaches - exploring experiences within Objective 1 South Yorkshire. *Community Work and Family*, 17(1), pp.79–95.

Much attention has been given in recent years to involving community members in research within a number of fields including community development. Indeed, there is a large amount of literature outlining what this process involves and describes the benefits and problems of doing such research across a range of contexts. There has also been some discussion of the different approaches that can be applied under the umbrella of community-based research and their relationship to the outcomes associated with both successful and positive community development. Yet very little attention has been paid to the actual experiences of these lay researchers involved in community-based research in relation to their roles. The nature of the researcher's role as work thus requires critical consideration. This article examines the role of lay researchers within four different approaches to community-based research used for the development of community action plans within the Objective 1, South Yorkshire context. This article reports upon differential roles and types of work in relation to both experiences and outcomes. The article, therefore, addresses what these different researcher roles tell us about community-based research and outlines the implications in relation to community development.

Wilson, Richard, Leach, Matt, Henman, Oli, Tam, Henry and Ukkonen, Jouna, (2011). *Civic limits: how much more involved can people get?*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/civic-limits-much-involved-can-people-get>

This report seeks to provide some definition to this aspect of the big society debate by exploring the best available data on the state of civic life in Britain and describing what in practical terms is required to get more people involved.

Wilson, Richard and Townsend, Thom, (2011). *Catching the wave: the state of local authority innovation in the UK and the Creative Councils programme*, London: NESTA.

<http://www.nesta.org.uk/publications/catching-wave>

This report provides a window into local authority innovation in England and Wales in 2011. The data that this report is founded upon comes from the 137 applications received for the Nesta and Local Government Group Creative Councils programme in June 2011. A large proportion of these projects centred around a whole-community approach to public services.

Woodin, Tom, Crook, David and Carpentier, Vincent, (2010). *Community and mutual ownership: a historical review*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-mutual-ownership>

This report surveys the history of 'community and mutual ownership' and considers the implications for policy and practice in this area.

Wood, W.R., (2013). Soliciting community involvement and support for restorative justice through community service. *Criminal Justice Policy Review*, 26(2), pp.131–151.

This research investigates how a juvenile court was able to solicit and sustain a high degree of community support or 'buy-in' for its use of restorative community service and other restorative programs. The article investigates the determinants involved in achieving this support in the face of initial community opposition, including extensive use of community outreach and community involvement in youth service work. The article also investigates debates regarding the use of community service within restorative justice, and draws from the case study to suggest some of the possible benefits and limits of thinking of community service as restorative.

Woolrych, R. and Sixsmith, J., (2013). Mobilising community participation and engagement: the perspective of regeneration professionals. *Journal of Urban Regeneration & Renewal*, 6(3), pp.309–231.

Literature suggests that the successful transformation of inner city areas is dependent upon regeneration professionals closely involving local residents, within a spirit of genuine partnership working. Yet urban regeneration programmes have been largely criticised for the way resident engagement and participation have been conducted, leading to debate on the requisite skill set of the regeneration professional. Undertaking semi-structured interviews with regeneration professionals in an area of the north-west of England with an established urban regeneration company, this paper examines the challenges that professionals encountered facilitating community involvement. The findings identified professional, institutional and organisational barriers that prevented regeneration professionals from mobilising the necessary tools, expertise and knowledge to practise effective engagement, including the absence formal training, limited opportunity for peer-to-peer reflection and the lack of role freedom. Addressing these barriers is fundamental to ensuring that regeneration professionals can share and negotiate meaningful forms of community participation and engagement.

Working Party on Active Citizenship, (2004). *Lonely citizens: report of the Working Party on Active Citizenship* Rogers, Ben, ed., London: IPPR.

<http://www.ippr.org/publications/lonely-citizens>

This report points to the deep structural and cultural changes needed if we are to engage more citizens in government and the public realm. These citizens play an indispensable role in holding power to account and ensuring that public services and government are responsive to the views and values of citizens.

Time banking

Amanatidou, E., Gritzas, G. and Kavoulakos, K.I., (2015). Time banks, co-production and foresight: intertwined towards an alternative future. *Foresight*, 17(4), pp.308–331.

Purpose – The purpose of this paper is to analyse the emergence, operation and features of the time banks that were created during the recent financial crisis in Greece as grass-roots initiatives of different communities, and to examine their relation to the concept of ‘co-production’ and possible relevance to foresight. Time banks are particularly interesting for the future of services: they address all sorts of services while the time-bank ‘value’ of these different types of services does not necessarily reflect their actual value in the free market; impacts may spread from the mere coverage of people’s needs, to increased social capital and community empowerment; and some scholars consider them as flexible forms of co-production, or even as enablers of wider social change. The purpose of the paper is to examine the emergence, and features of the time banks created during the recent financial crisis in Greece as grass-roots initiatives. Design/methodology/approach – Primary information and data were gathered through eight extensive face-to-face interviews with key members of the four time banks based on a semi-structured questionnaire. The methodology also included desk research and review of the information included in time banks’ websites. The selection of these four time banks was based on the fact that they are the most active ones in Athens, which is the capital of the country gathering around 40 per cent of the Greek population and presenting the severest consequences of the financial crises in terms of unemployment, poverty, shutdown of businesses, share of people with no insurance, etc. Findings – Based on a specific analytical framework summarising the available literature, the Greek time banks are compared with each other but also in relation to the findings in the literature, where some interesting differences emerge. The paper also explores the role that foresight can play in the development of alternative initiatives like time banks. The interesting conclusion is that foresight can help time banks as much as time banks can help foresight in upgrading its processes to deal with challenges of the twenty-first century. Research limitations/implications – The research focuses on the four most active time banks in Athens. While this selection is justified, future research would be good to include all the time banks in Greece. Social implications – The paper explores how time banks in Greece emerged as well as how they can further develop. This is of direct relevance to society as time banks are by default a community initiative. Originality/value – Time banks in Greece have not been previously studied. Second, time banks in general were never linked to approaches like foresight. This becomes increasingly important in examining possible approaches toward more sustainable and resilient societies.

Boyle, D., (2004). *For the sake of a nail: co-production, time banks and mutual volunteering for DIY and small repairs*, London : NEF.

[No abstract available]

Boyle, D., (2001). *Time banks: a radical manifesto for the UK*, London: New Economics Foundation.

<http://www.neweconomics.org/publications/entry/time-banks>

This briefing sets out a radical, but practical prescription for community time banks, that can not only release enormous human resources to tackle deep-rooted social problems, but also provide practical and effective solutions for a range of public policy problems.

Boyle, D. and Bird, S., (2014). *Give and take: how timebanking is transforming healthcare*, Gloucester: Time Banking UK, 2014.

In Give and Take, David Boyle and Sarah Bird share the positive findings of a two-year research project to test out time banks in the NHS. With clarity and insight, they show how some of the UK’s 289 time banks and 35,000 members are using their time and their skills for the health and social benefit of each other. With a bold vision to see a time bank attached to every UK GP’s surgery, the authors make a persuasive and powerful case that it is patients themselves who have the power to transform our stressed and financially squeezed NHS – and patients themselves who will provide the answer to some of healthcare’s most pressing problems.

Collom, E., (2008). Engagement of the elderly in time banking: the potential for social capital generation in an aging society. *Journal of Aging & Social Policy*, 20(4), pp.414–436.

Community currency systems attempt to empower the economically marginalized and build social capital. This research explores the role of the elderly in a local voluntary organization. The elderly are potentially very important contributors, yet we know little about their participation in these local exchange networks. Eighty-seven months’ worth of transaction data from a ‘time bank,’ which has had a total of 950 members, was

examined in social network analyses. Measures of quantitative engagement in the system were constructed. The elderly were found to be as active as other members. Qualitative characteristics of the network were also explored. The organization is rather homogeneous, yet exchanges within it tend to connect diverse actors. Male and female seniors undertransact with themselves and with one another, generating bridging social capital. The evidence presented suggests that the participation of the elderly in local currencies is mutually beneficial.

Coote, A., Ryan-Collins, J. and Stephens, L., (2008). *The new wealth of time: how timebanking helps people build better public services*, London: New Economics Foundation.

<http://www.neweconomics.org/publications/entry/the-new-wealth-of-time>

This report marks the tenth anniversary of the timebanking movement in the UK and assesses the potential of timebanks for improving public services and strengthening communities.

Marks, M.B., (2012). Time banking service exchange systems: a review of the research and policy and practice implications in support of youth in transition. *Children and Youth Services Review*, 34(7), pp.1230–1236.

Youth and families in the child welfare and juvenile justice systems reside in high poverty communities and often have multiple, interlocking needs that require community support long after youth age out of care or are free from mandated service requirements. Time banking is a unique transaction based system for mutual aid and assistance that fosters economic opportunities, social inclusion, community self-help and enhances civic engagement among often marginalized community members. This article reviews the literature on time banking service exchange systems and its impact on youth in transition. This research reveals the potential of youth participation in time banking service exchanges as assisting in engagement and active participation in services as well as in helping youth achieve the developmental assets they need to be successful upon discharge from formal systems. Policy and practice recommendations for incorporating time banking to help vulnerable youth are also included.

Glynos, J. and Speed, E., (2012). Varieties of co-production in public services: time banks in a UK health policy context. *Critical Policy Studies*, 6(4), pp.402–433.

Time banking is a third-sector initiative that enacts principles of co-production and offers a model with which to understand how users can become actively involved with professionals and other stakeholders in the delivery of public services. This article explores possible lines of tension between principles that underpin time banking practices and principles informing the health policy field in the United Kingdom. We develop a framework rooted in the logics approach to critical policy analysis with which to track shifts in conceptions of co-production at three nodes situated along the full length of the public service chain: (1) service provision and distribution; (2) service delivery; and (3) service governance. Our analysis reveals discrepancies in the way co-production principles can be defined, interpreted, and linked to broader notions of social justice: recognition-based interpretations with a transformative accent, and choice-based interpretations with an additive accent. We conclude that the health care regime, if understood as a 'regime of choice', will invariably prove to be a rather inhospitable environment for time banks, whose co-production principles are much more in tune with what we call a 'regime of recognition'.

Gregory, L., (2009). Change takes time: exploring structural and developmental issues of time banking. *International Journal of Community Currency Research*, 13, pp.19–32.

This paper draws out key conclusions from a recent research project into a voluntary sector time bank in the Welsh Valleys. The aim of the research was to explore the structure and organisational issues of time banks in relation to the development of co-production. Such an analysis attempts to make clear how time bank development fosters the values of co-production as is claimed by research and literature on time banks. The argument in this paper is that whilst time banks can be set-up for a range of purposes, not always tied to co-production, the practices and ideas embedded in the time bank mechanisms do gradually develop the values of co-production. However this is a slow process and requires a successful, initial time bank pilot project to encourage further support for expanding the practice. For those who advocate the development of co-production this paper provides information of time bank development which can support their efforts to promote the idea within the public sector.

Gregory, L., (2010). *Time in service design: exploring the use of time credits to deliver social policies*, Cardiff: Cardiff University.

<http://www.cardiff.ac.uk/socsi/resources/wp132.pdf>

A theoretical discussion of the ability of time banking to enable service provision in the context of reduced welfare expenditure. The author concludes it is possible, but there are significant challenges.

Lashko, G., (2012). Time banking – new social currency or waste of time? *Housing, Care and Support*, 15(4), pp.161–168.

Purpose – The aims of this article are to introduce and explore the concept of time banking and then to give an example of how one housing association, the CHS Group, is trying to apply this to its social investment work in Cambridgeshire. Along the way, the article seeks to explore some of the related concepts such as co-production, bartering, and social capital. Its purpose is to brief other housing and social care practitioners about recent developments in thinking and practice around community organisation. **Design/methodology/approach** – The article summarises key information about time banking, publishes the detail of a proposal to produce a social support time banking project, and draws conclusions about future directions. **Findings** – There are numerous questions still to answer, such as: How we can enable all of our staff, resources permitting, to think and act in a community organising way? How best to engage and support customers in participating? How to avoid this being seen solely as a response to cuts in statutory funding, rather than a way of releasing civic potential and capacity to produce a more personalised support? How to reorganise performance management systems to include community organisation? How should staff and organisational time banking be organised in the context of providing closely regulated services, and managing risk while working with vulnerable group? Are there enough people out there who want to, or have the capacity for engagement, and if so how best to reach them? **Research limitations/implications** – This is not unique primary research: the methodology is to use existing published documents and documents from within CHS Group. The article is limited by the absence of statistical data. **Practical implications** – There are some lessons and ideas about how to structure a programme using timebanking to support vulnerable people in communities. **Social implications** – Finding the right answers to the questions might assist services providers and customers to navigate through the impending welfare reform and social funding cut backs. **Originality/value** – The article explores approaches to time banking used by a variety of agencies including the Department of Health POPP programme as applicable in social housing.

Marks, M.B., (2012). Time banking service exchange systems: a review of the research and policy and practice implications in support of youth in transition. *Children and Youth Services Review*, 34(7), pp.1230–1236.

Youth and families in the child welfare and juvenile justice systems reside in high poverty communities and often have multiple, interlocking needs that require community support long after youth age out of care or are free from mandated service requirements. Time banking is a unique transaction based system for mutual aid and assistance that fosters economic opportunities, social inclusion, community self-help and enhances civic engagement among often marginalized community members. This article reviews the literature on time banking service exchange systems and its impact on youth in transition. This research reveals the potential of youth participation in time banking service exchanges as assisting in engagement and active participation in services as well as in helping youth achieve the developmental assets they need to be successful upon discharge from formal systems. Policy and practice recommendations for incorporating time banking to help vulnerable youth are also included.

Reed, Z., (2008). Co-production, time banks and mental health. *A Life in the Day*, 12(1), pp.8–11.

Zoë K. Reed, with Bee Harries, describes the role and potential of time banks to contribute to social inclusion and people's recovery from mental illness.

Schermer, David and Simon, Martin, (2006). *A bridge to tomorrow: time banking for 'baby boomers'*, Gloucester: Timebanking UK.

In 2005, Time Banks UK joined forces with Help the Aged to promote time banking across the United Kingdom. The Department of Health funded this new partnership through the 'Change Up' Programme to support the development of time banking, the production of this handbook.

Seyfang, G., (2006). Harnessing the potential of the social economy? Time banks and UK public policy. *International Journal of Sociology and Social Policy*, 26(9/10), pp.430–443.

Purpose – The paper aims to improve understanding of the UK policy context for the social economy and thereby increase policy effectiveness in promoting the sector. Design/methodology/approach – First the term ‘social economy’ is discussed and defined. Then the range of policy responses to the social economy is reviewed. The interface between the social economy and policy is examined in detail using a case study initiative: time banks, a type of community currency which uses time as money. Findings – UK government policy responds very positively to the social economy, viewing it as a potential provider of social cohesion, public service delivery, and sustainable development. However, the time bank case study reveals that existing social policy on work and employment is a barrier to realising the potential of the sector. Practical implications – Proposals to overcome these policy barriers are suggested: they share the approach of redefining ‘work’ and valuing and rewarding unpaid community efforts in the social economy. Originality/value – The social economy is attracting increasing policy attention, but there is little empirical research in this area. This paper presents a review of existing policy and examines the impacts of policy in the social economy.

Simon, Martin, (2010). *Your money or your life: time for both*, Stroud: Timebanking UK.

Action needs to be taken now before the damage to the social fabric of our society is irreversible. This groundbreaking book is part of a counter-movement, a new compassion, a growing understanding that local communities can choose a more caring and co-operative way forward. The book examines the many ways that people are rebuilding communities and includes the definitive description of a powerful social innovation called Timebanking which is connecting people once again to the places where they live and offering a rewarding and fair way for them to share their time and their skills. This collection of real life stories will show you how to find the time to become a valued member of a thriving local social network full of new contacts, opportunities and possibilities.

Slay, Julia, (2012). *More than money: literature review of the evidence base on Reciprocal Exchange Systems*, London: NESTA.

<http://www.nesta.org.uk/publications/more-money-literature-review>

This report maps out four types of exchange system and reviews the literature surrounding the outcomes and cost benefits of each one. These types are: time bank and service credit models, reward points, local currencies and backed currencies.

