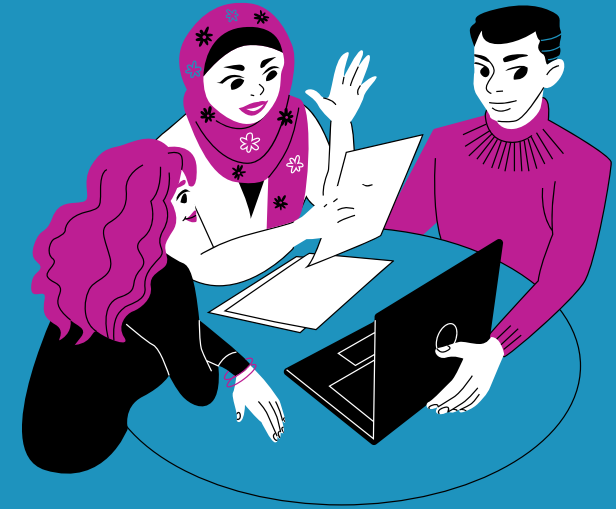


ACTION LEARNING PROGRAMME EXECUTIVE SUMMARY REPORT

EAST BIRMINGHAM SHARED PROSPERITY FUND, COMMUNITY PILLAR

READY 2 LEVEL PROGRAMME





CONTENTS:

Introduction

Community Anchor Organisation reports:

- Appreciative Inquiry
 - Action Plan
 - Dissemination
-

Collaborative Learning Events

Look & Learn Event

Evaluation



INTRODUCTION

The Ready to Level programme forms part of the East Birmingham Shared Prosperity Fund Community Strand for 2023/24. The programme is made up of two inter-related elements:

- 10 Community Organisations with an asset and anchor remit within East Birmingham developing a local action plan with support from a learning mentor as well as engagement in a collaborative learning programme designed to inform this plan. Each organisation are expected to hold a dissemination event with their local community and stakeholders to gather views on their action plan.
- A collaborative learning and learning mentoring programme working individually with each organisation to support the development of their action plans and community events with a focus on being able to play an active part in the future of the Levelling Up zone.

The East Birmingham Inclusive Growth Programme is a 20-year initiative to bring investment to an area with a population of 309,000 residents and the size of a large UK city. The Levelling Up zone is one of a few in the West Midlands and includes North Solihull as well as additional communities north of the M6 e.g. Tyburn and Castle Vale and to the west e.g. Nechells and Sparkbrook.

The aim is to use the planning and investment frameworks to grow local economies and local wealth creation but critically to ensure that the benefits of this through local procurement and local employment are locked in locally. As part of this approach, the Ready 2 Level community pillar programme is seeking to empower, enable and grow the capacity of local community organisations to have an active role as part of a wider coalition of public and private sector agencies in the years ahead. Firs and Bromford are one of the 10 CAOs selected for the programme.



ACTION LEARNING PROGRAMME REPORT

This report summarises the intensive action learning programme conducted between January 2024 and the end of March 2024. Ten community anchor organisations and a lead learning organisation were engaged to participate in a programme designed to raise awareness and understanding of the ambitions to 'Level inclusive growth', 'community wealth building', economic justice'.

A key focus of the programme was to inspire, develop and grow a culture of collaborative practice between community anchor organisations who had been selected to participate to provide a bedrock of community organisations who could engage with key institutions and businesses who will drive forward a transformative levelling up agenda over a long-term period.

The principles of inclusive growth and community wealth building are around ensuring that wealth creation and economic growth is locked into local economies and raising living standards and the quality of life of local communities. It is therefore critical that in seeking to deliver these outcomes that community anchor organisations – charities, social enterprises and small businesses have a strong agency in helping to shape strategy and delivery.

This report provides an overview of the approach designed and undertaken by Loconomy, a Community Benefit Society located in the heart of East Birmingham in deploying bespoke learning mentors to each organisation and conducting an appreciative inquiry to help inform the development of a local action plan for that organisation so that they can take forward practical actions beyond the programme that contribute directly to the levelling up agenda. This was supported by a collaborative learning programme of four workshops exploring different facets of Levelling Up and a Look and See visit to Manchester and Salford exploring how peer community anchor organisations in other cities are engaging with inclusive growth or levelling up approaches.

The report provides a high level summary of each of the activities in situ with the organisations and in the collaborative learning events, of the action plan and dissemination events and high level conclusions. Appendix 1 includes the numbers associated with each activity.



