

### COMMUNITY FIRST, ACTIVITY SECOND

There is an opportunity for GM Moving to seize the new community space that has opened up by working with Mutual Aid type organisations to build a different future for GM Communities.

### MAKE THE INVISIBLE, VISIBLE

Intentionally focus on supporting individuals already underrepresented, who are not part of the current conversation. Those who are at an early stage in their journey, who have a spark of inclination towards community action and can be supported to integrate activity and movement.

### MEET PEOPLE WHERE THEY ARE (HYPERLOCAL IS BEST)

Support needs to happen at a hyper local level e.g. neighbourhoods in the main (exceptions in appendix) or / hyperlocal is best and don't expect people to be ready for what you're offering.

### VALUE THE EXPERIENCES OF EVERYONE

Build connections between those already active in communities and those currently invisible. Create opportunities for learning and development to encourage collaboration to keep the exponential spread of activity moving as community expertise develops.

### AIM FOR MINIMAL 'INTERFERENCES'

Realise the potential of co-production to eliminate unnecessary systemic barriers to fruitful collaboration.

## GM Moving Community Leadership Phase 1: Landscape Review, Co-Design and Report

What have we learnt about removing barriers to communities moving more together?

Produced by Amity CIC and Collaborate Out Loud CIC



# Contents

Who we are (3):

Amity CIC (3)

Collaborate Out Loud CIC (3)

The brief (6)

What we did and how we did it: (7)

Landscape review (7)

Co-design session (7)

Report and recommendations (8)

Methods of engagement (9)

Who engaged (10)

Themes from landscape review (12)

Co-design session outputs (25)

Recommendations (29)

Next steps (33)

Appendices (34)



This work was undertaken by Amity CIC and Collaborate Out Loud CIC who are both Greater Manchester Social Enterprises. In order to give some context to how this work was approached here is a little more about both organisations and the team members involved.

### **Amity CIC**

At Amity we are fascinated by the process of bringing people together to take inspired action and lead change in their community. We care deeply about understanding the fundamental human factors for this being successful.

We have found that people taking inspired community action have these things in common:

They create or co-create an inspiring vision for their community

They collaborate with others to achieve that vision

They bring out the best in themselves and others - co-creating from wellbeing

These 3 capabilities (creativity, collaboration and wellbeing) are innate in human beings and for most people they are more easily accessible when we understand how humans work at the most fundamental level. This understanding, which reaches beyond current paradigms, is at the centre of life and work at Amity. With community groups we facilitate programmes and we deliver 1:1 coaching that establish this understanding and point people in the direction of inspired action for the benefit of our communities. We deliver projects from this understanding and seek to work with our creativity, collaboration and wellbeing for positive partnership experiences.

For this work [Amity](#) co-founder [Katie Finney](#) brings together her love of facilitation and transformational leadership with her history of research, community engagement and participation. With Amity she explores facilitation, coaching and design practice by leading and collaborating on a diverse range of projects. She co-leads Amity's Community Leaders Programmes, facilitating groups to collaborate in the co-design of innovative solutions to community or organisational challenges. As a member of the Greater Manchester VCSE Collaborative, she works to strengthen cross-sector relationships and has a deep understanding of co-production following her 3-year membership of the [Jam and Justice](#) Action Research Collective.

### **Collaborate Out Loud CIC**



Collaborate Out Loud CIC (COL) is a small social enterprise based in Bury, Greater Manchester. We are all about 'creating surprising, simple and social spaces for social change and innovation'. We work with communities and public services to create spaces where diverse voices can shape the future of a place together.

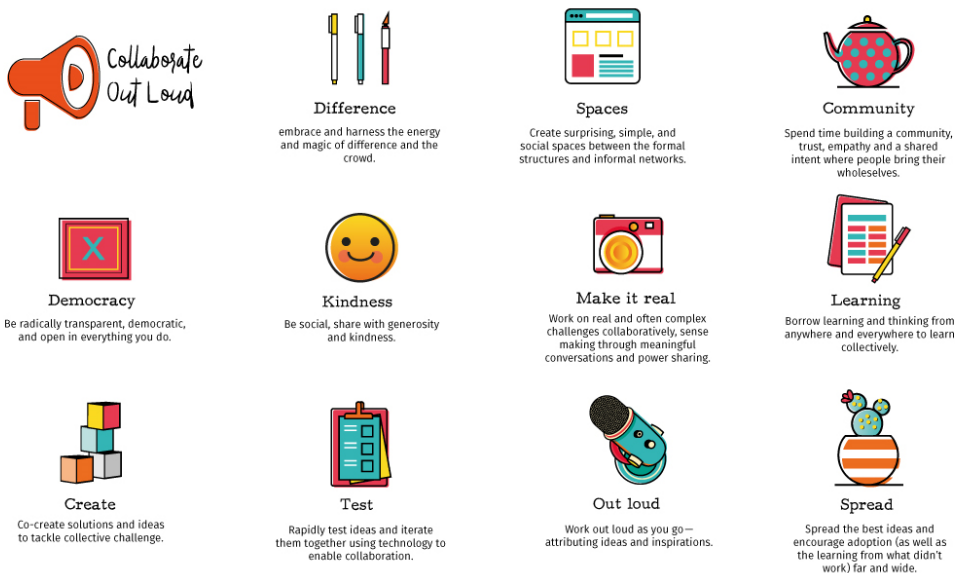
Our values:

- **Surprising** - we do the unexpected. This might be bringing in practice and thinking from unusual places or helping people to connect across unusual boundaries.
- **Social** - we work out loud, share, work with others and connect with existing agendas and ideas. We lead with generosity, openness and trust.
- **Simple** - we know the world is complicated enough so we are easy to work with, straightforward and keep things as simple as we can, believing that less can be more.

We exist to serve those delivering, participating and accessing public services to:

- **Challenge thinking**, practice and leadership
- **Connect** the unusual suspects across different boundaries
- **Create capacity** and **capability** for change
- **Co-curate** our collective wisdom and nurture communities to thrive
- **Co-create** novel solutions that break all the rules and make a difference

All of our work is underpinned by the Principles of Collaborating Out Loud



On this piece of work is Claire Haigh, Co-Founder of Collaborate Out Loud CIC (COL) and Maggie Elliott, one of our associates who specialises in working with communities to help them be more active together.

**Claire Haigh, Co-Founder and Director at Collaborate Out Loud CIC**

Claire spends her time working with people, places and systems facilitating them to create surprising, simple and social spaces for collaboration, change and innovation. Claire has a strong background in public services and is driven by a passion to help people work with what they already have and collaborate with others to do more, be more and bring about the change that people want.

**Maggie Elliott, Collaborate Out Loud Associate**

Owner of Spark Fitness, a personal training studio which focuses on removing traditional barriers from exercise and physical activity for wellbeing. Her sister organisation, Spark Community provides knowledge, education and practical support to individuals and groups in setting up local wellbeing/fitness/sports groups. Founder and former director of community 'running' group with over 1000 online members, Prestwich Plodders. Former teacher and senior leader.