Timebanking UK, (2011). *People can*, Stroud: Timebanking UK.

<http://www.timebanking.org/wordpress/wp-content/uploads/2011/09/People-Can.pdf>

People Can represents the first stage in new thinking from Timebanking UK about what timebanking is actually for. The document examines the relationship between timebanking and co-production, and introduces the thinking beyond timebanking as a tool for building a new social marketplace.

The Big Society

Anon, (2013). The town bringing 'Big Society' to its table. *Strategic Direction*, 29(5), pp.10–12.

Purpose – This paper aims to review the latest management developments across the globe and pinpoint practical implications from cutting-edge research and case studies. Design/methodology/approach – This briefing is prepared by an independent writer who adds their own impartial comments and places the articles in context. Findings – The idea of guerrilla planting – planting where the gardeners have no legal right to do so – is not a new one and the term has been around for several decades. However, nowhere in the UK – and perhaps throughout the entire world – have its principles been carried out to such effect as in Todmorden, a northern market town on the Lancashire-Yorkshire border. Practical implications – The paper provides strategic insights and practical thinking that have influenced some of the world's leading organizations. Originality/value – The briefing saves busy executives and researchers hours of reading time by selecting only the very best, most pertinent information and presenting it in a condensed and easy-to-digest format.

Coote, A., (2010). *Cutting it: the 'Big Society' and the new austerity*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/fe562b1ef767dac0af_g0m6iykyd.pdf

The 'Big Society' is a defining policy of the Coalition Government and David Cameron's big idea. It is also a government-led programme for structural change. In this report, nef analyses the opportunities and threats of the 'Big Society' vision, and how it will effect businesses, the third sector and democracy.

Hillan, Lynne, (2011). *Barnet's Big Society: a practical perspective from local government*, London: Localis.

<http://www.localis.org.uk/article/835/Barnet-s-Big-Society.htm>

Localis have published the first in a series of pamphlets on the Big Society. Barnet's Big Society: a practical perspective from local government, a collaborative effort between Localis and the London Borough of Barnet, outlines Barnet's interpretation of the Big Society and what it means for local government, and highlights a range of innovative case studies of the Big Society in action from across the borough.

Jackson, Linda, (2011). *The new neighbourhood army – The role of community organising in the Big Society*, London: Office for Public Management.

<http://www.opm.co.uk/publications/the-new-neighbourhood-army-the-role-of-community-organising-in-the-big-society/>

The Coalition Government regards community organising as a way to rebuild communities, help transfer power from the state to local people and foster community activism. Community organising, with its belief in providing local people with an independent voice, and its grass roots and local focus, is very appealing in these challenging economic times and fits with the Big Society agenda.

Jacobs, K., (2015). The allure of the 'Big Society': conveying authority in an era of uncertainty. *Housing, Theory and Society*, 32(1), pp.25–38.

The inception and roll out of the UK Government's Big Society agenda offers an opportunity to consider the changing modalities of contemporary political engagement. Much of the critical scholarship on the Big Society views it as a rationale to legitimize both a reconfiguration of the welfare state and an austerity programme to reduce government debt. While these interpretations are helpful, they explain only partially the appeal of these agendas for politicians and their political parties. The key question explored in this article is why, despite the hostility and cynicism towards ideological projects such as Big Society, do politicians continue to identify and pursue them? I argue that the Big Society agenda is only in part a rationale for austerity and welfare reform; it also provides a discursive setting for politicians to address societal anxieties by offering a navigable route for the future. Although the Big Society agenda has been roundly derided, its Manichean morality tale offers assurance at a time when politics is being reshaped by neoliberal ideology, changing media practices and globalization processes.

Johnston, Andy and Wilkes, Laura, (2011). *Local authorities, Big Society and adaptation to climate change*, London: LGiU.

<http://www.lgiu.org.uk/report/local-authorities-big-society-and-adaptation-to-climate-change/>

This is the final report of a project that looked at existing toolkits to support community involvement in, and ownership of, local adaptation and how these tools can help build a strategy or plan to take forward big society work in promoting adaptation to climate change.

Milbourne, L. and Cushman, M., (2013). From the third sector to the big society: how changing UK Government policies have eroded third sector trust. *Voluntas: International Journal of Voluntary and Nonprofit Organisations*, 24(2), pp.485–508.

<http://eprints.lse.ac.uk/44455/>

This article draws on concepts of trust to analyse recent policies affecting public/third sector relationships, examining competition, 'command and control' mechanisms and the community turn in shaping cultures of relationships. Drawing on examples from empirical studies in two English inner-city areas we explore ways in which power and controls exerted through dominant organisational cultures and arrangements undermine independent approaches, innovation and organisational learning across sectors. State bodies have taken trust in their actions as given while shifting responsibilities for service delivery and risks of failure to others. We argue that increasing market cultures and regulation have damaged cross-sector trust promoting divisive interests and risk-averse behaviours, restricting the local autonomy, innovation and community action presumed in the Big Society agenda. We conclude by highlighting issues that need to be addressed to ensure future collaboration with community-based providers; these include a focus on the processes and relational spaces which enable alternatives.

Mohan, J., (2011). *Mapping the Big Society : perspectives from the Third Sector Research Centre.*, Birmingham: Third Sector Research Centre.

http://www.socialenterprise.org.uk/data/files/publications/Fightback_Britain.pdf

Implicit in the idea of the "big society" is the view that communities will be the first port of call in responding to social needs. There are concerns that this will be much easier in some communities than others. It is part of the role of the TSRC to assemble evidence on the distribution, resources and capacities of the third sector and the purpose of this paper is to illustrate ways in which our quantitative work contributes to a better understanding of the sector's contribution. This in turn will provide insights into the baseline from which "Big Society" policies have commenced. The paper reviews some key elements of the quantitative work we are doing and provides illustrations of the insights that we can provide. Firstly, it considers the question of the geographical distribution of third sector organisations focusing specifically on regulated organisations which say they operate at the "neighbourhood" scale. This is relevant given the strongly localist emphasis of current policies. Secondly, there is a summary of a work in progress on the idea of a "civic core": rather than focusing on headline rates of participation (e.g. in volunteering) this work attempts to quantify the relative contribution being made by different groups of the population to the total amount of effort given across three dimensions of pro-social behaviour (donation of money to charity, hours of unpaid help, and numbers of associations of which people are members). Thirdly, with an eye to current discussions about the likely effects of public expenditure reductions on the sector, there is an analysis of the exposure of third sector organisations to public funding streams. The paper concludes by considering likely developments which will impinge on our capacities to measure the Big Society.

Povey, Andrew, (2011). *Surrey's Big Society - Localis – Local government and localist think tank*, London: Localis.

<http://www.localis.org.uk/article/889/Surrey-s-Big-Society.htm>

Localis in partnership with Surrey CC have published the next pamphlet in the Big Society series, examining the innovative approaches to delivering the Big Society in Surrey and the lessons for other local authorities across the country.

Rowson, Jonathan, Broome, Steve and Jones, Alasdair, (2010). *Connected communities: how social networks power and sustain the Big Society*, London: RSA.

<https://www.thersa.org/discover/publications-and-articles/reports/connected-communities-how-social-networks-power-and-sustain-the-big-society/>

Traditional approaches to community development that define communities in solely geographic terms have severe limitations. These traditional approaches have failed to deliver on key social capital improvements such as improving trust between residents or fostering a greater sense of belonging. This report argues for a new approach to community development – one that focuses on assets and recognizes the importance of social networks.

Sloccock, Caroline, Crone, S., Wilks-Heeg, S. and Harris, D., (2012). *The Big Society audit 2012*, London: Civil Exchange.

<http://www.civilexchange.org.uk/wp-content/uploads/2013/12/The-Big-Society-Audit-2012.pdf>

This report assesses the progress of Big Society against three indicators: community empowerment, opening up public services and social action.

Sloccock, Caroline, Hayes, R. and Bass, P., (2013). *The Big Society audit 2013*, London: Civil Exchange.

<http://www.civilexchange.org.uk/wp-content/uploads/2013/12/THE-BIG-SOCIETY-AUDIT-2013webversion.pdf>

This report assesses the progress of Big Society against three indicators: community empowerment, opening up public services and social action.

Sloccock, C., Hayes, R. and Harker, D., (2015). *Whose society? The final Big Society audit*, London: Civil Exchange.

<http://publicservicetransformation.org/resources/strong-communities/657-big-society-final-report>

What happened to the Big Society? The conclusion of this report is that, despite some genuinely positive initiatives, the Big Society has failed to deliver against its original goals. Attempts to create more social action, to empower communities and to open up public services, with some positive exceptions, have not worked. The Big Society has not reached those who need it most.

Such, L., (2013). *Little leisure in the Big Society*. *Leisure Studies*, 32(1), pp.89–107.

The Big Society is a government and governance project that brings into question the existing relationship between the state and the citizen in the UK. One aspect of that changing relationship is the way in which government is willing and able to govern the population's discretionary or leisure time. The success of the Big Society is dependent on a reorientation of leisure time use towards civic or voluntary action. In this policy analysis, the Big Society concept is deconstructed to examine the importance of leisure as a key determinant in meeting policy objectives. Time-use evidence is reviewed to explore the difficult question of how much scope there is for a reorientation of time-use that will go some way to realising the ambitions of the Big Society. The invisibility of leisure as an operationalised policy concept is revealed as a factor that ultimately limits the success of the project. An argument for including leisure in the Big Society policy discourse and decision-making is presented.

Wind-Cowie, Max, (2010). *Civic streets: the Big Society in action*, London: Demos.

<http://www.demos.co.uk/publications/civicstreets>

Just one week prior to the 2010 election, all three party leaders appeared at the Citizens UK convention to espouse their support for citizen action. The parties have all, rhetorically at least, endorsed the need for greater voluntarism and collective endeavour – the Conservative Party went further by making their conception of the 'Big Society' central to their campaign. But what does the 'Big Society' mean for struggling communities in need of regeneration? Can we learn lessons from places and communities that have come together and have trailblazed this approach? This report attempts to answer those questions by looking at two estates, Balsall Heath and Castle Vale, which have engaged in an extraordinary renewal that has involved residents, the third sector and business. The stories of these estates are not without disappointments but they are crucial to understand what success communities can achieve on their own, what help may be needed and where there are barriers to real empowerment and change. In learning from the achievements of these estates government can develop the policy tools to make the 'Big Society' a reality for deprived areas across the UK.

Woodcraft, Saffron, (2010). *Why communities matter: what do people and places need from the Big Society?*, London: Young Foundation.

<http://youngfoundation.org/publications/why-communities-matter-what-do-people-and-places-need-from-the-big-society/>

In this briefing we put forward practical ideas about what communities need from the Big Society to support local engagement, social renewal and improve local quality of life. These ideas are drawn from four years of ongoing research at the Young Foundation, involving over 50 partners from local and central government, Local Government Improvement and Development, the LGA and HCA, the voluntary and community sector, and Joseph Rowntree Foundation in our work on innovation in neighbourhoods and social housing.

Total Place, devolution and other place-based approaches

Archibald, A., (2011). Total Place – services and support for older people: one year on. *Working with Older People*, 15(3), pp.106–111.

Purpose – This paper seeks to provide information on progress within one of the local authorities involved with the original Total Place pilot a year following the production of the final report. Design/methodology/approach – Under a number of headings, the paper describes the progress being made in relation to the broader concepts described in the Total Place – Older People pilot report. Findings – The paper reinforces the benefits of working closely and in partnership with older people and other public services, particularly the NHS. Originality/value – The paper provides an example of how one local authority is working with partners on improving services and efficiency in outcomes for older people.

Blond, Philip and Morrin, Mark, (2014). *Devo Max - Devo Manc: place-based public services*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/devo-max-devo-manc-place-based-public-services/>

This report argues that Greater Manchester should be fully devolved with control over all public spending, and recommends that Greater Manchester should have what Scotland wants.

Blond, Philip and Morrin, Mark, (2015). *Restoring Britain's City States: devolution, public service reform and local economic growth*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/restoring-britains-city-states-devolution-public-service-reform-local-economic-growth/>

This report sets out the shared ambition of ResPublica and the Core Cities Group – Birmingham, Bristol, Cardiff, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield – for the fullest possible devolution of public spending and tax raising powers to the UK's largest cities and city regions. It argues for a rebalancing of the relationship between central government and cities, as the only real solution for addressing the interconnected challenges of local economic growth, public service reform and better governance.

British Medical Association, (2011). *Social determinants of health : what doctors can do.*, London: BMA.

<http://bma.org.uk/-/media/Files/PDFs/Working%20for%20change/Improving%20health/socialdeterminantshealth.pdf>

This report explains how doctors can use their expertise to act as community leaders to tackle the social determinants of health and explores how these are factors that impact on health and well-being for which there is little control. It emphasises that while not every doctor has the opportunity to change the life course of individual patients they can make a difference in others ways to reduce health inequalities on a local, regional, national and international level.

Boyle, D., (2009). *Localism: unravelling the supplicant state*, London: New Economics Foundation.

http://b3cdn.net/nefoundation/d00618f443fda5d6bd_e6m6ib1n8.pdf

Urgent reforms to re-localise Britain are under threat because politicians don't understand localism. Instead, argues David Boyle, localism is about how to make things work, and how to escape from the centralisation that is making Britain seize up. He ends the pamphlet with a call for a debate which is less about committee meetings and more about life.

Bracey, T., (2010). *Bournemouth, Dorset and Poole Total Place pilot: services and support for older people. Working with Older People*, 14(2), pp.31–37.

Since August 2009, the Bournemouth, Dorset and Poole sub-region has been one of 13 areas in England working on a pilot project called Total Place. This government-funded initiative is focused on understanding how services can be improved and provided at less cost by bringing together all public sector partners in an area around a specific theme. The Bournemouth, Dorset and Poole pilot was the only one that focused exclusively on older people. This paper details how the project worked and some of our findings to date.

Brand, Anthony, (2007). *Devolution and divergence: comparing English and Welsh approaches to citizen-centred public service delivery*, London: NLGN.

<http://www.nlgn.org.uk/public/2007/welsh-model-offers-rest-of-uk-framework-for-reforming-public-services-says-think-tank>

The pamphlet argues that all citizens, not just service users, need the opportunity, information and incentive to engage with service design and delivery.

Burton, Paul, Croft, Jacqui, Hastings, Annette, Slater, Tom, Goodlad, Robina, Abbott, Jo and Macdonald, Geraldine, (2004). *What works in community involvement in area-based initiatives? A systematic review of the literature*, London: Home Office.

<http://webarchive.nationalarchives.gov.uk/20110218135832/http://rds.homeoffice.gov.uk/rds/pdfs04/rdsolr5304.pdf>

This report was commissioned by the Home Office to build the evidence base for Civil Renewal. Increasing community involvement is seen as key to this agenda which seeks to put active citizens at the heart of tackling social problems. This report is the product of a systematic review of research evidence on the effectiveness of community involvement in Area Based Initiatives (ABIs).

Centre for Workforce Intelligence and Royal Society of Public Health, (2015). *Understanding the wider public health workforce in England*, London: Centre for Workforce Intelligence.

<http://www.cfwl.org.uk/publications/understanding-the-wider-public-health-workforce-in-england>

This report, published in conjunction with the Royal Society of Public Health, examines the wider public health workforce. It identifies the size and scope of this workforce, provides examples of its work and considers possible professional development needs for strengthening this important service. It has found that at least 15 million people contribute to the public health agenda in England - ranging from police and fire personnel, to opticians and housing officers.

Ernst & Young, (2013). *Whole Place community budgets: a review of the potential for aggregation*, London: Local Government Association.

<http://www.lgplus.com/Journals/2013/01/10/c/l/x/LGA-and-EY-Community-Budgets-Report-.pdf>

The LGA commissioned Ernst and Young to review the potential for the aggregation of whole place community budgets. The report notes that community budgets have the potential to deliver better outcomes and realise substantial financial benefits, with the potential of a net benefit over five years of between £9.4bn and £20.6bn from health and social care, families with complex needs and work and skills alone.