ACTION LEARNING PROGRAMME OVERVIEW

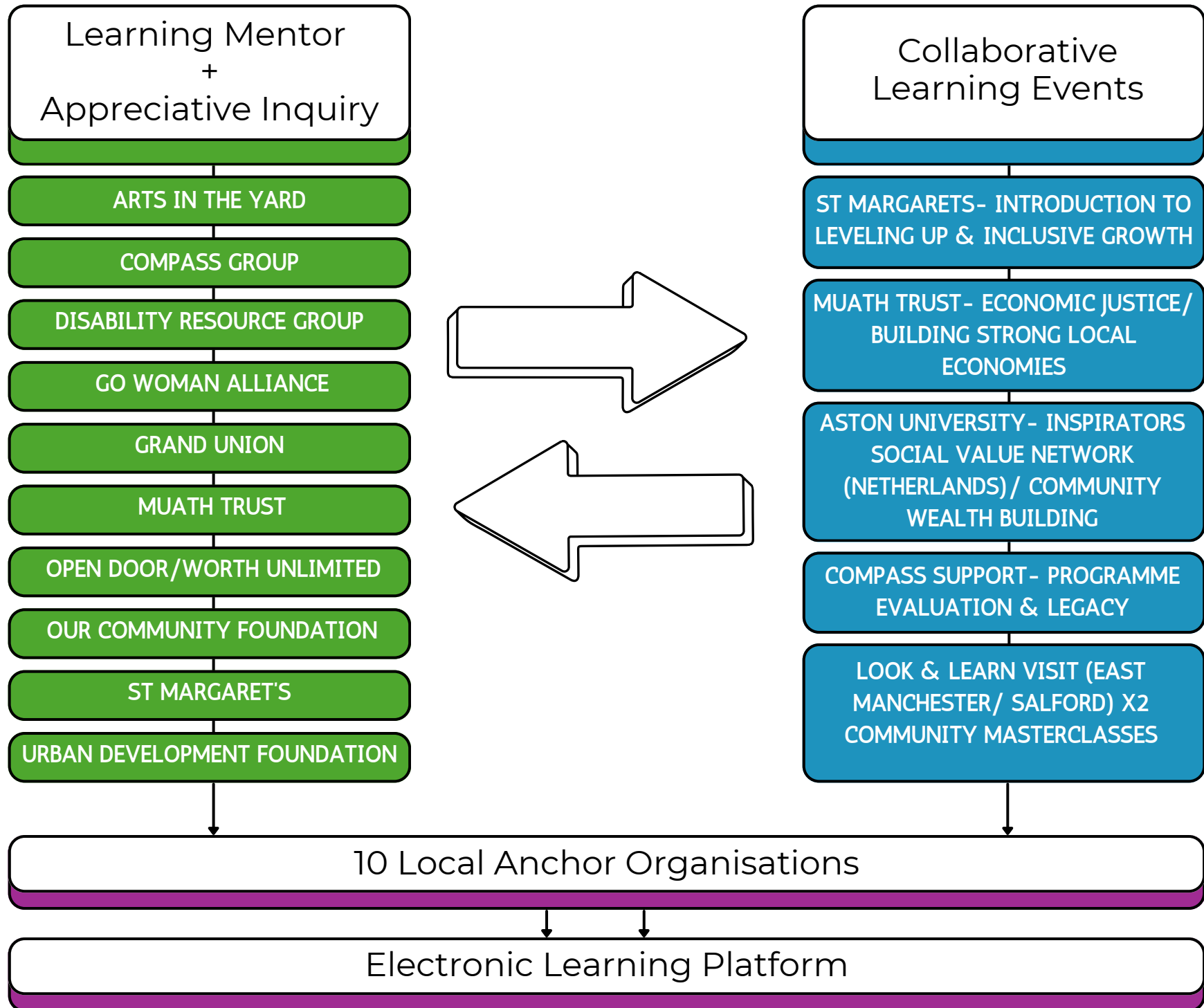
As the designated learning mentor for the R2L programme we designed an overall action learning programme which given the programme delivery time constraints of 12 weeks was always going to be challenging. However, we did have plenty of planning time in the lead up to the delivery phase for designing a robust learning methodology and programme that would help each of the selected community anchor organisations in their mission to be ready to be active and productive agents in ensuring that the benefits of growth in East Birmingham were locked into its communities.

Our learning approach was predicated on allocating an experienced learning mentor to each of the ten-community

anchor organisations and for each learning mentor to spend quality time with the organisation including with key stakeholders and beneficiaries. We selected a range of associates based on skill sets that complemented each other such as asset-based community development, regeneration, community governance, community asset management and allocated each member of the team to organisations where there was a match to the stated aims in the community organisations' expression of interest. We also agreed that we would deploy some of our specialist skill sets in more than one community anchor organisation where there was a call for it.