## The brief

We were tasked in the summer of 2020 to undertake an insight piece of work for 10GM as part of a system development programme they were running for GM Moving across the whole of GM. This work was particularly focusing on the community and their role in the system and what was described at the time as 'community leaders'. The work was to:

- Understand the barriers to communities getting more active together;
- Recommend development activities that could support 'community leaders' as part of the system.

This work took place in the context of the global pandemic in 2020 and therefore engagement and workshops all took place virtually.



## What we did and how we did it

We approached this work in a phased way and below is a summary of what we did.

There are three parts:

1. Landscape review
2. Co-design process
3. Report and recommendations

We were seeking to understand (via a Landscape Review and Co-Design Process):

- What is needed to remove barriers to Community Leaders supporting others (neighbours, colleagues, friends, family) to be more active;
- What we can learn from the response to coronavirus that informs this.

### Part 1: Landscape Review

This has consisted of:

- A piece of work to understand more about community leadership and people supporting each other to be more active. This has included understanding Mutual Aid Groups and other grass-roots initiatives that have emerged in response to Covid-19 – and the new approaches to mutual support which may be harnessed and embedded in the long-term for GM Moving Community Leadership workforce.
- A piece of work to understand the different responses / activity through more formal routes– e.g. GM Locality CVSs.
- A piece of work to understand what we know, and also what is being revealed as a result of Covid-19, about the psychology of:
  - Community and community leaders;
  - What moves people to be active/exercise.

### Steps we undertook:

1. Question for community leaders: What barriers do you think prevent people becoming more active in your community?
2. Mapping what we currently understand - analysis of existing data, matched with anecdote, stories, discussion with community and community leaders.
3. Gathering existing intel on community groups currently/previously involved in conversations / project work in areas.
4. Identifying grassroots community leaders from 10 GM areas and bringing together for collaborative discussion.
5. Connecting and intersecting with other related projects – food, #GMDailyMile etc.



## **Part 2: Co-Design**

With a view to co-designing recommendations and ideas for activities we started this piece of work with a design challenge, based on the brief. A design challenge is phrased to inspire curiosity and possibility; it is a 'How Might We'. The initial design challenge for this work was:

***How might we remove barriers to Community Leaders supporting others to be more active?***

With the insights gathered during the Landscape Review the design challenge was refined so that it more closely articulates what we intend any future activity to achieve. The final articulation of the Design Challenge, used as stimulus for Co-Design session was:

***How might we support each other to move more?***

Using the emerging themes of the Landscape Review, we identified the Universal Human Needs that, if met, would enable the removal of barriers to people supporting others to be more active. At the co-design session a group gathered to hear about these findings and be guided through a process to identify recommendations and ideas for how specific needs could be met.

## **Part 3: Report and recommendations (this document)**

- An insight report;
- Recommendations for the next phase of this work.





## Methods of engagement and who engaged

This work (as mentioned previously) took place during the 2020 Covid-19 Pandemic and therefore all engagement had to take place remotely. This posed a number of challenges:

- Ensuring that a diverse group was reached;
- Competing in a crowded online space;
- Ensuring that those who were not digitally literate were not excluded.

What we implemented to try to overcome these challenges:

- Used a network approach utilising existing networks of our organisations and reaching out;
- Connecting to other pieces of work taking place to gather insights from these.

These included:

- The Nesta Civil Society Conference
- Greater Manchester Mutual Aid Conference
- GM Walking Daily Mile Project
- GM PCCA Team work
- Kind Bury work with local hubs
- The Elephants Trail Project funded by Lankelly Chase
- Drew data from reports and blogs relevant to this agenda and Greater Manchester, these included:
  - Communities vs. Coronavirus: The Rise of Mutual Aid
  - Community Mobilisation: Unlocking the Potential of Community Power
  - Using Collective Intelligence to Solve Public Problems
  - Stronger than anyone thought: Communities responding to COVID-19
  - Community responses in times of crisis
  - Think Big, Act Small: Elinor Ostrom's radical vision for community power
  - Living Streets – Working in communities
  - DO GOOD, GET FIT - We're a community of runners that combines getting fit with doing good
- Utilised our existing social media presences to engage with people using a variety of already existing networks from a number of platforms including:
  - Facebook
  - Twitter
  - Instagram
  - WhatsApp

## Research methods utilised



Below is a summary of the research methods used as part of the landscape review:

- Semi structure interviews with participants;
- 'Informal' conversations with people;
- Email based research asking the following questions:
  - What can we learn for the future from what has happened over the last five months?
  - How do you think the mutual aid landscape has changed how we perceive 'Community leaders'?
  - What support do you think is going to be required going forward to help these natural networks of mutual aid develop in the ways they want to? And how could this have a positive impact on communities getting more active and moving more?
- Small group conversations as part of existing networks and meetings;
- Social media engagement;
- Data from other sources (as described above).

We originally wanted to run some larger group conversations however, due to Covid-19 and lots of online offers being put out to people, we decided to undertake a more targeted approach with smaller groups and individuals. This also reflected the limited budget available for this work.

### **Who engaged?**

This section looks at who engaged with us in the landscape review. Due to the nature of the engagement and the desire to avoid asking people to complete endless surveys, we do not have detailed demographic information, however we are able to show the different groups which took part and those that we feel were less involved (despite our best efforts). Obviously, people do not fit into neat groups and have lots about them that isn't visible so, we can't make assumptions based on the information below. In total over 100 individual and groups views and ideas have shaped the outputs of this landscape review.

### **Key groups that engaged**

The following groups were either engaged in one-to-one conversations or were part of discussions that insights were drawn from to inform the themes and recommendations outlined in this report:

- Mutual Aid group and grass roots movements
- Local CVS colleagues
- Constituted community groups
- Grass roots sports leaders
- Local community members
- Community hub representatives



- GM Moving Team
- Local business owners
- Local Councillors
- Community Development Workers
- Physical activity teams in local areas

One group we would have liked to engaged more is local CVSs. We did have an idea to use a short survey to engage this group on mass, however due to the timing coinciding with the 'State of The Sector Survey' it was felt that it wasn't the right timing. However, we did have people involved via group conversations and events we attended.



# Themes from landscape review

When we scoped out this work, we said we would do three main things as part of this review, here is a reminder of these:

1. Part 1 - A piece of work to understand more about community leadership and people supporting each other to be more active. Including understanding Mutual Aid Groups and other grass-roots initiatives that have emerged in response to Covid-19 – and the new approaches to mutual support which may be harnessed and embedded in the long-term for GM Moving Community Leadership workforce.
2. Part 2 - A piece of work to understand the different responses / activity through more formal routes– e.g. GM Locality CVSs (It has varied widely across GM).
3. Part 3 - A piece of work to understand what we know, and also what is being revealed as a result of Covid-19, about the psychology of:
  - Community and community leaders;
  - What moves people to be active/exercise.