Fagleman, David, (2015). *Devo home: a double devolution of housing to people and places*, London: ResPublica.

<http://www.respublica.org.uk/our-work/publications/building-homes-creating-places-provide-long-term-supply-demand-solutions-housing-crisis/>

The policy recommendations set out in this paper outline a model for the double devolution needed to address the nation's housing crisis. It argues that the only way to plug the shortage of affordable housing is through the creation of new local institutions – Local Place Partnerships – that devolve housing to people and places.

Gilroy, Rose and Tewdwr-Jones, Mark eds , (2015). *Joining the dots - making healthcare work better for the local economy*, London: Smith Institute.

http://www.regionalstudies.org/uploads/documents/Joining_the_dots-making_healthcare_work_better_for_the_local_economy.pdf

This timely collection of essays addresses the connections between healthcare, planning and economic development. Better integration of the new planning and healthcare systems is seen as critical to creating prosperous and sustainable communities. According to the 2010 Marmot Review there is not only a strong social justice case for reducing health inequalities, but also a compelling economic case. Failing to plan for growth and for an ageing society carries a huge cost to the nation. Furthermore, local councils are taking more of a place-based approach to improving health and wellbeing, with a renewed emphasis on preventative action and integration between health, planning, housing, transport, and economic development. The book features contributions from leading policy makers and practitioners who set out what is and can be done to make healthcare work better for the local economy.

National Audit Office, (2015). *Devolving responsibilities to cities in England: Wave 1 City Deals*, London: National Audit Office.

<http://www.nao.org.uk/report/devolving-responsibilities-to-cities-in-england-wave-1-city-deals/>

Wave 1 City Deals encouraged cities to develop capacity to manage devolved funding and increased responsibility. It is too early to tell what impact they will have on growth.

Hilder, Paul, (2006a). *How local government devolves and why: part one: why work in neighbourhoods and communities? Mapping the territory*, London: Young Foundation.

<http://youngfoundation.org/publications/how-local-government-devolves-and-why/>

This briefing, commissioned by LGA and IDeA, looks at why local government devolves, decentralises and empowers, the impact this can have and the strategies councils have adopted to engage with their citizens.

Hilder, Paul, (2006b). *How local government devolves and why: part two: developing local strategies*, London: Young Foundation.

<http://youngfoundation.org/publications/how-local-government-devolves-and-why-part-2/>

This briefing, commissioned by LGA and IDeA, outlines the building-blocks, tactics and approaches which can make up local authority strategies to engaging with communities. It is illustrated by numerous case studies of best practice, many from the Transforming Neighbourhoods programme.

HM Treasury and Department for Communities and Local Government, (2010). *Total place: a whole area approach to public services*, London: Stationery Office.

http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hm-treasury.gov.uk/d/total_place_report.pdf

Total Place sets a new direction for local public services, based on extensive work over the last year by central government, local authorities and their partners. The measures set out in this document build on the complementary reforms set out in Putting the Frontline First: Smarter Government and the Government's work to coordinate and rationalise burdens on frontline public services. Total Place is demonstrating the greater value to be gained for citizens and taxpayers from public authorities putting the citizen at the heart of service design and working together to improve outcomes and eliminate waste and duplication. This document outlines the way forward for places, led by local authorities with their unique local democratic mandate, but requiring the active engagement of Government and all local service delivery bodies. It presents a series of commitments that will give greater freedom and flexibility to support a new relationship between Government and places.

Humphries, R. and Gregory, S., (2010). *Place-based approaches and the NHS: lessons from Total Place*, London: King's Fund.

<http://www.kingsfund.org.uk/sites/files/kf/place-based-approaches-nhs-seminar-highlights-richard-humphries-sarah-gregory-kings-fund-october-2010.pdf>

What has Total Place meant for the NHS? To what extent were local NHS organisations involved in Total Place pilots, and what outcomes did they achieve? Do place-based approaches represent just another distracting external initiative, therefore being part of the problem, or could they in fact be part of the solution to productivity and efficiency challenges? How will they feature in the evolving policies and priorities of the coalition government? This report captures the content of a conference held by The King's Fund on 1 June 2010 to explore these issues

Keohane, Nigel (2010). *Greater than the sum of its parts: Total Place and the future shape of public services*, London: NLGN.

<http://www.nlgn.org.uk/public/2010/greater-than-the-sum-of-its-parts-total-place-and-the-future-shape-of-public-services/>

In one of the most detailed studies so far on Total Place, the research finds that whilst billions of savings could be achieved at the local level by better joined-up services, a lack of coherence between Government departments and a historic reluctance to devolve threatens to derail the project. The report is timed to inform the debate around the future of Total Place before further announcements are made in the Budget.

Maginn, Barry, (2010). *Total neighbourhood: placing power back into the community*, London: Localis.
<http://www.localis.org.uk/article/734/Total-Neighbourhood.htm>

With a foreword by Lord Bichard, this report argues that funding streams must be simplified and pooled within areas; that early intervention programmes, where possible community-led, can deliver significant improvements in public sector outcomes; and that, alongside place-based budgets, new financial products should be developed to fund local social programmes that may have long term cost savings. Taken together, the recommendations put forward in this report describe the next step in the localisation agenda – Total Neighbourhood.

Mooney, H., (2010). *Total place: how partnerships can maximise resources*. *Health Service Journal*, 6194, pp.24–25.

In the final part in our series on Total Place, Helen Mooney looks at how Birmingham’s pilot is focused on cutting through organisational boundaries and slashing waste while delivering better services

Mooney, H., (2010a). *Total Place: why partnerships make total sense for savings*. *Health Service Journal*, 6192, pp.24–25.

In the first of three participants on Total Place, Helen Mooney looks at how Croydon’s PCT and council are using the scheme to focus on improving child health

Mooney, H., (2010b). *Total Place: why working together boosts independence*. *Health Service Journal*, 6193, pp.22–23.

Offender management in Luton and Central Bedfordshire is cumbersome and costly. In the second article in our series on Total Place, Helen Mooney looks at how the NHS, local government and agencies are using the scheme to tackle this

Muskett, Dick, Magallanes, Melissa and Bacon, Nicola, (2008). *Devolving funds to local communities: a Neighbourhood Action Network paper for IDeA and the Local Government Association*, London: Young Foundation.

<http://youngfoundation.org/publications/devolving-funds-to-local-communities/>

Nationally, much emphasis has been placed on the opportunities to devolve funds to localities as a way to promote spending effectiveness, as well as engage and empower residents. Many local authorities have developed different ways to enable residents or councillors to be involved. Using case studies this paper broadens the discussion to include a full spectrum of approaches.

Pricewaterhouse Cooper Public Sector Research Centre, (2015). *Delivering the decentralisation dividend*, London: PwC.

<http://www.pwc.com/gx/en/psrc/united-kingdom/delivering-decentralisation-dividend.jhtml>

With decentralisation high on the agenda in the UK, our report *Delivering the decentralisation dividend* sets out the potential prize of decentralisation - good growth, public service reform and public engagement - and the barriers to be overcome if local places are truly to deliver the decentralisation dividend.

Shakespeare, Tom, Parsons, David, Seddon, John and McConaghy, Des, (2009). *Total Place: seamless services, local control and cost savings?*, London: Localis.

<http://www.localis.org.uk/article/476/Total-Place.htm>

In this edition of Policy Platform we discuss how local authorities can deliver improved services around locally determined priorities. This is in the context of the ‘Total Place’ pilot initiative currently underway which is looking to examine the total spend of all agencies within an area to aim to reduce cost and bureaucracy.

Telfer, Sharon, (2013). *What makes effective place-based working? Lessons from JRF’s Bradford programme*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/place-based-working-Bradford>

This paper, based on two independent reviews of JRF’s work in Bradford, highlights the challenges for charitable funders and other organisations considering ‘place-based’ work.

Willis, M. and Jeffares, S., (2012). Four viewpoints of whole area public partnerships. *Local Government Studies*, 38(5), pp.539–556.

Total Place was a policy initiative introduced in the final year of the UK New Labour government to pilot whole area public partnership working. Whilst the title 'Total Place' did not survive the change of government in 2010, the underpinning desire to achieve greater efficiency and effectiveness in public spending will remain central to government policy, particularly in a time of economic retrenchment. This paper argues that the success or failure of such policy interventions substantially depends on the way they are understood by local actors. It explores how Total Place was viewed in one of the pilot areas. Utilising Q methodology, four main viewpoints emerge with striking patterns of shared, ambiguous and divergent discourses, particularly about partnership working, financial management and citizen empowerment. The paper concludes that for the successful implementation of a complex policy initiative such as Total Place, it will be as important to surface and discuss issues where people disagree, as to reinforce views which are commonly held and understood.

Social Return on Investment (SROI), evaluation and measurement

Arvidson, Malin, Lyon, Fergus, McKay, Stephen and Moro, Domenico, (2010). The ambitions and challenges of SROI, Birmingham: University of Birmingham.

<http://www.birmingham.ac.uk/generic/tsrc/research/economic-social-impact/social-return-on-investment.aspx>

With the growing interest in measuring the social impact of third sector activities, there have been a range of approaches developed. One of these, social return on investment (SROI) has received particular attention and is being promoted by third sector organisations, as well as public and private bodies. This paper examines this approach in detail and identifies a series of issues that require further investigation.

Arvidson, M., Battye, F. and Salisbury, D., (2014). The social return on investment in community befriending. International Journal of Public Sector Management, 27(3), pp.225–240.

Purpose – This paper seeks to illustrate the social and economic impact of services delivered by a small charity to families affected by post-natal depression (PND). It highlights challenges and offers insights to the meaning of ‘social value’ and ‘value for money’ for commissioners of public health services. This has relevance for the introduction of new policies regarding commissioning. **Design/methodology/approach** – The analysis is based on a social return on investment (SROI) approach. Evidence was gathered from quantitative data, interviews and a literature review. The analysis examined short-, medium- and long-term effects, and attributed monetary values to social outcomes. **Findings** – The service provides a return of £6.50 for every £1 invested. The analysis established outcomes for service users and long-term impacts on families and children. It illustrated how these services are important in achieving more appropriate service responses, providing value for money to the NHS. **Findings also relate to the definition of ‘social value’ and ‘value for money’.** **Research limitations/implications** – There is no common accepted method for identifying financial values for a number of the benefits identified in this analysis. By being transparent in how the analysis was carried out, the paper encourages further critical thinking in this area. **Practical implications** – Engaging commissioners in this type of analysis may assist them in the use of economic evaluation that includes social values as an input to decision making. **Originality/value** – The paper contributes to the understanding of ‘social value’ and ‘value for money’ in the context of public services. This is of importance given that the Social Value Act and ‘Open Public Services’ reform are being implemented in the UK.

Burns, Danny, Heywood, Frances, Taylor, Marilyn, Wilde, Pete and Wilson, Mandy, (2004). Making community participation meaningful: A handbook for development and assessment, Bristol: Policy Press.

<http://www.jrf.org.uk/publications/making-community-participation-meaningful-handbook-development-and-assessment>

Community participation is now demanded of virtually all public sector services and programmes. This handbook provides practitioners, community activists, regeneration managers, teachers and academics with the tools needed to ensure that community participation is effective.

Burns, Danny, Heywood, Frances, Wilde, Pete and Wilson, Mandy, (2004). What works in assessing community participation?, Bristol: Policy Press.

<http://www.jrf.org.uk/publications/what-works-assessing-community-participation>

A report on the ‘road-testing’ of two frameworks for assessing community participation in regeneration. The report examines whether the tools were useful, what worked most effectively and how the tools might be amalgamated on the basis of what was learned from the road-testing.

Burns, Danny and Taylor, Marilyn, (2002). Auditing community participation: an assessment handbook, Bristol: Policy Press.

<http://www.jrf.org.uk/publications/auditing-community-participation>

Auditing community participation looks at ways of assessing levels of community involvement in area regeneration initiatives.

Burton, Paul, (1997). Community visioning: An evaluation of the ‘Choices for Bristol’ project, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/community-visioning-evaluation-choices-bristol-project>

'Community visioning' integrates new ways of involving the public in policy and service decisions, with political 'vision statements' about the project's aims. This report includes an analysis of how such a project worked in Bristol and offers a 'good practice' guide to others wanting to try the approach.

Cabinet Office, (2009a). Social return on investment - and commissioning: how commissioners can use SROI to achieve better results, London : Cabinet Office.

http://socialvalueuk.org/publications/publications/doc_download/75-social-return-on-investment-an-introduction

This is a supplement to 'A guide to social return on investment' which was also published by the Cabinet Office. It highlights some of the issues around links between SROI and commissioning policy.

Cabinet Office, (2009b). Social return on investment - an introduction, London : Cabinet Office.

http://socialvalueuk.org/publications/publications/doc_download/75-social-return-on-investment-an-introduction

This is a supplement to 'A guide to social return on investment' which was also published by the Cabinet Office. It gives a short overview of SROI.

Cabinet Office, (2009c). Social return on investment - for social investing: how investors can use SROI to achieve better results, London : Cabinet Office.

http://socialvalueuk.org/publications/publications/doc_download/75-social-return-on-investment-an-introduction

This is a supplement to 'A guide to social return on investment' which was also published by the Cabinet Office. It explains how SROI can be used by investors if they want to integrate SROI approaches into investment decisions.

Cabinet Office, (2009d). Social return on investment training spreadsheet, London: Cabinet Office.

http://socialvalueuk.org/publications/publications/doc_download/436-sroi-training-spreadsheet

The spreadsheet has been designed to follow the methodology in the SROI Guide published by the Cabinet Office 2009. It is recommended that the Guide is read before using the spreadsheet. It is the responsibility of the user to ensure that the spreadsheet is completed correctly in accordance with the requirements of the SROI Guide.

Cabinet Office, (2009e). Social Value UK spreadsheet, London: Cabinet Office.

http://socialvalueuk.org/publications/publications/doc_download/606-blank-impact-value-map

The spreadsheet has been designed to follow the methodology in the SROI Guide published by the Cabinet Office 2009. It is recommended that the Guide is read before using the spreadsheet. It is the responsibility of the user to ensure that the spreadsheet is completed correctly in accordance with the requirements of the SROI Guide. The spreadsheet analyses the value of the investment in one period (for example one year) and is not designed for analysis of capital projects where the financial returns from an investment arise over several years, each year generating benefits

Cordery, C. and Sinclair, R., (2013). Measuring performance in the third sector. *Qualitative Research in Accounting & Management*, 10(3/4), pp.196–212.

Purpose – The purpose of this paper is to set the scene for this special issue by synthesising the vast array of literature on performance measurement to examine what constitutes performance measurement, and why it is important for the third sector. It also analyses key issues of performance measurement and introduces the papers that comprise this special issue of *Qualitative Research in Accounting & Management*. **Design/methodology/approach** – This paper takes the form of a literature review. The authors draw on extensive research on performance measurement from a diverse range of disciplines to identify and explore key definitions, opportunities and challenges with performance measurement in the third sector. **Findings** – Economic/financial efficiency approaches, programme theories, strategic and participatory approaches all present opportunities and challenges when measuring performance in the third sector. The papers in this special issue demonstrate the manner in which different organisations have dealt with these. **Research limitations/implications** – This special issue of *Qualitative Research in Accounting & Management* aims to stimulate qualitative research into performance measurement frameworks within the third sector both inside organisations and to their external stakeholders (supporters, clients and the general public). **Practical implications** – Those charged with governance and management in the third sector

organisations (TSOs) will seek to use appropriate approaches to measuring and managing performance in order to learn and to discharge accountability. The different aspects of performance measurement will also be of interest to funders, donors, and those who seek accountability from TSOs. Originality/value – The categorisations of methods and approaches to performance measurement should guide researchers and practitioners alike. A future research programme is also derived.

Department of Health and Cabinet Office, (2010). Measuring social value: how five social enterprises did it, Leeds: Department of Health.

http://socialvalueuk.org/publications/publications/doc_download/111-measuring-social-value-department-of-health

This document outlines the research results from a pilot project undertaken in 2009 on Social Return on Investment (SROI). It also includes information on how SROI can be used to demonstrate the wider value of delivering health and social care services through social enterprise.