## Part One

### What do we now understand about community leadership?

The terms 'community leadership' and 'community leader' have clearly been shown through this work to be incorrect terms for what we are trying to understand. The language that is used to frame this work, and therefore attract people to be part of it, is the foundation of its success.

Here are some of the things that we heard about the term community leadership:

- “Who are community leaders? Headteachers, GPs? Faith leaders? VCSE managers? Local paid neighbourhood workers? Or Mrs X and Mr Y?”.
- “I see community leaders as those people who have a long-standing role in a community”.
- “Community leaders are often a closed group that is hard to be part of”.
- “I work with people in my community every day but would never see myself as a community leader”.
- “I don’t want the responsibility of the title of leader”.
- “I just want to get on with doing great stuff in communities without being labelled or feeling pressured”.
- “Community leaders are the people that the news often has on like faith leaders when something significant has happened in a community”.



From the comments above there is a real sense that community leadership is almost the opposite of what we want to achieve here. Here are some of the characteristics that are generally associated with it and then what we want to achieve through this work to get communities moving more together:

<b>Characteristics of how people see community leadership</b>	<b>What we want to achieve in communities</b>
Exclusive	Inclusive
For the few	For everyone
Part of a formal group, organisation, faith group in a community	Anyone that wants to do great stuff
High levels of responsibility	Can be what you want it to be
Longstanding community member	Could have just moved to the area

It's important to say that what we are describing here does have a specific role to play in communities, however if we want to enable communities to move more together then targeting a programme on community leaders won't achieve this, so we need to frame this differently.

### **So, how can we frame community leadership differently?**

Below we have made some suggestions about how this element of the system work could be framed to engage people from across all parts of a community.

Phrases we could use:

- People in communities doing great stuff together
- Local people coming together to get active
- Neighbours supporting each other
- Friends and family getting out and about together
- Local people connecting around what matters to them
- People coming together to make a difference
- Local people, inspired to change things together
- People coming together to bring ideas to life
- Connecting with others in your local community
- Motivating each other to get out and about

Questions we could pose to engage people:

- Do you know people in your community who want to bring people together?
- Do you have an idea to get people moving more in your street or neighbourhood that you want to bring to life?



- Do you bring people together where you live and want access to support and resources?
- Are you interested in where you live, your community and being more active?
- Do you want to get a community project off the ground but don't know how?
- Would you like to move more but don't want to do it alone?
- Do you have an idea that would get you more active and you need other people to join in?

### **What have we learnt about Mutual Aid Groups and others who emerged during the Covid-19 pandemic and what does this tell us about helping communities move more together?**

Across Greater Manchester as soon as the impact of the pandemic became clear to communities there was no waiting for direction from Councils and others. Communities in all spaces and places mobilised together to make a real difference to people and in turn ensured that the services being offered by the Council Hubs across Greater Manchester were not overwhelmed.

Some groups call themselves Mutual Aid Groups and others don't but for clarity what we are talking about here are self-organising and self-mobilising community-based groups who have come together to support people in their area who have needed help during the pandemic. This could be at a street level up to a borough level.

Below we have summarised some of the things that we think have been learnt about communities through the response to the pandemic.

### **Learning the lessons for getting communities moving from Mutual Aid Groups during the response to Covid-19**

During the pandemic there was a rise in Mutual Aid Groups across Greater Manchester, some of these at a street level and some covering a borough or the whole city-region. These operated very differently to many other more traditional and established groups and here are some of the things they did that we need to understand further to be able to inform the next stage of this work:

- Mobilised people who didn't know each other well or at all prior to the pandemic to help others;
- Mobilised without any resource, without being asked to and/or without permission;
- Made decisions quickly and decisively about what needed to happen to support their communities;
- Were adaptable, agile, creative and nimble in the way they worked together responding to the emerging situation;



- Did not have one central or heroic leader but a network of leaders who were distributed and had the agency to do the right thing and the right time for those that needed it;
- Took very different approaches to accountability, risk, safeguarding and quality control. These were about accountability to each other and not lengthy policies and procedures that often don't get read. This was often at odds with what local public services felt they needed in place. Mutual Aid were brave out of necessity;
- Embraced digital approaches like Zoom, WhatsApp, social media and Google Maps to communicate;
- Worked at a hyper local level - The more hyper local these groups were the more successful they were and the more sustainable they will be for the future.

We have also learnt some invaluable lessons about how Mutual Aid Groups work with organisations and systems. Across Greater Manchester there have been positive and negative examples of the system working with Mutual Aid Groups. Below we have created two lists. One that looks at the enablers of Mutual Aid working with the system and the other the barriers. We feel these are equally valid for developing a community approach to people moving more that works for communities as well as the system.

Enablers to effective working between Mutual Aid Groups and Councils/systems:

- An openness to a new type of support;
- An appreciation of the strengths and assets that MAGs bring;
- Trust that MAGs had different but effective governance and safeguarding in place;
- A willingness to bring MAGs into the conversations, make referrals and support them to thrive.

Barriers to effective working between Mutual Aid Groups and Councils/systems:

- Suspicion and mistrust of mutual aid groups and their motives;
- Local systems trying to impose their view of quality assurance, accountability and governance upon MAGs;
- Local areas wanting all activity to pass through one central hub for monitoring and quality assurance purposes;
- Lack of support from local CVS. Where this happened, it was hard for MAGs to reach their potential.

**Communication between the formal system and informal communities and networks:**



This Review has identified a need to foster collaboration between the formal and informal parts of the system where this adds value. There were some specific points raised relating to the difference in leadership approaches and communication styles of informal community-led initiatives and formal system-led responses:

- Ineffective communication between the formal system and informal community-led initiatives often resulted in duplication of effort and frustrations;
- More traditional leadership approaches (that are more prevalent in formal spaces) resulted in lack of ability and willingness to engage in the effectiveness of rapid response and agile support put in place by groups operating informally;
- Co-production is rarely achieved in practise and often misunderstood on all sides. Tokenistic collaboration and co-production leaves people involved feeling frustrated and confused. Clarity and transparency for all on when co-production is appropriate and possible is necessary;
- There is a need to create a shared language.

Here is an extract from one individual with whom we spoke about their views on the future of MAGs; we feel this is a powerful argument for why this approach could be critical to communities moving more together (being clear though that MAGs can't be controlled or created, just like social movements can't be).