Durie, Sheila, Hutton, Emma and Robbie, Kevin, (2008). Investing in impact: developing social return on investment, Edinburgh: Social Economy Scotland.

http://socialvalueuk.org/publications/publications/doc_download/43-investing-in-impact

This report is the culmination of a two-year pilot project, designed to test and develop the effectiveness of Social Return on Investment (SROI) as a way of measuring the impact of investment into social enterprises and other third sector organisations.

Fujiwara, Daniel, (2012). Valuing the impact of adult learning: an analysis of adult learning on different domains in life, Leicester: National Institute of Adult Continuing Education.

http://socialvalueuk.org/publications/publications/doc_download/417-valuing-the-impact-of-adult-learning

This study calculates the social value of adult learning in relation to health, education, social relationships and civic involvement.

Fujiwara, D., Campbell, R., Great Britain, Department for Work and Pensions, Great Britain and Treasury, (2011). Valuation techniques for social cost-benefit analysis stated preference, revealed preference and subjective well-being approaches: a discussion of the current issues, London: HM Treasury.

http://research.dwp.gov.uk/asd/asd5/greenbook_valuationtechniques.pdf

'The Government is committed to improving the way that well-being and social impacts are incorporated into policy decisions. Social Cost-Benefit Analysis, as recommended by the Green Book, is a way of expressing the value of a proposed government policy to society. It seeks to express the full social costs and full social benefits of policies in monetary terms so that the consequences of a diverse range of policies can be compared using a common metric. The full social costs and benefits extend beyond the financial consequences of the policy. The Green Book is clear that wider social and environmental impacts must be brought into the assessment as far as possible. These wider impacts are often much more difficult to assess. The full value of goods such as health, family and community stability, educational success, and environmental assets cannot simply be inferred from market prices. But we should not neglect such important social impacts in policy making. We therefore look to economic techniques to help us elicit values for these goods. This paper presents us with three different valuation approaches, each with strengths and weaknesses.'--Foreword.

Gibbon, J. and Dey, C., (2011). Developments in social impact measurement in the third sector: scaling up or dumbing down? Social and Environmental Accountability Journal, 31(1), pp.63–72.

This paper outlines the merits of two approaches to social impact measurement that are currently the subject of debate within the third sector: social accounting and audit (SAA) and social return on investment (SROI). Although there are significant similarities between the methods, a number of important differences remain. In particular, while SAA involves a more 'conventional' mix of narrative and quantitative disclosures, SROI outcomes are more explicitly quantitative and reductive. This is most evident in the production of the 'SROI ratio', which calculates a monetised 'return' on a notional £1 of investment. In the UK, with available resources becoming increasingly scarce, the third sector is facing demands for increased accountability as well as being encouraged to 'scale up' in preparation for assuming greater responsibility for public service delivery. In this context, it is easy to see why the simplicity and clarity of SROI is attractive to policy-makers, fundraisers and investors, who are keen to quantify and express social value creation and thus make comparative assessments

of social value. However, this apparent simplicity also risks reducing the measurement of social impact to a potentially meaningless or even misleading headline figure and should therefore be treated with caution. This is especially so where exact measures are unobtainable, and approximations, or so-called 'financial proxies', are used. The use of such proxies is highly subjective, especially when dealing with 'softer' outcomes. There is nothing to prevent SROI being used within an SAA framework: indeed, a greater emphasis on quantitative data could improve many social accounts. Nevertheless, we conclude that current efforts to promote SROI adoption, to the likely detriment of SAA, may ultimately promote a one-dimensional funder- and investor-driven approach to social impact measurement in the third sector.

Goodspeed, T., Lawlow, E., Neitzert, E. and Nicholls, J., (2009). A guide to social return on investment, London: Cabinet Office.

http://socialvalueuk.org/publications/publications/cat_view/29-the-guide-to-social-return-on-investment

This guide aims to show organisations and institutions to make better decisions using Social Return on Investment (SROI) principles, helping them to recognise value beyond what can be easily captured by financial measurement.

Hall Aiken, (2011). Evaluation of MSV & SROI project: final report, Glasgow: Hall Aiken.

http://socialvalueuk.org/publications/publications/doc_download/127-evaluation-of-msv-and-sroi-project-final-report

This report presents the findings of the evaluation of the Measuring Social Value project and the SROI project. The research explored how the two projects have made a difference in promoting awareness and use of SROI and the principles it is based on.

Harlock, Jenny, (2013). Impact measurement practice in the UK third sector: a review of emerging evidence, Birmingham: University of Birmingham.

<http://www.birmingham.ac.uk/generic/tsrc/research/economic-social-impact/impact-measurement-practice-in-the-uk-third-sector.aspx>

This paper reviews emerging evidence about how the UK third sector is measuring its performance and impact. It highlights key challenges for the sector, including variations in the quality of both measurement practice and tools, uneven access to support, and the cost and skills needed for robust evaluation.

Heady, Lucy, (2010). Social return on investment: position paper, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/social-return-on-investment-position-paper/>

In the paper we argue that the full potential of SROI is currently not being exploited. Firstly, many charities that calculate their SROI see it only as a fundraising tool, rather than a management tool that could help them learn where their impact is greatest and how they could improve their activities. And secondly low levels of evidence in the charity sector hold SROI back from being adopted more widely. SROI is an approach that demands evidence and helps charities think through where more evidence is needed, but it does not tell charities how to collect this evidence. SROI will not be an option open to more charities and funders until there is more investment in improving the evidence base of the sector.

Heady, Lucy and Keen, Sarah, (2010). SROI for funders, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/sroi-for-funders/>

NPC's paper explores the issues funders need to be aware of around social return on investment.

Hedley, Sarah, Keen, Sarah, Lumley, Tris, Ogain, Eibhlin Ni, Thomas, Jane and Williams, Mathilde, (2010). Talking about results, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/talking-about-results/>

Many charities are very good at telling people about what they do—their outputs. But often, they struggle to translate this into what their work is actually achieving. How have their activities led to tangible changes in the lives of those they seek to help? NPC's report looks at how charities in the UK talk about impact, and provides advice on good impact reporting.

Holman, B., (2000). *Kids at the door revisited: a follow-up into adulthood of young people who were associated with a community project on their council estate.*, Lyme Regis: Russell House Publishing.

Report of a follow up to a community youth project started in 1976 on the Southdown estate in Bath. Assesses what former members thought about the Southdown project and its staff, what they considered they gained from it, and what they regarded as its useful characteristics; ascertains what had happened to them as adults; and assesses the effects, if any, the project had on them and their peers both as youngsters and as adults.

Institute of Medicine of the National Academies. Committee on Valuing Community-Based, Non-Clinical Prevention Programs and Lawrence, R.S., (2012). *An integrated framework for assessing the value of community-based prevention.*, Washington DC: National Academies Press.

http://www.nap.edu/catalog.php?record_id=13487

Four foundations - the California Endowment, the de Beaumont Foundation, the W.K. Kellogg Foundation, and the Robert Wood Johnson Foundation - asked the Institute of Medicine to convene an expert committee to develop a framework for assessing the value of community-based, non-clinical prevention policies and wellness strategies, especially those targeting the prevention of long-term, chronic diseases. The charge to the committee was to define community-based, non-clinical prevention policy and wellness strategies; define the value for community-based, non-clinical prevention policies and wellness strategies; and analyze current frameworks used to assess the value of community-based, non-clinical prevention policies and wellness strategies, including the methodologies and measures used and the short- and long-term impacts of such prevention policy and wellness strategies on health care spending and public health. An Integrated Framework for Assessing the Value of Community-Based Prevention summarizes the committee's findings.

Jardine, C. and Whyte, B., (2013). Valuing desistance? A social return on investment case study of a throughcare project for short-term prisoners. *Social and Environmental Accountability Journal*, 33(1), pp.20–32.

A social return on investment (SROI) has been widely promoted by both third sector organisations and the Scottish Government reflecting greater demands for financial accountability among the voluntary/third sector and charities who are under increasing pressure to evidence their effectiveness. There has been little academic scrutiny of the use of the SROI by human service agencies in the field of criminal justice where the impact of desistance from crime is valued, but the quality of data in social agencies is often problematic. This paper draws from the evaluation of the Routes out of Prison Project (RooP), a peer support prison throughcare initiative, to provide a case study of how the SROI model might be applied positively to a criminal justice context and provide a consistent framework for valuing and comparing initiatives aimed at promoting desistance from crime. The paper provides an overview of both the RooP and the SROI, before examining the issues raised by RooP and the advantages and limitations of SROI in this context.

Jones, C., Edwards, R.T. and Windle, G., (2014). Social return on investment analysis of an art group for people with dementia. *The Lancet*, 384, p.543.

Background: Funding bodies require interventions to show value for money before further investment is made. Although cost-effectiveness analysis is widely used in economic evaluation it might not capture the social value generated by certain interventions. Here, we describe Social Return on Investment (SROI) analysis of the Dementia and Imagination study. SROI is similar to cost-benefit analysis in that inputs and outputs are converted into a monetary value; however, SROI also attempts to capture the social value generated. Although SROI has been used in the education and non-profit sectors, it is still relatively unused for the evaluation of health and social care interventions, partly because the valuation of outputs can be subjective. Methods: The intervention will be delivered between June, 2014, to May, 2015, and involves people with dementia attending weekly art sessions for 3 months. An uncontrolled, cohort study design is being used. There will be three settings: the community, residential care homes, and inpatient assessment units. Participants will be interviewed at baseline, 3 months, and 6 months. SROI analysis involves six steps: establishing scope and identifying stakeholders, mapping outcomes, evidencing and valuing outcomes, establishing impact, calculating the SROI, and reporting it as a ratio of £X of social value generated for every £1 invested. The primary indicator for participant wellbeing is the DEMQOL; staff attitudes will be measured with the Approaches to Dementia Questionnaire. Semi-structured interviews will be conducted with participants, families, and staff involved with the project to capture broader outcomes. Findings: We identified three key stakeholders: participants, participants' families, and staff at residential units where the project is taking place. Our next challenge is to assign a monetary value to non-physical outcomes such as increased wellbeing, increased confidence in participants, and increased staff morale.

Interpretation: SROI is an attempt to move towards broader economic evaluation in interventions that aim to have a wider effect on wellbeing than on health alone. The non-controlled study design would be a limitation for traditional cost-effectiveness analysis; however, establishing the effect through considering attribution, displacement, and drop-off are key parts of SROI analysis and are used to minimise the risk of overinterpreting the effect of the intervention. Funding: Dementia and Imagination was funded as Dementia and imagination: connecting communities and developing well-being through socially engaged visual arts practice, grant ref AH/K00333X/1, by the AHRC and ESRC as a part of the Cross-Council Connected Communities Programme.

Joy, Iona, (2014). *Smart money: understanding the impact of social investment: what NPC has learned so far*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/smart-money/>

Smart social investment can bring money to address some of our most enduring social problems. But the pressure is on to prove that these results are achieved. This paper shares our lessons learnt so far and builds on our experience in the social sector to suggest how we might achieve better impact measurement for social investment in the future.

Kazimirski, Anne and Pritchard, David, (2014). *Building your measurement framework: NPC's four pillar approach*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/npcs-four-pillar-approach/>

At NPC we believe in impact measurement as a way for charities and funders to increase their effectiveness. We know it helps organisations improve what they do and deliver the best results for their beneficiaries. Here we publish our four pillar approach which provides clear and practical guidance on developing an impact measurement framework.

Kersley, H. and Shaheen, F., (2011). *Improving services for young people: an economic perspective*, London: New Economics Foundation.

http://b3cdn.net/nefoundation/c001655a17a776e886_gkm6bpycu.pdf

This report, commissioned by Catch 22, attempts to measure and value how greater coherence and responsiveness in young people's services would contribute to potentially better outcomes for young people and society. To identify and measure potential outcomes from a new and more coherent approach, Catch22 commissioned nef (the new economics foundation) to produce a costing study using the Social Return on Investment (SROI) cost-benefit tool.

Khan, Halima and Muir, Rick, (2006). *Sticking together: social capital and local government: the results and implications of the Camden social capital surveys, 2002 and 2005*, London: Office for Public Management.

<http://www.opm.co.uk/publications/sticking-together-social-capital-and-local-government/>

In 2002 and 2005, Camden commissioned two surveys aimed at measuring social capital, as it is broadly understood, in the borough (Office for Public Management 2002 and 2005). This publication is intended to help Camden explore the significance of the survey findings and develop policies in response to them. But we also hope it will help others in local government think about why social capital matters to them and what they can do to promote it.

Kuckshinrichs, W., Kronenberg, T. and Hansen, P., (2010). *The social return on investment in the energy efficiency of buildings in Germany. Energy Policy*, 38(8), pp.4317–4329.

The German government has developed a variety of policy instruments intended to reduce national CO₂ emissions. These instruments include a programme administered by KfW bank, which aims at improving the energy efficiency of buildings. It provides attractive credit conditions or subsidies to finance refurbishment measures which improve the energy efficiency of buildings significantly. The refurbishment programme leads to a reduction in energy use, which benefits private investors by reducing their energy bills. In order to estimate whether the programme benefits society as a whole, additional effects must be taken into account, such as the amount of employment generated and the impact on the public budget. The aim of this paper is to evaluate the social benefits of the German CO₂ refurbishment programme for the years 2005–2007. An extended input–output model is used to estimate the effect of the refurbishment works on public revenue via taxes and social security contributions. The value of avoided CO₂ emissions is approximated using a range of marginal damage estimates from the literature. From these social benefits, the programme cost is deducted. The net social benefit

thus computed turns out to be positive. This finding suggests that the refurbishment programme is a reasonable investment of public funds.

Lane, M.D. and Casile, M., (2011). Angels on the head of a pin. *Social Enterprise Journal*, 7(3), pp.238–258.

Purpose – By proposing a comprehensive measurement framework, this paper attempts to move the nascent body of theoretical and empirical work on performance measurement in social entrepreneurship ventures (SEVs) into reach for practitioners. The purpose of this paper is to help social entrepreneurs and academics put current knowledge to work to gain usable feedback about the success of operations.

Design/methodology/approach – This paper offers a framework for measuring firm survival, social action, and social change in SEVs based on a review of theoretical and empirical work.

Findings – Early work in SEV performance measurement shows consensus that social impact is at least as important as organizational viability, albeit more difficult to measure. The SEV measurement framework developed herein creates the link between firm viability (Survival), direct social action (Action), and long-term social impact on the technical, political, and cultural aspects of society (Change) leading to the SAC framework.

Originality/value – The framework proposed in the paper gives practitioners a guide for comprehensive performance measurement based on their unique organizational mission using the SAC model. Widespread use of a measurement tool that addresses viability, action, and impact, may ultimately improve the efficiency with which SEVs attack social problems.

Lawlor, E., (2008). *A false economy: how failing to invest in the care system for children will cost us all*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/f2728c5a93ccafac8c_55m6i2k0o.pdf

Using Social Return on Investment (SROI) principles, nef reveals how market approaches in residential care are in effect 'trading' the futures of our most vulnerable children, by prioritising short-term cost savings.

Lawlor, E., Nicholls, J. and Sanfilippo, L., (2008). *Unlocking value: how we all benefit from investing in alternatives to prison for women offenders*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/6533e0a823956802b3_10m6buwft.pdf

This report argues that community sentencing is an effective alternative to prison for women offenders which delivers long-term savings in public spending and prevents re-offending, using Social Return on Investment (SROI).

Leykin, D., Lahad, M., Cohen, O., Goldberg, A. and Aharonson-Daniel, L., (2013). Conjoint community resiliency assessment measure-28/10 items (CCRAM28 and CCRAM10): a self-report tool for assessing community resilience. *American Journal of Community Psychology*, 52(3), pp.313–323.