*“There is a kindness and need to help which can be channelled and be a key solution IF it is hyper local and organic. Has to be at a hyper local level as it is relational and situationally specific.*

*Needs trust and relationships to thrive. Need a willingness to listen. Issue of Trust: “Other councils have led top-down approaches, leaving willing volunteers twiddling their thumbs while council workers struggle to coordinate enough volunteers that they ‘trust’ to do the official work.”*

*Power and Influence matter: New power, adaptive leadership, share power. Need to make more relevant public services to people. It's about mutuality, not just service, valuable not just vulnerable.*

*MAGs thrive where there is social capital, the challenge is growing MA where there is deprivation and inequalities, where the focus is on survival – but there is a richness of assets often unnoticed There is a risk of becoming a service on the cheap in age of austerity and cuts.*

*The more process driven and safe, the more procedural and organised, then the less spontaneous, flexible and innovative MA will be - but to link to Councils there is a need to present professionally.*





*MA is non-hierarchical. But there are those who come forward and act. Risk of many leaders in many places (faith groups, councillors, VCS groups, community centres, citizens). Council still want identified officers to speak to. Individuals with drive come forward in communities and make stuff happen. Power and privilege remain - inviting a few to the crumbs of the table is a risk- the PPG chair etc Community will emerge through activity, it cannot be manufactured”.*

Here is another extract that again describes the future of MAGs and the potential they have for this work:

*“MAGs are agile and able to respond to rapidly changing needs and preferences in communities when they are free from ‘hard steering’ or control by local government, this means Local Authorities attempting to dictate how they operate through imposition of overly risk-averse governance structures which stymie social action (e.g. by insisting on carrying out DBS checks for roles which do not warrant them) of top-down definition of their role, activities, targets and performance regimes.*

*There is some evidence that ‘soft steering’ or soft power can be beneficial to self-organising groups in the form of helping to provide access to small pots of funding, information and expertise. This ‘soft steering’ can help orientate MAGs so they can operate as part of the system without being constrained by it.*

*As the community hubs develop, the MAGs can play a key part in responding to the gaps which the Local Authority and the more traditional third sector organisations haven’t been able to. They present an opportunity to share local information on the unmet needs, preferences and aspirations of communities. Larger organisations have a tendency to primarily focus on the services for which they are contractually responsible for.*

*One thing which COVID has exposed is the extent to which community need can change rapidly in a way which traditional commissioning and funding cycles are unable to respond to. Where the initial need which the MAGs responded to was mainly the provision of food and prescriptions to people who are self-isolating, we are now in a position to help respond to social isolation and low-level mental health needs. Commissioned services are still offering minimal face to face support and only a tiny percentage of the face-to-face group activities they used to provide. ‘*

*‘...equal, spontaneous, naturalistic and improvisatory, and less routine, hierarchical, structured and orchestrated... more self-managing and self-organising.’ (Bate and Robert, 2002, 600)”.*

## **Communities getting active by default**



Here are three examples of where, through the pandemic, communities became more active. However, none of these examples started with the idea of exercise, they started from wanting to help and then finding a way to do that:

- **Chorlton Bike Deliveries** – a local bike delivery service for shops and restaurants that uses electric bikes / bikes to deliver products from local shops. This is about supporting local businesses and people, but it's also got a group of people more active;
- **Visit from a Stalk** – Salford based organisation that delivers products to mums who struggle to get hold of baby products e.g. nappies and milk. Some volunteers used bikes to do their deliveries;
- **Village Greens Deliveries** – Local co-operative hired an electric bike and asked their staff and volunteers to deliver to local customers that couldn't get to the shop as they were self-isolating or shielding.

There are many more examples of this. We need to be careful making assumptions about the types of areas that are undertaking these types of activities. The examples above are in three different types of communities and demonstrate that this can happen anywhere if there is social capital. This is not taking away from the fact that this is not something that does happen everywhere; understanding why and supporting areas that want to do this kind of thing but don't know where to start will be key.

## Part Two

### What do we understand about CVS and formal community organisations responses and how does this inform our approach?

Alongside the newly mobilised networks we describe above, we were also interested in understanding more about how local CVS and existing community groups responded and how this informs this insight work and next steps.

There were a number of key themes that emerged and we describe below:

#### The impact for existing community groups and CVSs

Here are some of the key themes that emerged regarding established/constituted community groups and local CVSs (its important to note that there is a very mixed landscape in GM in regards to infrastructure support with some areas having long standing investment and other areas having more recently established support):

- Some more traditional groups felt more of a need for approval and this paralysed them and their actions; this meant that Mutual Aid type activities filled spaces they would have normally occupied, this in turn caused some tension and conflict.



- S=Some larger and more established groups due to their processes and procedures failed to mobilise as quickly as necessary to help in the early stages of the pandemic;
- Often new mutual aid groups were springing up in areas where there had been existing community groups and this was often not welcomed.

### **Existing community groups and digital approaches**

- Groups used social media channels to keep in touch with their members and keep them moving. Run Together Whitefield used Facebook and Instagram to set virtual challenges for their members and engaged other people during this time.
- Groups came together via Zoom and where they were unable to meet in person, they now met in a virtual space. They recognised the importance of building community and added to their previous reasons for meeting with additional 'social' purpose such as bingo, quizzes or just a 'chat and cuppa' catch up.
- Implemented the use of apps in addition to socials to motivate people to share social proof and encourage each other based on this.
- As lockdown lifted, RTW established a virtual couch to 5k, promoted on their social channels, to build on the success of people walking more during lockdown. Combining the use of the existing NHS app and a private Facebook group, they engaged a new group of runners without ever physically bringing them together. Those involved felt it offered accountability, motivation, but that the freedom to take part in their own time.
- Does the use of digital technologies overcome the barriers of time, initial embarrassment of exercising with others, fear of being 'left behind' or 'holding the group back'?

### **Community development**

- Community development is often seen as something the Council does and is often paternalistic and feels like it is trying to direct what communities are attempting to do.
- How can we help communities to see community development as something helpful and go back to its basis and make it interesting again?
- We need to get away from the idea that going to the community is a special event, it's something that needs to be an everyday event and business as usual.
- Where community 'leaders' understand that funding is available to support them and help them grow, they are more likely to get started. Very often, all that is needed is the knowledge and money to do this – how do we make this more accessible to grass roots community groups and the knowledge and



information more available to those who could support the initiation and growth of these kinds of groups?

In terms of how this informs our response going forward we think there are number of key areas that need to be focused on:

- Supporting learning across existing groups and new and emerging ones;
- Spread learning and ideas across CVSs to spread great practice;
- Supporting a culture of collaboration and inclusion which brings together a variety of approaches;
- Supporting the spread of digital skills development.

### **Part Three**

#### **What do we now understand about the psychology of community/community leaders and what moves people to be more active/exercise?**

##### **The Psychology of community leadership**

- Most importantly, no one the 'system' would class as a community leader would describe themselves in this way; 'leader' is a workforce term and is not only irrelevant but potentially damaging in encouraging people to step forwards in their communities.
- Language use by 'community leaders' is more around that of advocacy, community, mutuality and support.
- Those who are active in leading activity in their communities all took a community first approach; they are moved to meet people, not to get people active – this is secondary and more a consequence of the desire to attempt something new with others, rather than alone, or to share a passion which already exists.
- It is important that leading others in becoming more physically active can remain in the autonomy of the 'leader'. Often, to access council owned space, or to meet local regulations, or with the best of intentions to upscale an idea, 'leaders' step back because it becomes something onerous.
- Covid-19 has presented a greater opportunity for communities to become active together as there is very little else people can do in groups. This presents an ideal opportunity to support those with ideas, those starting out with an idea and those who just want to connect with others and haven't yet considered how. By taking a community first approach, even those people who are do not currently consider themselves active can be engaged in building active communities around them simply in the act of bringing people together.
- Active communities are more likely to develop when people feel they have complete autonomy over what they do, how they do it, when and why. Making



it as clear, open and easy as possible to begin activities in any local space – or better still, making space an open invitation in which to meet others in the context of physical activity - will encourage more communities to come together informally in this manner.

### **The psychology of what moves people to be more active**

Through the work we have undertaken it has become clear that there are a number of things that trigger communities to move more:

- They feel safe to be able to move more – free from judgement and bias.
- They have a safe space in which to move – accessible and available to all without question.
- They are a part of, and feel a part of, a community of like-minded people.
- There is a greater purpose to what they are doing. This is generally something that they may not even have consciously identified themselves but goes deeper than ‘I want to lose weight’ or ‘I want to get fit’ - which are short term thoughts which are easily lost when life gets busy – and more around being a part of something bigger, helping others, a commitment to someone else, or learning / developing a hobby/skill.
- There is a tangible sense of achievement around what they are doing that connects them with others.
- In the current climate of Covid19, a desire to meet others can mobilise a community to meet and move whether that’s new mother’s looking for a chance to chat, or parents looking for a way of entertaining their children, or neighbours taking the dogs out together.
- To meet other people in the local area / with similar interests.

How do we encourage greater diversity in the people who do step forwards to mobilise their communities? This requires inspiring confidence in non-typical groups to step forwards and take the lead but how does this happen if you don’t already see yourself represented?

### **A note on diversity and Inclusion**

There is a theme around people falling through the gaps which equally applies to those that communities are helping to get physically more active. Here are some of the themes:

- Need to pay attention to those that get excluded and understand why this happens.
- Need to engage the unusual suspects and not just the usual ones.
- Recruiting people that don’t already have existing relationships with public services and GM Moving.



- Example: Prestwich Mums' FB group – woman instigated a daytime walking group for mums with buggies in Heaton Park. She later posted that she was concerned that the group had grown – was it too big for social distancing? Did people feel comfortable still coming? She didn't want people to think that it was a 'proper' group as she's not a 'leader'. She was reassured but how people like her be supported by the system without being made to feel that they're not leading something official? Many of the unusual suspects enjoy the feeling of a group like this, it removes barriers and concerns they may have of not being the 'right person' to join in that they may have with something more official and structured.
- Online training has included more people than may otherwise have been excluded particularly in traditional barriers such as embarrassment etc. Bury Leisure centre ran FB live sessions which comments show were popular with women due to the fact no one could see what they were doing – not suitable for all activity but a way to reduce barriers. It has also removed childcare barriers for many women who no longer need to leave the house. HOWEVER, overall lockdown saw a significant drop in women exercising with closure of swimming pools and stoppage of group exercise.
- Outdoors exercise is a barrier in itself to many due to perceived safety fears. Anecdotal evidence of verbal abuse received when walking / running on the streets doesn't just prevent an individual moving more but can impact a whole community. It's worth considering how GM Moving can enact and embed diversity and inclusion policies and place them at the heart of community collaboration to get 'everyone' in our communities moving more because they feel safe to do so.

### **Curating our insights**

Following the Landscape Review, we considered our findings using the lens of Universal Basic needs. This served to curate and make sense of what we had found for application in the co-design process.





## Universal Human Needs

### **CONNECTION**

acceptance  
affection  
appreciation  
belonging  
cooperation  
communication  
closeness  
companionship  
compassion  
consideration  
consistency  
empathy  
inclusion  
intimacy  
love  
mutuality  
nurturing  
respect/self-respect  
safety  
security

### (CONNECTION)

stability  
support  
to know and be known  
to see and be seen  
to understand and  
be understood  
trust  
warmth

### **AUTONOMY**

choice  
freedom  
independence  
space  
spontaneity

### **HONESTY**

authenticity  
integrity  
presence

### **PHYSICAL WELL-BEING**

air  
food  
movement/exercise  
rest/sleep  
sexual expression  
safety  
shelter  
touch  
water

### **PLAY**

joy  
humor

### **PEACE**

beauty  
communion  
ease  
equality  
harmony  
inspiration  
order

### **MEANING**

awareness  
celebration of life  
challenge  
clarity  
competence  
consciousness  
contribution  
creativity  
discovery  
efficacy  
effectiveness  
growth  
hope  
learning  
mourning  
participation  
purpose  
self-expression  
stimulation  
to matter  
understanding

(c) 2005 by Center for Nonviolent Communication. This list of needs is neither exhaustive nor definitive.

Through a thematic analysis of the Landscape Review, we were able to identify three key needs that are met in effective community activity:

- Autonomy
- Meaning
- Connection

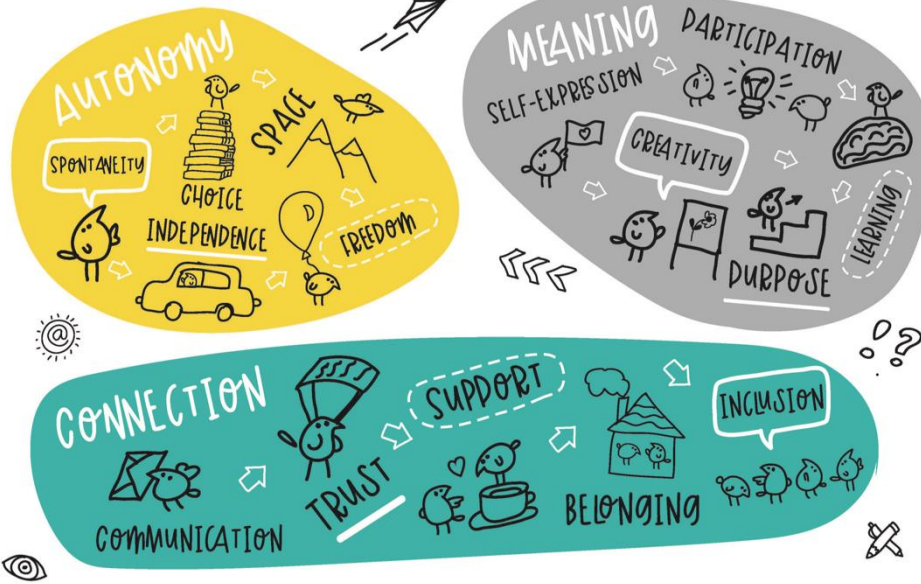
Below are the graphics that were produced at the end of Part 1, the Landscape Review, to illustrate the findings and act as stimulus at the co-design session. Under each key need there are five 'sub-needs' that can support a targeted and focused approach to activity and community collaboration:



Collaborate  
Out Loud

WHAT HAVE WE LEARNT ABOUT  
REMOVING BARRIERS TO COMMUNITIES  
MOVING MORE TOGETHER?