Community resilience is used to describe a community's ability to deal with crises or disruptions. The Conjoint Community Resiliency Assessment Measure (CCRAM) was developed in order to attain an integrated, multidimensional instrument for the measurement of community resiliency. The tool was developed using an inductive, exploratory, sequential mixed methods design. The objective of the present study was to portray and evaluate the CCRAM's psychometric features. A large community sample (N = 1,052) were assessed by the CCRAM tool, and the data was subjected to exploratory and confirmatory factor analysis. A Five factor model (21 items) was obtained, explaining 67.67 % of the variance. This scale was later reduced to 10-item brief instrument. Both scales showed good internal consistency coefficients ($\alpha = .92$ and $\alpha = .85$ respectively), and acceptable fit indices to the data. Seven additional items correspond to information requested by leaders, forming the CCRAM28. The CCRAM has been shown to be an acceptable practical tool for assessing community resilience. Both internal and external validity have been demonstrated, as all factors obtained in the factor analytical process, were tightly linked to previous literature on community resilience. The CCRAM facilitates the estimation of an overall community resiliency score but furthermore, it detects the strength of five important constructs of community function following disaster: Leadership, Collective Efficacy, Preparedness, Place Attachment and Social Trust. Consequently, the CCRAM can serve as an aid for community leaders to assess, monitor, and focus actions to enhance and restore community resilience for crisis situations.

Liberato, S.C., Brimblecombe, J. and Ritchie, J., (2011). Measuring capacity building in communities : a review of the literature. *BMC Public Health*, 11(850):.

<http://www.biomedcentral.com/1471-2458/11/850>

BACKGROUND: Although communities have long been exhorted to make efforts to enhance their own health, such approaches have often floundered and resulted in little or no health benefits when the capacity of the community has not been adequately strengthened. Thus being able to assess the capacity building process is paramount in facilitating action in communities for social and health improvement. The current review aims to i) identify all domains used in systematically documented frameworks developed by other authors to assess community capacity building; and ii) to identify the dimensions and attributes of each of the domains as ascribed by these authors and reassemble them into a comprehensive compilation. METHODS: Relevant published articles were identified through systematic electronic searches of selected databases and the examination of the bibliographies of retrieved articles. Studies assessing capacity building or community development or community participation were selected and assessed for methodological quality, and quality in relation to the development and application of domains which were identified as constituents of community capacity building. Data extraction and analysis were undertaken using a realist synthesis approach. RESULTS: Eighteen articles met the criteria for this review. The various domains to assess community capacity building were identified and reassembled into nine comprehensive domains: "learning opportunities and skills development", "resource mobilization", "partnership/linkages/networking", "leadership", "participatory decision-making", "assets-based approach", "sense of community", "communication", and "development pathway". Six sub-domains were also identified: "shared vision and clear goals", "community needs assessment", "process and outcome monitoring", "sustainability", "commitment to action" and "dissemination". CONCLUSIONS: The set of domains compiled in this review serve as a foundation for community-based work by those in the field seeking to support and nurture the development of competent communities. Further research is required to examine the robustness of capacity domains over time and to examine capacity development in association with health or other social outcomes.

Lumley, Tris, Rickey, Benedict and Pike, Matthew, (2011). *Inspiring impact: working together for a bigger impact in the UK social sector*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/inspiring-impact-2/>

In September 2011, 30 leaders in the field of social impact measurement came convened at an Impact Summit, where they discussed how to embed impact measurement throughout the UK social sector. This report sets out the results of that discussion, and sows the seeds for the development of Inspiring Impact.

Manetti, G., (2014). The role of blended value accounting in the evaluation of socio-economic impact of social enterprises. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 25(2), pp.443–464.

Social enterprise has become a key phenomenon in providing public services in many developed countries. The debate on the evaluation of the socio-economic impact generated by this kind of organization has gone hand in hand with the growth of social entrepreneurship. This study provides an exploratory analysis of the emerging practice of measuring the socio-economic impact of social enterprises using the theoretic construct called 'Blended Value Accounting' (BVA). Among the models and tools proposed by BVA, we examine in particular the Social Return on Investment (SROI)—an instrument of causal contribution analysis—conducting a literature review on its application to the evaluation of socio-economic impact of social enterprises and on its implications for BVA. Finally, we reach a conclusion as to the role that these tools of mixed accounting and assessment might play—particularly the one examined—with respect to the positivist, critical, and interpretative theories of accounting, thus identifying the areas for further research.

Marcus, Gaia and Tidey, Jimmy, (2015). *Community mirror: a data-driven method for 'below the radar' research*, London: NESTA.

<http://www.nesta.org.uk/publications/community-mirror-data-driven-method-below-radar-research>

This collaborative research project, Community Mirror, was carried out to understand the ways in which online data-gathering techniques compared to door-to-door research in understanding how a local community works. The study concludes that digital methodologies do offer a promising approach to mapping the 'below the radar' social economy assets.

McLoughlin, J., Kaminski, J., Sodagar, B., Khan, S., Harris, R., Arnaudo, G. and Brearty, S.M., (2009). A strategic approach to social impact measurement of social enterprises: the SIMPLE methodology. *Social Enterprise Journal*, 5(2), pp.154–178.

Purpose – The purpose of this paper is to develop a coherent and robust methodology for social impact measurement of social enterprises (SEs) that would provide the conceptual and practical bases for training and embedding.

Design/methodology/approach – The paper presents a holistic impact measurement model for SEs, called social impact for local economies (SIMPLEs). The SIMPLE impact model and methodology have been tried and tested on over 40 SEs through a series of three day training courses, and a smaller number of test cases for embedding. The impact model offers a five-step approach to impact measurement called SCOPE IT; MAP IT; TRACK IT; TELL IT and EMBED IT. These steps help SE managers to conceptualise the impact problem; identify and prioritise impacts for measurement; develop appropriate impact measures; report impacts and embed the results in management decision making.

Findings – Preliminary qualitative feedback from participants reveals that while the SIMPLE impact training delivers positive learning experiences on impact measurement and prompts, in the majority of cases, the intentions to implement impact systems, the majority feels the need for follow up embedding support. Participant's see value in adopting the SIMPLE approach to support business planning processes. Feedback from two SEs which has receives in-house facilitates embedding support clearly demonstrates the benefits of working closely with an organisation's staff team to enable effective implementation.

Research limitations/implications – Some key future research challenges are identified as follows: systematically research progress in implementation after training for those participants that do not have facilitated embedding; to further test and develop embedding processes and models (using SIMPLE and other methods) with more SE organisations to identify best practices.

Originality/value – The SIMPLE fills a gap as a tool for holistic impact thinking that offers try and test accessible steps, with robust measures. The innovative steps take SEs through all key impact thought processes from conceptualisation to embedding guidance, feeding into business planning and strategic decision-making processes. The comparison between the limitations of stand alone impact training and the benefits of facilitated embedding processes is instructive.

Mguni, Nina and Bacon, Nicola, (2010). *Taking the temperature of local communities: the Wellbeing and Resilience Measure (WARM)*, London: Young Foundation.

<http://youngfoundation.org/publications/taking-the-temperature-of-local-communities-the-wellbeing-and-resilience-measure-warm>

WARM is a new tool that has been developed to make the most of existing data about localities, combining familiar statistics on such things as jobs and health with new ways of thinking about how happy and resilient communities are. Developed in partnership with a wide range of local authorities, community groups and national organisations, WARM focuses not just on community needs and vulnerabilities (such as crime or mental illness) but also on community assets (such as strong families and social supports). It's been designed to help areas compare themselves with other similar places, and as a tool to help communities struggling with difficult decisions about priorities for spending and cuts.

Muir, Rick, (2012). *Pubs and places: the social value of community pubs 2nd edition.*, London: IPPR.

<http://www.ippr.org/publications/pubs-and-places-the-social-value-of-community-pubs>

This report assesses the social value of community pubs, showing why pubs matter, and why we should be concerned about the current state of the pub trade. This report uses a 'social return on investment' methodology to measure the wider social value generated by a sample of community pubs, and finds that this ranges from around £20,000 to £120,000 per pub.

Neitzert, E., Lawlor, E. and Nicholls, J., (2009). *Seven principles for measuring what matters: a guide to effective public policy-making*, London: New Economics Foundation.

http://www.neweconomics.org/page/-/files/Seven_principles_for_measuring_what_matters.pdf

The seven principles in this report set out nef's vision of what Government decision-making should look like if it is to be focused on bringing about a more just and sustainable society – one that promotes real well-being for all, in the most comprehensive sense, using Social Return on Investment (SROI)

Neitzert, E., Ryan-Collins, J. and New Economics Foundation, (2009a). *A better return: setting the foundations for intelligent commissioning to achieve value for money*, London: Cabinet Office.

http://b.3cdn.net/nefoundation/6059c7f32debc02156_dem6iys0l.pdf

Public services are under pressure to cut costs, but efficiency targets are compromising the quality of service provided. nef suggests new and better ways to deliver value for money via SROI.

Neitzert, E., Ryan-Collins, J. and New Economics Foundation, (2009b). *A better return: setting the foundations for intelligent commissioning to achieve value for money: appendices*, London: Cabinet Office.

<http://www.neweconomics.org/publications/entry/a-better-return-appendices>

A Better Return, which was commissioned by the Cabinet Office and authored by nef, argues that the persistence of a narrow focus on unit costs in public services commissioning is missing opportunities to maximise public benefit. This document provides the appendices to the report.

Neumark, Thomas, Norris, Emma, Marcus, Gaia and Broome, Steve, (2012). *The community footprint: shared value for business and communities*, London: RSA.

<https://www.thersa.org/discover/publications-and-articles/reports/the-community-footprint-shared-value-for-business-and-communities/>

Businesses have the capacity to bring people together and promote social interaction within communities. They can also benefit from these communities. By undertaking community impact assessments and producing action plans jointly with local people, businesses can significantly improve their impact on the surrounding community, creating new spaces for social and participatory networks to grow. We call this impact the community footprint.

Nevill, Camilla and Lumley, Tris, (2011). *Impact measurement in the youth justice sector*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/measuring-together/>

Charities working in the field of youth justice have good reason to take impact measurement seriously. Many of these charities receive a very high proportion of their funding from statutory sources – 78% of Nacro’s funding and 89% of Catch-22’s funding come from the government – and in the face of budget cuts it is more vital than ever for them to prove their approach works.

New Philanthropy Capital, (2011). *The principles of good impact reporting: for charities and social enterprises*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/the-principles-of-good-impact-reporting-2/>

The stories charities and social enterprises tell about the difference they make can engage, inform and inspire stakeholders. Clearly communicating the impact of your work is important. This document, developed for the sector, by the sector, offers a guide to help you think about how you should communicate your impact, and what you should communicate.

Nicholls, J., Mackenzie, S. and Somers, A., (2007). *Measuring real value: a DIY guide to social return on investment*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/cf0968d3256d6bffc_cim6bsty5.pdf

This guide sets the standard for a complete and rigorous SROI process and report. This guide is designed for anyone with an interest in SROI, and is full of examples to make it as user-friendly as possible.

Ógáin, Eibhlín Ní, (2015). *Impact measurement in impact investing: learning from practice*, London: NESTA.

<http://www.nesta.org.uk/publications/impact-measurement-impact-investing>

This paper presents Nesta’s practical experience of implementing impact measurement within an impact investing context. It discusses a number of case studies of how investments have carried out evaluation and what has been learned from this practical experience.

Ogain, Eibhlin Ni, Hedley, Sarah and Lumley, Tris, (2013). *Mapping outcomes for social investment*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/mapping-outcomes-for-social-investment>

Big Society Capital commissioned a team comprising NPC, the SROI Network and Investing for Good to develop a new suite of tools to help social investors, and those seeking social investment, to embed a robust approach to impact in their work.

Olson, Sara and Nicholls, Jeremy, (2005). *A framework for approaches to SROI analysis*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/36-sroi-framework

This framework is primarily aimed at those who are already familiar with monetized SROI Analysis and involved in organizational performance assessment that considers non-financial performance: primarily internal management of businesses and nonprofits, and investors in these organizations. It will also be of interest to others developing ways of understanding and quantifying organizations' impact on stakeholders and for policy makers for whom issues of social benefit are important.

Pfefferbaum, R.L., Pfefferbaum, B., Nitiéma, P., Houston, J.B. and Van Horn, R.L., (2015). *Assessing community resilience. American Behavioral Scientist*, 59(2), pp.181–199.

This article describes an application of the Communities Advancing Resilience Toolkit Assessment Survey using a sample of affiliated volunteer responders. The Communities Advancing Resilience Toolkit Assessment Survey is a theory-based, evidence-informed instrument. Early applications of the survey identified four domains: Connection and Caring, Resources, Transformative Potential, and Disaster Management. The version of the instrument used in the current application added items related to Information and Communication, thus creating a fifth domain. The application confirmed the five-factor model and the instrument demonstrated good reliability. Affiliated volunteer responders served as key informants regarding community resilience because of their involvement in local disaster readiness and response. Home ownership and active membership in an affiliated volunteer responder group were associated with the total community resilience score and with multiple domain scores, suggesting the importance of community member investment and engagement for a community's resilience. Although the study sample involved affiliated volunteer responders, it is likely that engagement in other community organizations and activities may yield similar benefits for resilience.

Pritchard, David, Ogain, Eibhlin Ni and Lumley, Tris, (2012). *Making an impact: impact measurement among charities and social enterprises in the UK*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/making-an-impact/>

Making an Impact identifies steps to be taken by charities, funders and government to improve the practice of impact measurement, fund impact measurement itself, advise charities on how to use the data, advance policy and facilitate shared outcome frameworks.

Richmond, B.J., Mook, L. and Jack, Q., (2003). *Social accounting for nonprofits: Two models. Nonprofit Management and Leadership*, 13(4), pp.308–324.

After giving an overview of the development of social accounting, this article presents two models of social accounting for nonprofits: the community social return on investment model and the expanded value-added statement. The discussion focuses on the process for establishing a comparative market value for nonmarket social outputs. The authors discuss these models and the comparative market value in relation to social accounting, an academic field that has evolved as part of a critique of financial accounting, especially its failure to analyze the impact of the organization on society and the natural environment. For the most part, scholars have not related social accounting to nonprofits. This article attempts to draw nonprofits into the field of social accounting. Both models address the social impact of nonprofits by including social inputs and outputs that accounting statements normally exclude.

Rickey, Benedict, Ogain, Eibhlin Ni and Lumley, Tris, (2011). *A journey to greater impact: six charities that learned to measure better*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/a-journey-to-greater-impact/>

Measuring impact creates real benefits for charities: helping them prove their worth, communicate with supporters, and clarify their strategy to be as effective as they can be. There are challenges involved, but they can be overcome. We draw on the experience of six charities who are leading the way to show how good impact measurement can be done.

Rotheroe, Abigail and Lumley, Tris, (2014). *Measuring impact: subject paper of the Impact Measurement Working Group*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/impact-measurement-working-group-measuring-impact/>

The Impact Measurement Working Group (IMWG) was created in June 2013 as part of the Social Impact Investment Taskforce, established under the UK's presidency of the G8. It aimed to develop measurement

guidelines for impact investors as well as a vision for impact measurement in the years ahead. The IMWG was comprised of 29 thought leaders in impact investing and measurement, and was co-chaired by NPC's Director of Development, Tris Lumley, and Luther Ragin Jr from the Global Impact Investing Network. The working group was supported by Monitor Deloitte, who conducted in-depth research and analysis, and drafted the report. This new report, *Measuring Impact*, aligns with existing best practices, and includes seven practical guidelines for good impact measurement, as well as five case studies of impact investment organisations that have successfully put these guidelines to use. In writing the report, the Working Group went through a six-month consultative and research process, which included a review of over 60 industry publications and 45 interviews with experts and practitioners in impact measurement.

Ryan-Collins, J., Sanfilippo, L. and Spratt, S., (2007). *Unintended consequences: how the efficiency agenda erodes local public services and a new public benefit model to restore them*, London: New Economics Foundation.

http://b.3cdn.net/nefoundation/46877b02ccc5463659_plm6ivw7z.pdf

nef proposes a new 'Public Benefit' model of efficiency, using Social Return on Investment (SROI) principles. This would rebalance the role of efficiency in public service provision, moving to measure success in terms of outcomes for people rather than the 'false economy' of short-term cost savings to the Exchequer. The 'Public Benefit' model assesses effectiveness of outcomes in terms of their benefit to users and the wider community; and service providers are encouraged to cooperate and innovate to maximise these benefits, rather than simply minimise costs. nef's work with local areas across the UK has shown that procurement can deliver additional value and public benefit when a longer view of efficiency and effectiveness is taken.

Ryan, P. and Lyne, I., (2008). *Social enterprise and the measurement of social value: methodological issues with the calculation and application of the social return on investment*. *Education, Knowledge & Economy*, 2(3), pp.223–237.

This article considers the methodological challenge of quantifying the social value generated through social enterprise activity. It argues that in the context of increasing enthusiasm for social enterprise as a mechanism for delivering social services and for tackling social exclusion, it is increasingly necessary to be able to value social impacts. Further it will be necessary to be able to assess the potential creation of social value from different investments in social enterprise. Specifically, this article considers methodology of social return on investment (SROI). SROI has become increasingly promoted in both policy and practice in the United States and the United Kingdom. This article considers the development of this methodology and draws on lessons from international development to highlight the limitations of the current use of SROI.

Scharlach, A.E., (2015). *Estimating the value of volunteer-assisted community-based aging services: a case example*. *Home Health Care Services Quarterly*, 34(1), pp.46–65.

This study demonstrates the use of a social return on investment (SROI) approach in estimating the financial and social value created by volunteer-assisted community-based aging services. An expanded value added statement (EVAS) analysis found that the total value of outputs produced by the Concierge Club of San Diego substantially exceeded the cost of the program, after considering likely secondary and tertiary benefits for a range of affected stakeholders—including elderly service recipients, family members, volunteers, and societal institutions. Additional research is needed regarding the direct and indirect costs and benefits of volunteer support services for vulnerable older adults and their families.

Schiffes, Jonathan, (2014). *Measuring your social impact: community food projects in action*, London: RSA.

<https://www.thersa.org/discover/publications-and-articles/reports/incredible-edible-report/>

This research found that the Incredible Edible project has engaged local communities in Yorkshire in a refreshing way, using growing to encourage people to play a more active role in shaping their place.

Scholten, Peter, Nicholls, Jeremy, Olson, Sara and Galimidi, Brett, (2006). *Social return on investment: a guide to SROI analysis*, Amsterdam: Lenthe.

http://socialvalueuk.org/publications/publications/doc_download/459-social-return-on-investment-a-guide-to-sroi-analysis

This publication provides an overview to SROI and the methodology for applying it, alongside case studies of SROI in use.

Sillanpää, V., (2013). Measuring the impacts of welfare service innovations. *International Journal of Productivity and Performance Management*, 62(5), pp.474–489.

Purpose – Earlier research highlights the need for the welfare service sector to measure the impacts of their services. However, it seems that the welfare services lack measures to show their long-term effects and impacts. This paper aims to present a framework to measure the multidimensional impacts of welfare service innovations and report the empirical results from two case studies.

Design/methodology/approach – In the first part of the paper, the impact measurement literature is reviewed and a framework for measuring the impacts of welfare services is presented. The empirical part of the paper reports the application of the framework in two cases for measuring the impacts of interventions in welfare services in Finland. The aim of the case studies was to assess and illustrate the usefulness of the framework designed.

Findings – The framework proposed in the research may serve as a practical tool for decision-makers for assessing the impacts of different services and service innovations in the welfare service sector. This type of assessment is needed, for example, when new service innovations are designed and budgeted for.

Originality/value – This research introduces a framework for measuring the impacts of welfare services at different levels. In addition, the paper provides information about the measurement process and challenges related to the implementation of impact measurement.

Sin, Chih Hoong, (2013). *Valuing public services*, London: Office for Public Management.

<http://www.opm.co.uk/publications/valuing-public-services/>

Few topics could be as crucial to get right as how we make decisions about which aspects of public services are more and less valuable. Valuing Public Services offers practical ideas about how we measure and demonstrate the value of our public services, based on OPM's real life experiences of working with a broad range of public organisations, including charities and professional bodies to achieve this. This publication is divided into three parts, covering different dimensions of valuing public services. Each chapter includes practical ideas about 'how' to measure value, and explores our and our clients' real-life experiences.

Skinner, Steve and Wilson, Mandy, (2002). *A new approach to assessing community strengths*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/new-approach-assessing-community-strengths>

This study piloted a practical approach to assessing the capacity of communities to take lead roles in regeneration and local action.

Social Value International, (2015). *The principles of social value*, Liverpool: Social Value International

http://socialvalueuk.org/publications/publications/doc_download/718-principles-of-social-value

This publication provides the basic building blocks for anyone who wants to make decisions that take a wider definition of value into account, in order to increase equality, improve wellbeing and increase environmental sustainability.

Social Value UK, (2015a). *SROI and HACT's Social Value Bank linkages paper*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/675-sroi-and-hact-social-value-bank-linkages-paper

This paper sets out the relationship between SROI and HACT's Social Value Bank (and SROI and HACT Social Value Bank thumbnail accompanying tools the Value Calculator and Value Insight). It has been produced in collaboration between The SROI Network and HACT and aims to clarify some small areas of divergence and promote the strengths of HACT's resources and their compatibility with the SROI approach to measuring and managing social value.

Social Value UK, (2015b). *What is the relationship between collective impact and SROI?*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/715-sroi-and-collective-impact

This paper discusses how the SROI (Social Return on Investment) framework can be used in conjunction with Collective Impact to help organisations understand and manage impact in a credible, comparable and lasting way.

Social Value UK, (2014). *Starting out on social return on investment*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/508-guidance-on-starting-out-on-sroi-2014

This guide will help anyone looking for a step by step guide to starting out on SROI. It aims to help you understand more about how your organisation makes an impact and how much this matters.

Social Value UK, (2013a). *GIIRS and SROI: what is the relationship?*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/441-sroi-and-giirs

This paper discusses how the SROI (Social Return on Investment) method can be used in conjunction with GIIRS Ratings & Analytics ('GIIRS' stands for the Global Impact Investing Ratings System) The SROI method provides a clear process for determining the value drivers within an organisation and helps an organisation determine which outcomes that result from an activity should be managed. GIIRS is a comprehensive, comparable, and transparent system for assessing the social and environmental impact of companies and funds with a ratings and analytics approach analogous to Morningstar investment rankings. In addition, GIIRS provides investors and investment advisors with access to aggregated ratings information through a product called GIIRS Analytics, which is similar to Capital IQ.

Social Value UK, (2013b). *Supplementary guidance on stakeholder involvement*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/368-supplementary-guidance-on-stakeholder-involvement

This supplementary guidance should be read in conjunction with 'A guide to social return on investment'. It provides further information and guidance on one of the five principles of SROI: involving stakeholders in analysis.

Social Value UK, (2013c). *Supplementary guidance on using SROI*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/416-supplementary-guidance-on-using-sroi

This supplementary guidance provides a worked through case study of a fictional meals-on-wheels service to demonstrate how SROI should be used in practice.

Social Value UK, (2012a). *SROI - myths and challenges*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/359-sroi-myths-and-challenges

Over the last couple of years there have been a number of reports written about SROI. Very often these are repeat misunderstandings and sometimes misrepresentations of what SROI is all about. Perhaps in part this is our responsibility, for not ensuring that the information we provide as a Network is clear enough. SROI is designed as a way to help people answer the question 'how much value are we creating' and so for people who want to answer this question but who may be coming across some of these misunderstandings, we have decided it is time to respond.

Social Value UK, (2012b). *Supplementary guidance on materiality*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/222-supplementary-guidance-on-materiality

This supplementary guidance should be read in conjunction with 'A guide to social return on investment'. It provides further information and guidance on one of the five principles of SROI: only include that which is material. The principle states: 'Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.'

Social Value UK, (2011). *What is the relationship between IRIS and SROI?*, Liverpool: Social Value UK.

http://socialvalueuk.org/publications/publications/doc_download/104-iris-and-sroi

This paper discusses how the SROI (Social Return on Investment) method can be used in conjunction with the IRIS (Impact Reporting and Investment Standards) standardized performance indicators to help an organization understand its impact in a credible and comparable way.

Social Ventures Australia Consulting, (2012). *Social return on investment: lessons learned in Australia*, Sydney: Social Ventures Australia.

http://socialvalueuk.org/publications/publications/doc_download/292-social-return-on-investment-lessons-learned-in-australia

This report was commissioned by the Investing in Impact Partnership to assess the current state of play of SROI in Australia today.

Somers, A.B., (2005). *Shaping the balanced scorecard for use in UK social enterprises. Social Enterprise Journal*, 1(1), pp.43–56.

Purpose – To develop and apply the social enterprise balanced scorecard (SEBS) as an amended balanced scorecard technique for use evaluating UK social enterprises. Design/methodology/approach – The study involved exploring the potential mainstream application of the balanced scorecard in UK social enterprises to learn how this process show the ways in which social enterprises can develop, and implement and track the performance of their socially driven strategies. Describes the development of an SEBS and its testing by 12 social enterprises in a pilot training programme (August 2004-December 2004). Findings – The results indicated that the SEBS had changed participant views about their organizations in terms of: increased employee understanding about their organization as a business; the usefulness as a business planning tool for social enterprises; the natural fit of the SEBS alongside the existing UK quality accreditation scheme of Investors In People; the power of the SEBS to be an effective means to engage staff and team members as an early-warning system for potential problems; helping to redress the balance between purely financial gains and social purpose; and providing focus, clarity, and the ability to remove non-essential detail from strategic planning. Concludes that: Kaplan and Norton’s balanced scorecard is capable of being adapted to suit social enterprises; positive outcomes include creating a common language through which social entrepreneurs can share and compare experience, even if they operate in different industries; and the application of the SEBS can enable organizations to become better businesses, while demonstrating social value added to stakeholders. Originality/value – Reveals the benefits of extending the balanced scorecard approach to the evaluation of social enterprises.

SROI Network, (2011a). *Commissioning for maximum value*, Liverpool: SROI Network.

http://socialvalueuk.org/publications/publications/doc_download/108-commissioning-for-value-thinking

This think piece is intended to stimulate discussion about value; the concept, how it is identified, how it is measured and how commissioning processes may be run in order to maximise it.

SROI Network, (2010a). *Guidance note for using social evaluator and the Guide to SROI*, Liverpool: SROI Network.

http://socialvalueuk.org/publications/publications/doc_download/97-social-evaluator-and-the-guide-to-sroi

This guidance note explains how to ensure consistent use of social evaluator and the SROI guide.

SROI Network, (2010b). *Social return on investment in community empowerment: a worked hypothetical example*, London: Local Government Association.

http://socialvalueuk.org/publications/publications/doc_download/103-sroi-in-community-empowerment-hypothetical-example

The SROI Network has developed this briefing paper on Social Return on Investment (SROI) for Local Government Improvement and Development (LG Improvement and Development). It contextualises and illustrates how SROI could be used by councils in the evaluation of community empowerment initiatives and in informing business cases.

SROI Network, (2010c). *Social return on investment in community empowerment: the connections between Social Return on Investment and the Community Empowerment Business Case Tool*, London: Local Government Association.

http://socialvalueuk.org/publications/publications/doc_download/102-making-the-case-for-community-empowerment-sroi

This document is intended for councils considering using both Social Return on Investment (SROI) and a business case tool for community empowerment, published by Local Government Improvement and Development (LG Improvement and Development) formerly the IDeA.

SROI Network, (2010d). *The relationship between social return on investment (SROI) and social accounting and audit (SAA)*, Liverpool: SROI Network.

http://socialvalueuk.org/publications/publications/doc_download/101-sroi-and-san

This note sets out the similarities and differences between Social Return on Investment (SROI) and Social Accounting and Audit (SAA).

SROI Network, (2011b). *The seven principles of SROI*, Liverpool: SROI Network.

http://socialvalueuk.org/component/docman/doc_download/140-the-seven-principles-of-sroi?Itemid=138

This briefing outlines the seven principles of social return on investment.

SROI Network, Social Enterprise Live and Buzzacot Chartered Accountants, (2011). *Making it count: a social enterprise guide to accounting for value*, London: Social Enterprise Live.

http://socialvalueuk.org/publications/publications/doc_download/170-making-it-count-a-social-enterprise-guide-to-accounting-for-value-spreads

This publication draws together some of the current thinking and practice around accounting for value. It explores some of the challenges and myths, and provides insight into why and how investors, commissioners and intermediary organisations are assessing the value created by the organisations they fund and support.

Steed, S., (2011). *Small slices of a bigger pie: attribution in SROI*, London: New Economics Foundation.

http://b3cdn.net/nefoundation/86c098b42b969e12c6_wam6i8ux8.pdf

This report develops the methodology on understanding 'attribution' within a Social Return on Investment analysis. The objective is to really understand the role of an intervention or organisation in creating change in people's lives. Not just what the change is.

Taylor, Marilyn, Purdue, Derek, Wilson, Mandy and Wilde, Pete, (2005). *Evaluating community projects: a practical guide*, York: Joseph Rowntree Foundation.

<http://www.jrf.org.uk/publications/evaluating-community-projects-practical-guide>

A guide to evaluating community projects, based on work with 20 groups and projects across England and Wales. In January 2003, the Joseph Rowntree Foundation launched its Neighbourhood Programme. A new departure for the Foundation, this sought to support community empowerment not through a major funding programme but through 'light touch' support and networking.

Taylor, Matthew and McLean, Sam, (2013). *Citizen Power Peterborough: impact and learning*, London: RSA.

<https://www.thersa.org/discover/publications-and-articles/reports/citizen-power-peterborough-impact-and-learning/>

Citizen Power Peterborough (CPP) is a three-year project developed by the RSA in partnership with Arts Council England East (ACE) and Peterborough City Council (PCC). The programme was a unique, multidimensional, partnership in place-making and citizen activism. This report marks the end of the project and draws on an evaluation of the project undertaken for the AHRC by Dr Mark Roberts of De Montfort University

Tooley Street Research, (2015). *Towards an index of the collaborative economy*, London: NESTA.

<http://www.nesta.org.uk/publications/towards-index-collaborative-economy>

This paper proposes a method for measuring the economic impact of collaborative economy activities on households.

Urban, B., (2015). *Evaluation of social enterprise outcomes and self-efficacy. International Journal of Social Economics*, 42(2), pp.163–178.

Purpose – Understanding of social values is emerging, particularly as the phrases 'social impact' and 'social value' and the measurement thereof, are ubiquitous in both practitioner and academic discourse today. These terms are particularly relevant to those involved in social initiatives that are required at some stage to demonstrate to stakeholders, investors, funders, or simply themselves that they have the capability to deliver. The purpose of this paper is to link the evaluation of social enterprise outcomes to individual efficacy beliefs.

Design/methodology/approach – The study is survey based (165 respondents) and conducted in two major cities in South Africa, where social entrepreneurship (SE) has unequivocal application. Social outcomes and self-efficacy are operationalized and measured along multi-dimensional scales. After checking the instruments for

validity and reliability, correlational and multiple regression analyses are performed to determine the predicted relationship between the specified variables.

Findings – Empirical findings reveal that evaluation of social enterprise outcomes is associated with higher levels of self-efficacy. Significant results support the propositions that perceptions of capability are positively related to implementing a social vision, sustainability, social networking, innovativeness and financial returns.

Research limitations/implications – The main implications of this study are that measuring SE efficacy in advance of funding may indicate probability of venture success.

Originality/value – The study is one of the first to provide a much needed account of the evaluation of social enterprises in relation to self-efficacy in an emerging market context.

van Poortvliet, Matt, Keen, Sarah and Pritchard, David, (2012). *Impact measurement in the NEETs sector*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/impact-measurement-in-the-neets-sector-2/>

Charities do much important work to get young people into education, employment and training. But measuring the impact of this work can be difficult as results are often intangible. In an era where funding is more and more dependent on evidence, NPC's report explores how charities in the youth sector can work together to overcome some of the barriers to measuring impact.