A SUMMARY OF THE EMERGING THEMES  
FROM OUR LANDSCAPE REVIEW







Feeling that what we do together as a community has meaning and makes a difference is why we continue to come together.

THERE ARE FIVE KEY THINGS THAT HELP US FEEL CONNECTED:

SELF-EXPRESSION



Being able to be ourselves and express our views and ideas in respectful ways that work for us, helps us to come together as a community

CREATIVITY



Being able to think in different ways, experiment and try things out learning as we go means that we can engage diverse voices



Having the opportunity to learn new things as we try things out and grow as individuals and a collective makes us stronger

PARTICIPATION



Feeling that we have control in how and where we participate and what we do in our community is essential



Having a sense of meaning and purpose in coming together as a community allows us to build stronger relationships and help each other



Collaborate  
Out Loud

# CONNECTION

Connecting with others in our communities helps us to motivate each other to move more together.

THERE ARE FIVE KEY THINGS THAT HELP US FEEL CONNECTED:



## COMMUNICATION

Knowing who we can connect to and how to get in touch with them is key to us coming together as a community to do what matters



Feeling trusted and being able to trust others in the communities helps us to come together and be active



Ensuring that we are including diverse voices from our communities means that we can all help each other



Feeling comfortable and like we belong helps us to let down barriers and get on with stuff together



Knowing we have support and people who want to help is reassuring and motivating

# AUTONOMY

Having the agency to do what matters and not being restrained by systems, processes or procedures is liberating.

THERE ARE FIVE KEY THINGS THAT HELP US FEEL CONNECTED:



We love having the freedom to do what we know collectively as a community is what matters not what we are being told do to



It's great when we have the space and time to get together and figure things out on our terms for the good of all communities members



Not being constrained by bureaucracy and red tape means we have the independence to experiment, change our minds and make a difference



Being able to make decisions quickly and with agility means we can respond effectively to emerging needs rather than following a plan



Having the choice to get involved or not is important to us, this is always about choosing to engage not being told to



Collaborate  
Out Loud

## Co-design session outputs

At the co-design session a group gathered to hear about the emerging themes and be guided through a process to identify ways in which specific needs could be met. The final articulation of the Design Challenge, used as stimulus for Co-Design session was:

How Might We support each other to move more?

When asked “which need strikes you as the priority in Greater Manchester if we are to remove barriers to communities moving more together?” Session participants voted as follows:

Autonomy x 3  
Connection x 2  
Meaning x 0

The small sample size is indicative rather than informative but these results are helpful to get a sense of where to focus attention – this question could be asked more widely via digital means in future activity.

Working in pairs, participants had conversations about why they felt their chosen need mattered.

**AUTONOMY** – Co-Design Session insights based on why this need matters:

*‘I don’t want to be an organiser’*

*‘it became a job and I already had one of those so I stopped it’*

“Louise knew that maternity leave was a limited time and wanted to just do something that didn’t get caught up in bureaucracy or something that would take her time, long term, when back at work. She wanted the flexibility of running something now and off the cuff informally. No pressure, just turn up and have fun without the pressures of organisation.”

“I set up Plodders. It grew organically - my reasons for starting it were to get to know people, to meet others. We need more Space – we run in the park but there's nowhere to go during the winter months. It’s a big challenge to find somewhere suitable. Also, the group mushroomed into something much bigger and there was a



concern that organisers felt responsible for attendees when it was never intended to be that way.”

“Setting up the walking group, running through the hoops was hard. The politics got in the way - I wanted it to be fun and free from politics and hassle.”

“It’s important that she has the ability to set something up that is mindful of what the community needs, but doesn’t have to wait for the permission of others to do it”

“She feels that she needs spontaneity to facilitate her becoming involved in moving. She doesn’t like to plan too far ahead & would like to be able to contact others at short notice.”

**CONNECTION** – Co-Design Session insights based on why this need matters:

*‘Simple, small, local and organic is best’*

*‘Can groups grow without losing their connection, meaning and people feeling they have autonomy?’*

“They like to know what’s going on and that it is going to be a safe space. She needs to know what is going to happen and be reassured that she’ll feel safe”

“She wants to enjoy time with other mums whilst on maternity leave without pressures of organisation and the flexibility to do things for as long as she chooses.”

“Knowing it’s the way she wants to do it with people she wants to do it with helps!”

The Insights shared in each pair enabled participants to articulate a How Might We (HMW) to specifically address what barriers there were to their partner, along with others, being more active – and to consider how their needs could be better met.

What follows below are these How Might We’s and the ideas developed in response to them. The How Might We’s are presented here with the intention they act as inspiration and guidance for future activity or further exploration.

The ideas are offered in the voice of participants for consideration and potential development.



## **How Might We make it easier for people to set up informal opportunities to meet, walk and chat without it becoming onerous?**

Use social media to spread examples of case studies of people like Louise who have done things like this - make it seem easy and spontaneous. A positive, encouraging, motivating space - real people. Use different socials so you hit all the different demographics - avoid people all being the same. We see less of the younger generations getting out and setting things up like this so hitting the socials for that. Alongside that a supportive FB or Insta group you can join to jump in and get questions answered (Peer Support) - like Amazon when you've bought something, someone has a question when you've bought something and it sends you an email to see if you can answer it.

Create a walk and talk group in your local area - maybe with things to see on the walk so you can walk and talk and also look at things as you go around. You don't have to organise, or risk assess, there's a route and you just have to turn up and follow the arrows/indicators along the way. It could end with a cafe with a wall of selfies of people who've done a walk and talk (a polaroid camera in the cafe for people to use).

## **HMW enable people to feel that they have the autonomy to set something new up as well as support to find suitable spaces in which to do this?**

Enabling people to feel they've got the autonomy to set something new up and also support to find suitable spaces to do things. "It was fine to do Plodders in summer because you could walk in the park but then in winter you can't have 150 people running down the street - trying to find new suitable spaces to do things".

"Social media or forum/message board, or something which demystifies the process of setting up new activities, connects you with people who want to get involved and asset maps the local spaces where you can do these things.

"Encourage people to look beyond the red tape".