Ward, F. and Thurston, M., (2009). *RESPECT : a personal development programme for young people at risk of social exclusion : option one: social return on investment*, Chester: University of Chester, Centre for Public Health Research.

<http://chesterrep.openrepository.com/cdr/bitstream/10034/88342/8/092+SROI+summary+proj+67.pdf>

This report evaluates a targeted intervention for young people aged 11 to 16 years and who were disaffected and/or displaying antisocial behaviour. The programme aimed to re-motivate young people who were temporarily or permanently excluded from school, in danger of exclusion, had a high level of unauthorised absence, were involved in antisocial behaviour and/or known to youth offending teams.

Wilberforce, M., Glendinning, C., Challis, D., Fernandez, J., Jacobs, S., Jones, K., Knapp, M., Manthorpe, J., Moran, N., Netten, A. and Stevens, M., (2011). *Implementing consumer choice in long-term care: the impact of individual budgets on social care providers in England. *Social Policy & Administration*, 45(5), pp.593–612.*

In common with many advanced welfare states, England has increasingly relied on consumerist principles to deliver both greater quality and improved efficiency in the long-term care system. The Individual Budget (IB) pilots marked the next step in this process, through a new system of funding whereby greater control of resources is given to service users, in lieu of direct in-kind care provision. IBs have the potential to transform the market for care services as well as the relationships between key stakeholders within it. Purchasing will increasingly be shaped by the demands of IB holders, with providers expected to deliver a wider range of personalized services. What will this mean for providers, and what can they do to prepare for these changes? These questions are relevant not just in England but in many other countries adopting similar mechanisms for devolving control over the design, delivery and funding of care to the end-user. The article explores the early impact of IBs on providers' services, on their workforces, and on the administrative implications for providers of managing IBs. The study finds that providers were positive about the opportunities for better-quality services that IBs can bring about. However, participants highlighted a number of obstacles to their effectiveness, and reported a range of potentially adverse administrative and workforce consequences which have the potential to jeopardize the consumerist policy objectives of increased choice and efficiency.

Wilkes, Laura and Carr-West, Jonathan, (2013). *The Big Lunch: feeding community spirit*, London: LGiU.

<http://www.lgiu.org.uk/report/the-big-lunch-feeding-community-spirit>

LGiU has been assessing the social impact of The Big Lunch every year since it launched in 2009. This report looks back over the past four Big Lunches, summarises our findings and presents the case for why we think The Big Lunch is important for a wide range of public policy goals

Wilson, D. and Frederick Bull, M., (2013). *SROI in practice: the Wooden Canal Boat Society. *Social Enterprise Journal*, 9(3), pp.315–325.*

Purpose – The purpose of this case study is to highlight the complexities involved in conducting a social return on investment (SROI) forecast in a small social enterprise, The Wooden Canal Boat Society.

Design/methodology/approach – This SROI forecast was a collaborative exercise between Tameside

Metropolitan Borough Council and the Wooden Canal Boat Society. A case study methodology has been adopted in order to allow the voice of the first author, from the Local Authority, to come through. Findings – The findings highlight that the process of scoping; gathering and analysing information; engaging with stakeholders and assigning evidence against proxies (London centric) is challenging and exhausting, yet it provides a rich learning experience for all those involved. The accuracy of the ratio is compromised and implicated by the time and resources that are available to invest the subjectivity of the data behind the ratio the judgements and decisions over who and how to include/exclude individuals from the SROI forecast. In short, the Wooden Canal Boat Society SROI forecast proved to be the tipping point in a successful grant application. However, SROI is not something the Local Authority are set to embrace more widely or would particularly recommend for the vast majority of their local social economy organisations. Research limitations/implications – As a case study paper, the authors do not seek to generalise. The case provides the reader with a stakeholder informed account of the experiences of being involved in a forecast SROI from the perspective of the first author from the Local Authority. In times of political change and economic austerity the climate in the UK social economy has significantly altered, particularly in the marketisation of services and funding provisions for health and social care. One implication of this shift that is reflected in the paper is Local Authority thinking in light of the Social Value Act, which passed through the UK Parliament in 2012. Originality/value – The value of this case study provides academics and practitioners with an alternative perspective and rich commentary of the first author's narrative and reflections on the process of SROI and the dynamics involved in arriving at the ratio.

Wood, Claudia and Leighton, Daniel, (2010). *Measuring social value: the gap between policy and practice*, London: Demos.

<http://www.demos.co.uk/publications/measuring-social-value>

This report provides a snapshot of the third sector's ability to measure and communicate the social value of the services it provides. It also investigates the range of frameworks available for measuring social value and assesses progress made towards using these frameworks, particularly the Social Return on Investment (SROI) model currently being promoted by Government.

Wright, S., Nelson, J.D., Cooper, J.M. and Murphy, S., (2009). An evaluation of the transport to employment (T2E) scheme in Highland Scotland using social return on investment (SROI). *Journal of Transport Geography*, 17(6), pp.457–467.

This paper presents findings from an evaluation of transport to employment (T2E) in rural Highland Scotland. T2E is a centrally co-ordinated shared transport service which provides access to workplace, training and childcare where no alternative transport is available. The paper assesses the social as well as economic impacts on the local community through social return on investment (SROI) analysis. Measurable social benefits were found to outweigh the investment by 3:1 suggesting the concept to be a viable solution in a climate where public transport options are limited and typically restricted by low density and dispersed populations and challenging conditions for delivery.

Yeowart, Clare, (2010). *Manifesto for social impact*, London: New Philanthropy Capital.

<http://www.thinknpc.org/publications/npcs-manifesto-for-social-impact/>

The 2010 election offered a great opportunity for government to review and improve the way it works with charities and philanthropists. NPC published its social impact manifesto just before the 2010 general election, outlining recommendations to help government invest in what works but also save money. We calculated one scheme featured in the manifesto to have the potential to save government £150m per year, while also reducing the current reporting burden on charities. The manifesto puts forward six recommendations that could improve social impact.

Press coverage and analysis

Trade press

Bailey A. (2014). "Tap community resources to achieve Holy Grail of autonomy". *Local Government Chronicle*, 12 November 2014.

The interim findings of Darra Singh's commission make a powerful argument for financial self-sufficiency across local government: some authorities may already be there, while for others it may feel like the mythical Holy Grail. [Introduction]

<http://www.lgcplus.com/opinion/in-depth-special-features/tap-community-resources-to-achieve-holy-grail-of-autonomy/5076435.article>

Blume T. (2014). "Put social value at the heart of commissioning decisions". *Local Government Chronicle*, 23 January 2014.

Put social value at the heart of commissioning decisions. [Introduction]

<http://www.lgcplus.com/briefings/put-social-value-at-the-heart-of-commissioning-decisions/5067178.article>

Boyd T. (2014). "Volunteers are key to alleviating the pressure on care". *Local Government Chronicle*, 6 August 2014.

Buckinghamshire CC is rewarding volunteers as part of a drive to reduce demand on primary, acute and social care. [Introduction]

<http://www.lgcplus.com/idea-exchange/volunteers-are-key-to-alleviating-the-pressure-on-care/5073515.article?blocktitle=Cohesion&contentID=18342>

Boyle D. (2010). "Making co-operation a way of life". *Local Government Chronicle*, 5 August 2010.

A spectre is haunting local government, to coin a Marxist phrase. Terrified of the sudden impact of public spending cuts, many local authorities are making a start with their own reductions. These are falling on youth services, childcare contracts and all those other institutions that were created to make civil society more robust. [Introduction]

<http://www.lgcplus.com/briefings/making-co-operation-a-way-of-life/5017459.article>

Burton M. (2015). "New wine in old bottles with 'Total Place'". *Municipal Journal*, 3 June 2015

There are times when the phrases 'snail's pace' and 're-inventing the wheel' simply become a shorthand to describe government. Number 10 has now decided to return to a system of Downing Street units – previously favoured by Tony Blair – to push forward the Conservative manifesto but which were largely abandoned in 2010 on the grounds they were too centrist. [Introduction]

<http://www.themj.co.uk/New-wine-in-old-bottles-with-Total-Place/200832>

Commission on the Future of Local Government. (2012). "A new social contract for the 21st century". *Local Government Chronicle*, 5 July 2012.

With local government facing a perfect storm, Leeds City Council established a commission to create a vision for the future. Members were drawn from across local government, academia and the private and voluntary sectors. Evidence was received from 140 organisations. After months of intense debate, the commission has compiled a final report and recommendations and agreed 14 commitments to action with organisations across the sector. Here the commission summarises its work. [Introduction]

<http://www.lgcplus.com/a-new-social-contract-for-the-21st-century/5046257.article>

Drillsma-Migrom, Dan (2012). "What does a community budget look like?" *Local Government Chronicle*, 9 August 2012.

In recent years, governments of different complexions have toyed with the idea of looking at how public services might be delivered if the focus was on a geographical or citizen-centric rather than departmental basis. How might people be helped into employment or kept away from illegal behaviour if one were to consider the potential of all public sector interventions rather than those of individual agencies. [Introduction]

<http://www.lgcplus.com/opinion/blogs/what-does-a-community-budget-look-like/5048113.blog>

Gibson N. (2015). "Transformative conversations". *Municipal Journal*, 14 July 2015.

Creating meaningful partnerships between councils and their communities requires honest dialogue and serious commitment to building trust, writes Neil Gibson [Introduction]

<http://www.themj.co.uk/Transformative-conversations/201230>

Gill M. (2014). "A corporate approach to community action". *Local Government Chronicle*, 24 October 2014.

In 2010, like many councils, West Lindsey DC asked how it could deliver on its ambitions of ensuring prosperity and wellbeing among its residents at a time when public sector funds were being cut drastically in the light of austerity. [Introduction]

<http://www.lgcplus.com/idea-exchange/a-corporate-approach-to-community-action/5075967.article>

Gill M. (2011). "Investing in our community". *Local Government Chronicle*, 14 April 2011.

The Dragon's Den Council, as the media has dubbed our notion of an Entrepreneurial Council, is about how we move from being an administrator of grant aid services or regeneration programmes to an approach that is about investment in the place. [Introduction]

<http://www.lgcplus.com/opinion/investing-in-our-community/5028466.article>

Gregory R. (2015). "Local parents employed to support troubled families". *Local Government Chronicle*, 26 January 2015.

Great Yarmouth BC's neighbourhood management team is pioneering a simple yet effective community-driven approach to preventing families becoming troubled, which serves as a model for other authorities. [Introduction]

<http://www.lgcplus.com/idea-exchange/local-parents-employed-to-support-troubled-families/5078305.article?blocktitle=Idea-Exchange&contentID=15596>

Halifax D. (2015). "Why Plymouth is putting volunteers at the heart of city issues". *Municipal Journal*, 5 June 2015

Volunteers can play a powerful role in shaping their city, helping people and building a community. We know that many people want to help out and give something back to the place they call home. [Introduction]

<http://www.themj.co.uk/Why-Plymouth-is-putting-volunteers-at-the-heart-of-city-issues/200840>

Hooper R. (2011). "Growing fruitful vanguard communities in Eden". *Local Government Chronicle*, 16 June 2011.

The Eden valley area of Cumbria is unique in many ways: a rural idyll sandwiched between the North Pennines area of outstanding natural beauty, the Lake District National Park and the M6 corridor to Scotland. The latest claim to distinction for this beautiful area, which has been my workplace for the last three months, is being chosen as a Vanguard area for the Prime Minister's Big Society. [Introduction]

<http://www.lgcplus.com/opinion/growing-fruitful-vanguard-communities-in-eden/5030582.article>

Hopkins S and Wide M. (2015). "Redesigning public services from the outside in". *Municipal Journal*, 10 March 2015

Our new Society Of Local Authority Chief Executives (SOLACE) policy network comes at a time when – so it seems – many councils and some national organisations (Local Partnerships and the Department for Communities and Local Government, to name but two) are reviewing approaches to commissioning. [Introduction]

<http://www.themj.co.uk/Redesigning-public-services-from-the-outside-in/199945>

Hothi M. (2014) "Community resilience in Camden". *Local Government Chronicle*, 10 February 2014.

Since 2012 the Young Foundation has worked with Camden LBC to understand the impact of the national and local changes to benefits and services on some of the most vulnerable people in the borough. [Introduction]

<http://www.lgcplus.com/briefings/community-resilience-in-camden/5067546.article>

Hunter T. (2014). "Understanding the co-production of care". *Local Government Chronicle*, 17 March 2014.

If you were to tell someone not involved in public services that integration can be supported by co-production, they'd probably think you were speaking a different language. So, time for a quick translation. [Introduction]

<http://www.lgcplus.com/briefings/joint-working/health/understanding-the-co-production-of-care/5068865.article>

Keeling R. (2013). "Transforming the community budget pilots". *Local Government Chronicle*, 24 October 2013.

When the community budget pilots were first happening, people such as LGA chairman Sir Merrick Cockell (Con) used to express frustration that the government was obsessed by pilots. Why couldn't local government just get on and do a thing? [Introduction]

<http://www.lgcplus.com/opinion/lgc-columnists/in-depth-special-features/transforming-the-community-budget-pilots/5064425.article>

Lee T. (2015). "Our co-operative council has helped to tackle austerity". *Local Government Chronicle*, 5 June 2015.

Not many councils take the brave decision to tackle increasing austerity and challenges on their own front door step by investing in communities and the power of people. [Introduction]

<http://www.lgcplus.com/idea-exchange/our-co-operative-council-has-helped-to-tackle-austerity/5085328.article?blocktitle=Idea-Exchange&contentID=15596>

Local Government Chronicle. (2012). "Community budgets explained – Cheshire West and Chester". *Local Government Chronicle*, 12 January 2012.

With four areas selected to pilot programmes that will test a 'whole place' community budget approach to funding, LGC asked all four to consider the key questions raised. [Introduction].

<http://www.lgcplus.com/community-budgets-explained-cheshire-west-and-chester/5039822.article>

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With four areas selected to pilot programmes that will test a 'whole place' community budget approach to funding, LGC asked all four to consider the key questions raised. [Introduction].

<http://www.lgcplus.com/community-budgets-explained-essex/5039848.article>

Local Government Chronicle. (2012). "Community budgets explained – Greater Manchester". *Local Government Chronicle*, 12 January 2012.

With four areas selected to pilot programmes that will test a 'whole place' community budget approach to funding, LGC asked all four to consider the key questions raised. [Introduction].

<http://www.lgcplus.com/community-budgets-explained-greater-manchester/5039820.article>

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With four areas selected to pilot programmes that will test a 'whole place' community budget approach to funding, LGC asked all four to consider the key questions raised. [Introduction].

<http://www.lgcplus.com/community-budgets-explained-west-london-tri-borough/5039824.article>

Maher D. (2012) "Commissioning for Social Value: a vision for people, practices and communities" *Local Government Chronicle*, 29 February 2012

The Public Services Bill 2010 could help healthcare commissioning and procurement deliver wider social benefits to the community than population health, as David Maher and colleagues explain. [Introduction]

<http://www.lgcplus.com/sponsored-sections/capsticks-social-enterprise/commissioning-for-social-value-a-vision-for-people-practices-and-communities/5042100.article>

McInroy N and Blume T. (2011). "A quest for co-produced communities". *Local Government Chronicle*, 19 July 2011.

With less public money around for regeneration, there's growing pressure on public services. Combine this with sluggish economic growth and the buffeting of global crises and it's hardly surprising that many of our communities are in peril. [Introduction]

<http://www.lgcplus.com/briefings/services/economic-development/a-quest-for-co-produced-communities/5032701.article>

Micheli J. (2014). "Co-ordinating volunteers to meet public needs". *Local Government Chronicle*, 26 September 2014.

The Cities of Service UK programme has provided a fantastic opportunity for Barnsley MBC to work with communities in mobilising volunteers to tackle local challenges. [Introduction]

<http://www.lgcplus.com/idea-exchange/co-ordinating-volunteers-to-meet-public-needs/5075008.article>

O'Donnell L. (2015). "Fourteen forums help large unitary stay close to residents". *Local Government Association*, 6 March 2015.

Durham CC's Area Action Partnerships may well be unique, both in the amount of match funding they have attracted for vital schemes across our communities and for the level of public engagement they have generated. [Introduction]

<http://www.lgcplus.com/idea-exchange/fourteen-forums-help-large-unitary-stay-close-to-residents/5082878.article?blocktitle=Idea-Exchange&contentID=15596>

Puttick, R. (2010). "Ten Steps to Transformation: 7. Turn to your community as partners in tackling big issues". *Local Government Chronicle*, 3 November 2010.

Assuming community ability to respond to local issues is the bedrock of Government's Big Society agenda, and its forthcoming 'Localism' bill is expected to enable communities to run local public services. But as public spending is reduced, there are legitimate questions about how and at what point communities should be engaged in decision making and in service design and delivery. Is this just about scaling back state provision? What support do communities need to get involved? Purposefully engaging communities is not easy. [Introduction]

<http://www.lgcplus.com/opinion/blogs/ten-steps-to-transformation-7-turn-to-your-community-as-partners-in-tackling-big-issues/5021305.blog>

Roose T. (2015). "Volunteers' support helps cut hospital admissions by 30%". *Local Government Chronicle*. 16 January 2015.

Since its launch in 2012, Living Well has helped to improve the health and wellbeing of nearly 1,000 people, while reducing their dependency on services. [Introduction]

<http://www.lgcplus.com/idea-exchange/volunteers-support-helps-cut-hospital-admissions-by-30/5078017.article?blocktitle=Idea-Exchange&contentID=15596>

Scott G. (2015). "We're building 11,000 council houses in the heart of the capital" *Local Government Chronicle*, 8 May 2015.

The housing crisis in London is very real. As I write, a Shelter study has found that there are just 43 affordable homes available to buy in the whole of our capital city. [Introduction]

<http://www.lgcplus.com/idea-exchange/were-building-11000-council-houses-in-the-heart-of-the-capital/5084665.article?blocktitle=Idea-Exchange&contentID=15596>

Sherwood C. (2010). "Ten Steps to Transformation: 6. Do you really know best? Service users are experts too." *Local Government Chronicle*, 1 November 2010.

Partnership with service users is part of the day job for many frontline staff. Teachers can't teach if students don't learn. Doctors can't heal if patients don't comply to treatments. And yet public services are rarely designed with these principles in mind. The implicit assumption – in design terms at least – is that service users don't want to play more of a role, and that it's only the domain of professionals to take decisions and direct resources. [Introduction]

<http://www.lgcplus.com/opinion/blogs/ten-steps-to-transformation-6-do-you-really-know-best-service-users-are-experts-too/5021239.blog>

Town H. (2015). "Our self-build programme is addressing housing need and tackling the skills gap". *Local Government Chronicle*. 19 June 2015.

In 2012 Cherwell launched Build!, the council's self-build housing development programme, across a number of brownfield sites. [Introduction]

<http://www.lgcplus.com/idea-exchange/our-self-build-programme-is-addressing-housing-need-and-tackling-the-skills-gap/5086756.article?blocktitle=Idea-Exchange&contentID=15596>

Mainstream press

BBC News

Call for a 'Co-production Network for Wales'

28 January 2015

<http://www.bbc.co.uk/democracylive/wales-30988073>

'Co-production to deliver public services'

27 November 2013

<http://www.bbc.co.uk/democracylive/wales-25093211>

Community groups' call to 'transform' public services

1 May 2013

<http://www.bbc.co.uk/news/uk-wales-politics-22359691>

Bradford Odeon: Community plan for former cinema

13 November 2012

<http://www.bbc.co.uk/news/uk-england-leeds-20310853>

Cuts 'destroying big society' concept, says CSV head

7 February 2011

<http://www.bbc.co.uk/news/uk-politics-12378974>

Birmingham leads the way on the Big Society

29 July 2010

http://news.bbc.co.uk/local/birmingham/hi/people_and_places/newsid_8865000/8865466.stm

Civic societies receive boost from new charity

17 April 2010

<http://news.bbc.co.uk/1/hi/uk/8626748.stm>

New national civic charity launches in England

17 April 2010

<http://news.bbc.co.uk/1/hi/uk/8626676.stm>

Community action appeal to public

5 November 2009

<http://news.bbc.co.uk/1/hi/england/shropshire/8343917.stm>

The Guardian

The Community Interest Company legal structure turns 10-years-old

21 June 2015

The Community Interest Company (CIC) legal structure is a company form that builds in a social mission. The British Council were pleased to interview Sara Burgess, Regulator of the CIC

<http://www.theguardian.com/british-council-partner-zone/2015/jul/21/the-community-interest-company-legal-structure-turns-10-years-old>

A history of the volunteer: how active citizenship became the big society

1 June 2015

<http://www.theguardian.com/voluntary-sector-network/2015/jun/01/a-history-of-the-volunteer-how-active-citizenship-became-the-big-society>

How can we build a better society for older people? Live discussion

24 March 2015

<http://www.theguardian.com/society/2015/mar/24/better-society-for-older-people-live-discussion>

Is measuring social value the key to better public sector commissioning?

17 February 2015

The Social Value Act requires public bodies to consider wider benefits when commissioning services. But it's largely being ignored

<http://www.theguardian.com/society/2015/feb/17/measuring-social-value-public-sector-contracts>

Can you set a standard for social impact?

12 February 2015

The growth of social impact has led to a proliferation of reporting methods, meaning business are working towards different bottom lines

<http://www.theguardian.com/sustainable-business/2015/feb/12/can-you-set-a-standard-for-social-impact>

Give social care and housing the chance to get the NHS out of crisis

22 January 2015

How we are helping prevent unnecessary admissions to A&E by providing support at home

<http://www.theguardian.com/social-care-network/2015/jan/22/nhs-crisis-social-care-prevent-hospital-admission>

Sales increase by £36m for second Small Business Saturday

11 December 2014

Awareness of the event has grown in its second year with 16.5 million people shopping at a independent business and the day trending on Twitter

<http://www.theguardian.com/small-business-network/2014/dec/11/sales-increase-36m-small-business-saturday>

A healthy society is just as much about community as healthcare

26 June 2014

Public health is often treated as a separate issue to environment, but they are inseparable, says the Transition Network co-founder

<http://www.theguardian.com/lifeandstyle/2014/jun/26/healthy-society-about-community-alongside-healthcare>

Social impact: can it be demonstrated?

29 April 2014

Demonstrating social value is not as expensive and time-consuming as some people may think

<http://www.theguardian.com/social-enterprise-network/2013/may/13/mythbusting-demonstrate-social-impact>

Charities need to recognise their worth and start thinking like businesses

28 March 2014

Ethan Ohs argues that the sector needs to stop looking at themselves like charities and start to operate with commercial principles

<http://www.theguardian.com/voluntary-sector-network/2014/mar/28/philanthropy-isnt-dead-charities-act-like-business>

High-rise ambition: the Liverpool pensioners turned film producers

23 October 2013

As a pioneering arts, housing and older people project draws to a close, Laura Yates reflects on the true value of outreach

<http://www.theguardian.com/culture-professionals-network/culture-professionals-blog/2013/oct/23/tenantspin-fact-liverpool-arts-outreach>

The Social Stock Exchange: measuring companies' social impact

12 June 2013

Providing a list of businesses that make a serious social impact is a welcome idea, but implementing it will be no easy task

<http://www.theguardian.com/sustainable-business/social-stock-exchange-measuring-companies-social-impact>

It's time housing associations took social value seriously

2 April 2013

Demonstrating social value will soon become a crucial part of the business and housing providers need to make sure they are ready for it

<http://www.theguardian.com/housing-network/2013/apr/02/housing-association-social-value>

Housing associations are becoming social investment groups

31 January 2013

As the Social Value Act comes into force, housing associations must demonstrate how their work benefits local communities

<http://www.theguardian.com/housing-network/2013/jan/31/housing-associations-social-value-act-investment>

Confidence in social impact claims 'shockingly low'

23 November 2012

Demonstrable social impact is often overlooked by social investors, says leading social enterprise academic

<http://www.theguardian.com/social-enterprise-network/2012/nov/23/social-enterprise-blog-start-up-scale-up>

Connecting health and sustainability - talk point

9 November 2012

Our new hub will explore the links between human health, wellbeing and sustainability. Tell us what you'd like to see covered

<http://www.theguardian.com/sustainable-business/connecting-sustainability-health-wellbeing-talk-point>

£5.67: the value of £1 spent on confidence and skills for tenants

7 November 2012

With the Social Value Act coming into force next year, housing associations are fighting to prove their financial worth

<http://www.theguardian.com/housing-network/2012/nov/07/social-value-of-housing-associations>

How social enterprises can win contracts from local authorities

31 October 2012

Top tips from social enterprises and councils on how to increase your chances of getting commissioned

<http://www.theguardian.com/social-enterprise-network/2012/oct/31/public-services-social-value-act>

Social Value Act: using buying power to meet your obligations

28 August 2012

From next January, councils will have to consider social and environmental wellbeing in the procurement process

<http://www.theguardian.com/local-government-network/2012/aug/28/social-value-act-local-authorities>

Public sector commissioners: how to include social value in contracts

19 July 2012

New Act on including social value makes lessons learned from training commissioners even more relevant

<http://www.theguardian.com/public-leaders-network/blog/2012/jul/19/training-commissioners-social-value>

Best bits: advice from our experts on 'investment readiness'

18 May 2012

We round up the best advice from our recent live Q&A on how to improve the 'investment readiness' of social enterprises

<http://www.theguardian.com/social-enterprise-network/2012/may/18/best-bits-investment-ready-live-qanda>

How an SROI evaluation could help SoberLink CIC

8 May 2012

An analysis of social return on investment could increase SoberLink's appeal to investors

<http://www.theguardian.com/social-enterprise-network/2012/may/08/sroi-evaluation-soberlink-cic>

Why preventative spending should be invested in housing

24 April 2012

For every £1 spent in Scottish sheltered housing, a £6 return is made – but politics is holding back the savings

<http://www.theguardian.com/housing-network/2012/apr/24/scottish-sheltered-housing-preventative-spending>

How can community groups prove their social value?

22 February 2012

The process needs to be democratised and taken away from consultants, argues David Tyler from Community Matters

<http://www.theguardian.com/voluntary-sector-network/community-action-blog/2012/feb/22/measuring-social-value-public-services>

SROI: How can you measure the unmeasurable?

3 February 2012

Sarah Brown from the Women's Resource Centre shares her advice on how to overcome the difficulties of measuring SROI

<http://www.theguardian.com/voluntary-sector-network/2012/feb/03/sroi-measuring-the-unmeasurable>

The role of social media in community building and development

8 December 2011

Despite the increasing importance of social networks, community development needs to take place both on and offline

<http://www.theguardian.com/voluntary-sector-network/community-action-blog/2011/dec/08/facebook-social-media-community-development>

Case studies: Using social media to increase neighbourhood co-operation

15 December 2011

<http://www.theguardian.com/voluntary-sector-network/community-action-blog/2011/dec/15/social-media-neighbourhood-cooperation>

Can SROI help the voluntary sector measure value?

18 July 2011

Using the Social Return on Investment tool to give a financial value to outcomes has many benefits – but it has limitations too

<http://www.theguardian.com/voluntary-sector-network/2011/jul/18/sroi-help-voluntary-sector-value>

WRVS puts the focus on social impact

13 June 2011

Charity publishes report on social return of new way of delivering integrated services for older people

<http://www.theguardian.com/voluntary-sector-network/2011/jun/13/wrvs-focus-social-impact>

Best bits: Removing barriers to volunteering and community action

3 June 2011

<http://www.theguardian.com/voluntary-sector-network/2011/jun/03/best-bits-barriers-community-action-volunteering>

Social impact bonds unlikely to attract tax relief

18 May 2011

Unlike charities community interest companies can't use tax relief to raise capital through social impact bonds, and it may not happen anytime soon, say experts

<http://www.theguardian.com/social-enterprise-network/2011/may/18/tax-relief-community-interest-companies>

Community learning bears fruit

17 May 2011

Informal courses that introduce a new culture of learning to hard-to-reach groups may not fit the government's skills agenda, but they can change lives

<http://www.theguardian.com/adult-learning/community-learning-bears-fruit>

A socially enterprising solution to the housing crisis

30 November 2010

Mansfield city council's decision to turn its housing needs service into a social enterprise has paid off for everyone

<http://www.theguardian.com/housing-network/2010/nov/25/socially-enterprising-solution-housing-crisis>

Guardian Social Enterprise Summit 2010 live blog: 16 November

16 November 2010

Catch up on our coverage from the Guardian Social Enterprise Summit - an interactive conference on social enterprises and public service delivery

<http://www.theguardian.com/social-enterprise-network/2010/nov/16/guardian-social-enterprise-summit-2010-live-blog>

Guardian community projects

<http://www.theguardian.com/values/communityprojects/0,,1166355,00.html>

New research reveals social value of being online worth over £1,000 a year

(no date specified)

BT social study shows how 6.4 million Brits are missing out on internet use, and the benefits of getting them online

<http://www.theguardian.com/sustainable-business/social-research-reveals-value-of-online-life>

Link to further BT case studies: <http://www.btplc.com/BetterFuture/ConnectedSociety/>

The Telegraph

We need to bring back the Big Society - but without Government meddling

7 March 2015

The centrepiece of the Tories' 2010 manifesto was PR guff. But social entrepreneurship can be a force for good

<http://www.telegraph.co.uk/finance/comment/liamhalligan/11456663/We-need-to-bring-back-the-Big-Society-but-without-Government-meddling.html>

How to get the community involved with energy efficiency

6 July 2011

Jelena Kiselova is on a mission to help her local community in Borough, south London to reduce their energy bills

<http://www.telegraph.co.uk/finance/property/green/8611191/How-to-get-the-community-involved-with-energy-efficiency.html>

General Election 2010: Could David Cameron's 'Big Society' really work?

28 April 2010

<http://www.telegraph.co.uk/news/election-2010/7643287/General-Election-2010-Could-David-Camerons-Big-Society-really-work.html>

General Election 2010: Could David Cameron's 'Big Society' really work?

28 April 2010

Just ask the people of Wichita, Kansas, writes Tom Leonard.

<http://www.telegraph.co.uk/news/election-2010/7643287/General-Election-2010-Could-David-Camerons-Big-Society-really-work.html>

Hospital cleaners 'worth more to society than bankers'

14 December 2009

Hospital cleaners are worth more to society than City bankers, according to new research from think-tank the New Economics Foundation (NEF).

<http://www.telegraph.co.uk/finance/newsbysector/banksandfinance/6804910/Hospital-cleaners-worth-more-to-society-than-bankers.html>

The Times

Hairdressers on mental health alert

28 October 2014

<http://www.thetimes.co.uk/tto/health/mental-health/article4249678.ece>

Poor areas lose as charity begins in better-off homes

8 September 2014

<http://www.thetimes.co.uk/tto/news/politics/article4199585.ece>

Think Tank: Giving is as good as it gets

9 December 2012

<http://www.thesundaytimes.co.uk/sto/news/ireland/article1173063.ece>

Total Place shows how crucial local action is to efficiency

25 September 2009

<http://www.thetimes.co.uk/tto/business/industries/publicsector/article1837607.ece>

Related resources

Innovation Zone database

Local Government Association, 2015

http://www.local.gov.uk/sector-led-improvement/-/journal_content/56/10180/6550702/ARTICLE

This database lists ongoing innovation council projects around the country with links to contacts and materials around the projects.

New Local Government Network, Reimagining place-based health: an NLGN and Collaborate Commission. *New Local Government Network.*

<http://www.nlgn.org.uk/public/2015/reimagining-place-based-health>

NLGN and Collaborate have launched a major new commission imagining the future of place-based health. Chaired by Lord Victor Adebawale the Commission will tackle the most challenging questions facing both the NHS and local councils today as they struggle with rising demand, reducing budgets and the changing demographics of their service users. NGLN are running a survey asking for examples of place-based health currently in process.