"Help people realise they the autonomy to set things up, help them know the things they need to be aware of and the things they don't have to worry about and whether they may be able to do it. Help people through the process of setting up".

## **HMW give information that will make people feel safe and reassured so they have confidence?**



I was thinking a buddy system...you get a buddy who introduces themselves to their new buddy, they live nearby and have passed each other but not said anything to each other. When they are due to meet, she gets a text where her buddy sends it and confirms the walk and details the day before. It can be reassuring to know which friends they have in common, so she knows who she's going to be meeting and when and for how long.

### **HMW help people find other people to connect with spontaneously?**

'Walk with me App': Find others in the moment to walk with Local walks app with maps. "Could there be a little patrol of people who wear a t-shirt or carry a banner saying 'fancy a walk? Walk and chat with me' or 'have designated meeting points where on a Wednesday morning if you fancy a walk come along and we'll meet at the pink bench near the garden centre'".

### **HMW set up a community group which empowers people to become more active without having to wait for someone to give permission first, and without having to jump through hoops to do so?**

"Advice for people setting up new groups, how you do it - helping people navigate the setup and allowing people to work out what they do need and what they don't need". Forums / support groups for small groups leaders where you can go in and exchange ideas - so you know which red tape you need to deal with and which red tape you don't need to deal with".

### **HMW find a way to keep things fun without adding work?**

Provide a template risk assessment to make it easier for people so they don't have to start from scratch. Have a collective of people for support (forum) where people share this is what we did, this is how we navigated that.

"The way I managed keep doing my walks when lockdown happened was I asked another woman who was organising a walk - how are you doing it? - and another woman popped in and said this is how I'm doing it. So, having that collective forum of people who are doing similar things, a sharing space I guess"

Knowing who it is I can contact for help with information or what to do if I need help "a facilitator that can signpost groups, really visible, not like the Council website, a signpost that can point people in the right direction. Someone you can turn to "I want to do this, how do I start, who do I ask?"



## Recommendations

These recommendations are based on the insights gathered through the landscape review and co-design session. We need to be mindful that despite best efforts for the small budget and timescale, we feel we have a diverse audience. However, we still always need to be mindful that we will always miss people. There needs to be a focus on the 'unusual suspects' / those that often don't get the chance to be involved. In Appendix A you can read Glenda's story which is a great tool for framing these recommendations.

At the heart of the recommendations is the idea of targeting individuals and groups in communities that have a spark of an idea (that hasn't been acted on often). This in turn will ignite many small actions that together could make a big difference. Mutual Aid Groups have shown the power and magic of sparks of ideas being brought to life and we think this could be replicated within communities with a focus of getting people moving.

### Themes that we recommend underpin all of the practical recommendations that we will make:

- **Community first, activity second** – there is an opportunity for GM Moving to seize the new community space that has opened up by working with Mutual Aid type organisations to build a different future for GM Communities;
- **Make the invisible, visible** – Intentionally focus on supporting individuals already underrepresented, who are not part of the current conversation. Those who are at an early stage in their journey, who have a spark of inclination towards community action and can be supported to integrate activity and movement;
- **Meet people where they are (hyperlocal is best)** – Support needs to happen at a hyper local level e.g. neighbourhoods in the main (exceptions in appendix) or / hyperlocal is best and don't expect people to be ready for what you're offering;
- **Value the experiences of everyone** – Build connections between those already active in communities and those currently invisible. Create opportunities for learning and development to encourage collaboration to keep the exponential spread of activity moving as community expertise develops;
- **Aim for minimal 'interferences'** – Realise the potential of co-production to eliminate unnecessary systemic barriers to fruitful collaboration.

### Practical recommendations

We have split the practical recommendations into a number of areas

- Overall recommendations





- Recommendations for the system
- Recommendations for the community
- Recommendations for bring the system and communities together
- Recommendations for GM Moving

We have also used these three questions to inform what we are suggested that are used in the ABCD work of Cormac Russell:

1. What can communities do for themselves and each other – what support can we provide for communities?
2. What can communities and services work on together – what support do we need for them together?
3. What are services best placed to do alone – what support can we provide to services?

### **Overall recommendations**

- Target this work using the principles above rather than describing this as a community leadership offer. The term Alongside or Alongsideship is increasingly being used to describe a leaderless approach that empowers everyone.
- Support needs to happen at a hyper local level e.g. neighbourhoods in the main (exceptions below);
- A focus on creating spaces that are social and not stuffy. This work will happen in simple and social spaces rather than meetings with agendas and chairs;
- This work needs to be about experiment, prototyping, develop new concepts, testing these and spreading the ones that work not about finding solutions or a one size fits all solution;
- Used the 20-minute neighbourhood approach to connecting communities moving more into the broader place shaping conversation;

### **Recommendations for the ‘system’**

A series/programme that is co-designed with the community focuses on ‘Co-Production 2.0’. This would include Topics like:

- What is co-production?
- What does it look like in our new normal?
- Knowing when to step back and step in;
- 21st century tools for co-production;
- What does quality, governance and accountability look like in this new world?
- How do we bring this to life and make sure it realises its potential?

### **Recommendations for community**



- Work with Mutual Aid Groups to develop a series of online spaces to explore the question 'How can Mutual Aid Groups help communities to move more together?' This would shine a light on how this is already happening e.g. Chorlton Bike deliveries and A Visit from the Stalk. This can be done by working with the GM Mutual Aid Network if this is an area they wanted to focus on;
- Develop a bank of coaches that communities can access for free to support communities that wouldn't normally have access to this type of support (GM Wide) - Protected and rehearsal spaces for community groups to build confidence and bring ideas to life;;
- Need to make available a pot of money to pay community members to be involved to increase inclusion and value the skills they bring to conversations - These unrepresented groups need to be reimbursed for their time. We should not expect them to give their time for free to educate paid members of staff;
- Work with communities to support them to create inclusive spaces where all voices can be heard rather than one or two heroic leaders;
- Develop a cohort of community collaborators base on the model that has been used in Bury by the Elephants Trail in Bury. Developing a group of people with lived experience to support communities to do what is important to them in a collaborative and agency building way. this in turn empowers communities and stops groups being hard to reach, when in fact they are not hard to reach for the right people and approach;
- Develop a 'skills development' series with communities that responds to the needs we have heard (See topics in Appendix B).

### **Recommendations for bringing the system and communities together**

- A joint 'leadership programme' at a locality level that brings together decision makers and communities to make a difference to levels of moving in their area. This could include:
  - Bringing together system and community in a safe, open space which enables conversation where the system listens, supports and provides the help being asked for. Community members are not looking for a second job, they want freedom, choice, and the ability to be spontaneous and run things as they want; however ad hoc this is; finding a way for system leaders to support this will encourage more creativity and development. This could be in the form of an online forum or a face-to-face space but it should not be restricted to social media which will continue to leave individuals already underrepresented out of the conversation;
  - Street Wisdom/Street BUMP type sessions to use the streets as a learning space for collaborative working



- Collaborative Circles that bring together communities and policy makers/the system in a place to work together to work through the local barriers. These shared spaces with public services could explore the dynamics of working together, build trust, empathy and move forward together where that makes sense;
- Reverse mentoring - this would connect people together from the community and the system and allow them to build empathy and understanding about what it's like in each other's shoes. It turns traditional mentoring on its head;
- Trusted bank of support for leaders ongoing post any specific support.

### **Recommendations for GM Moving**

- Opportunity for GM Moving to seize the space working with Mutual Aid type organisations to build a different future;
- Support for GM Moving Team to understand what is needed in terms of working with communities;
- Use of real-life examples, purposefully diverse across age groups, race, religion, size, profession etc and across all social media to inspire and engage potential community members in taking the lead;
- Develop a physical presence in our residential and park areas which encourage walking short distances as active travel to support spontaneity and informal leadership of activities such as walking to school, to the shops, meeting others... This could be in the form of signs, stickers, painted routes etc;
- Physical space (especially during Covid-19 restrictions) needs to be clearly and freely available. Currently, permissions around the use of space for physical activity are either hard to gain or impossible to understand. This should include access to affordable / funded appropriate indoor and outdoor space to enable activities to be offered for free.

We have identified some key groups that we think need to be targeted, this is not an exhaustive list but meant to help target some areas of the system that can have the biggest impact:

- Communities.
- MAGs
- CVSs
- Long standing community groups
- Community development workers
- GM Moving internal team
- Local pilot leads
- Local councillors



- Social prescribing link workers



## Next steps

- Present recommendations back to GM Moving to consider;
- Consider how this becomes one programme with the system leadership programme;
- Amity CIC and Collaborate Out Loud CIC to develop proposals for how they can address some of the areas identified;
- Consider who else we need to help to deliver a programme for the community as part of the system development work;
- Work with 10GM to develop a programme of support, prioritising the offers and working within the budget available.

For more information on this report please contact

Claire Haigh

Co-Founder and Director at Collaborate Out Loud CIC

E: [Clarie@CollaborateOutLoud.org](mailto:Clarie@CollaborateOutLoud.org)

M: 07464 612 568

Or

Katie Finney

Co-Founder and Director at Amity CIC

E: [katie@amitycic.com](mailto:katie@amitycic.com)

M: 07502226103



## Appendix A - Glenda's Story



This is Glenda.

Glenda is from Trafford but now rents a little terraced house in Eccles with her friend. Before this, she lived at home with her parents having chosen to go straight into work after she finished college until she was earning enough to move into her own place. It's only been a year since she moved in and the pandemic has meant that although she's met a few people, she's not really had a chance to get to know her neighbourhood.

Working in a call centre means that Glenda now works from home and her usual commute to Salford Quays, which involved about 10 minutes of walking a day is no longer necessary. Work used to pay for a Zumba instructor to come in every Wednesday lunchtime which she'd go along to because her friends did. It has been available online during lockdown but it wasn't the same, she never really went for the exercise, more to have a laugh with her colleagues.

There's something else you should know about Glenda. She has a dog. Just a little one, 'Bear', the Pomeranian. He gets her out the house a little bit most days as she'll take him over the road to the local park where he'll run off the lead and she'll sometimes see another dog walker to wave to. But he's only a small dog and if the weather's not great, Bear will happily get enough exercise around the house, so both him and Glenda do not always find the motivation to leave the house.



For the purpose of our story, we're going to jump to a specific moment in Glenda's life when, post-lockdown, she has a thought whilst she's out in the park with Bear: "I miss people Bear" she says out loud, "I used to spend my day around so many different people and now it's just you and me... It'd be nice to meet up with some of the other dog walkers we see around here" she mused. "You'd like that to, wouldn't you Bear?"

"Woof" said Bear.

And so, as she left the park, Glenda googled dog walking meet ups on her phone. By the time she arrived home, it had become clear that there was nothing formal in her area and for a moment, a fleeting thought crossed her mind: 'What if I was to set up a dog walk meet-up?' which was rapidly proceeded by questions: 'Would people come? How would I do it? Am I allowed to set something like that up? What about the rule of 6? Where are we even allowed to meet? Do you have to pay the park for that kind of thing? How would I even tell people about it? Would I have to join Facebook? I bet you need insurance if you're going to lead something like this. What am I even thinking, lead? I'm not a leader! I can't do this! What a stupid idea...'

And so, she left it...

Now rewind for a moment, to that very first spontaneous thought that Glenda had. A thought about how she could meet other like-minded people, how she could build a community, and by-proxy how she could get herself and more people around her physically active.

What would have made a difference to Glenda's actual thought process in this? We know what inspires those who succeed to begin, we know how they went about it and what obstacles they experienced along the way, we know those people, who we now refer to as 'community leaders' and their thought processes very well. They're the ones who took that first step into the uncertainty of reaching out to others and in doing so, inadvertently encouraged so many more people around them to become more physically active.

Knowing this, we engage them further in how to engage people like Glenda in becoming physically active. We provide funding to support them in specific activities such as walking and require them to put a funding bid together, which our community leaders do because they're confident, educated and versed in the world of fitness and volunteering.

Glenda, on the other hand is not. She would never apply for funding because she doesn't want to set up a 'walking group' (although that is exactly what they will be



doing and indeed, what they would be), she just wants to meet other people in her local community, outside, in the fresh air, and walk her dog with them.

Imagine, if it was possible to harness Glenda's spontaneous thought and make it possible for her to do this. We're no longer talking about how we can get our community leaders to engage more people, we're talking about creating a new community leader, to engage a new community, who will inspire and influence a whole new cohort of people around her; but to do that, we need to make the invisible, visible. The big question is... How?





## Appendix B – skills development topics identified

Through the evidence gathering that took place during the landscape review there were a number of 'skills' that people talked about wanting to learn or needing in order to be able to effectively do what they want to do. Any offers that are developed for these should be coproduced with those that know best about what needs to be included and how they should be done.

### Skills development topics:

- How to deal with conflict and use it as a positive space for debate;
- How to create a culture of feedback;
- How to build trust and relationships;
- Working with power dynamics, unconscious bias and privilege inclusion;
- Power dynamics and people feeling that they are able to act in situations and have the legitimacy;
- Creating inclusive spaces;
- How do we help people to understand they do have capacity to act without permission?
- How to Spread and adopt, scaling ideas locally without stopping them in their tracks;
- Harnessing the lessons from the pandemic response and moving towards a braver future;
- How to be less risk averse and create experiments and prototypes instead;
- Taking evidence-based approaches at a grass roots community level. What are different sources of evidence?
- Understanding how to access and apply for small funding where it would help get things off the ground/develop;
- Helping people to learn to learn.