ACTION LEARNING PROGRAMME SCHEMATIC



APPRECIATIVE INQUIRY OVERVIEW (AI)

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We wanted to undertake an in-depth dialogue with each that was founded on a strengths-based approach and avoid an approach based on parachuting in, making a swift diagnosis and prescribing what needs to be done to enable community organisations to participate in a Levelling Up approach. Rather we wanted to inspire and enable each of the community organisations to make their own conclusions through a learning process.

We opted for the well-established appreciative inquiry approach to give us the strengths-based approach we wanted over the twelve-week learning period. It was developed by David Cooperrider in the 1980s principally as an organisational change method initially being used in commercial settings but over time being deployed across public and the not-for-profit sector.

The approach takes a 'call and response' approach with the 'call' being the posing of a question and the 'response' being the development of a response that positively addresses the question with the goal of creating positive change. There are typically five stages where this positive dialogue process is applied:

Define – to home in on an area of inquiry to focus the appreciative

Discover – identifying positive narratives around a defined topic such as a programme, initiative or project.

Dream – to scope what the ask is on agencies and organisations and what the possibilities for transformational change can be, typically through a workshop approach.

Design – this stimulates stakeholders to identify pathways or routes to deliver the transformation they scoped in the dream stage typically broken down into broad objectives.

Destiny – focussed on action planning at a more granular level based on programmes and projects.

In applying our Appreciative Inquiry process we were clear that this was a tool or an instrument that we wanted to use to enable the Community Anchor Organisations to develop their Action Plans – one of the key outputs designated in the call made by the East Birmingham Growth Team for the bid. Our analogy was scaffolding which was essential to the building of the plan but once completed would be removed with the key output being the plan itself.

We developed a method approach with different inquiry tools such as Golden Circle, SWOT, PESTL suggested for each of the D's in the Inquiry. This is at appendix 1.



5-D CYCLE OF APPRECIATIVE ENQUIRY

DEFINE

The focus of the inquiry

Learning Mentor defines the process, manages expectations and mark boundaries. This should be done in agreement with the organisation lead. The focus of the R2L programme is to look at getting the CAO ready to Level up.

Setting the scene

- Introduce yourself and summarise the R2L process, try and book all your sessions at this meeting.
- Main purpose of the R2L programme is for the Community Anchor Organisations (CAO) to transition themselves to a position to capitalise on the opportunity to level up, build alliance with 9 other CAO.
- R2L programme is about building capacity of the CAO to enable them to shape and have agency to get ready to level up and have a stake in one of the biggest regeneration initiatives in Europe. The approach is not the traditional top down but one of creating a alliance of grass roots CAO.
- Remind of start and end date and what they can expect as outcome/output.
- Remind in addition to 1:2:1 or group sessions with Learning mentor they will need to attend:
 - 4 x Collaborative Learning Sessions (all dates confirmed)
 - 2 x Look and Learn Visits
 - Learning Labs

DISCOVERY

The best of what is

Questions to investigate current situation and focus on strengths

Recalling successes

- Tell us a bit about your organisation, what you see as your strengths, think about some of your key achievements and what is currently working well?
- Do you really know why your organisation exists, what is your purpose?
- What do you think contributes to the success of your organisation?

TOOL to consider: Golden Circle

Watch this video to learn more about Golden Circle:

Simon Sinek: Golden Circle Speech - TED Talk ([youtube.com](https://www.youtube.com/watch?v=Ks-_Mh1PIYk))

DREAM

What could be

Questions to get organisations to move from now to the desired future

Envisioning the future

- What would an ideal day in your community/for your organisation look like?
- Imagine that you are now on that day:
 - What are the biggest things that have been accomplished so far? (between now and that day)
 - What are the three most important hopes for the future of that situation?
- Innovation: have you heard of any unusual/innovative/good ideas? is there anything you envision that nobody else has thought of?
- What future will be created/changes will be occurring in the community as you achieve success with your vision?
- Is there a shared vision? For organisations to respond to or for mentors to reflect on.
- What common visions for the future do you all share? (Trustees, Officers & Service users/volunteers)

TOOL to consider: SWOT

DESIGN

How to co-create

Questions to start putting action into place

Creating a plan (Building Bridges)

- What are your expectations collaborating with nine other CAO?
- What do you hope to learn from this collaboration process?
- What are you learning that can strengthen your plans as you progress through this programme?

TOOL to consider: Theory of Change

DESTINY

What will be

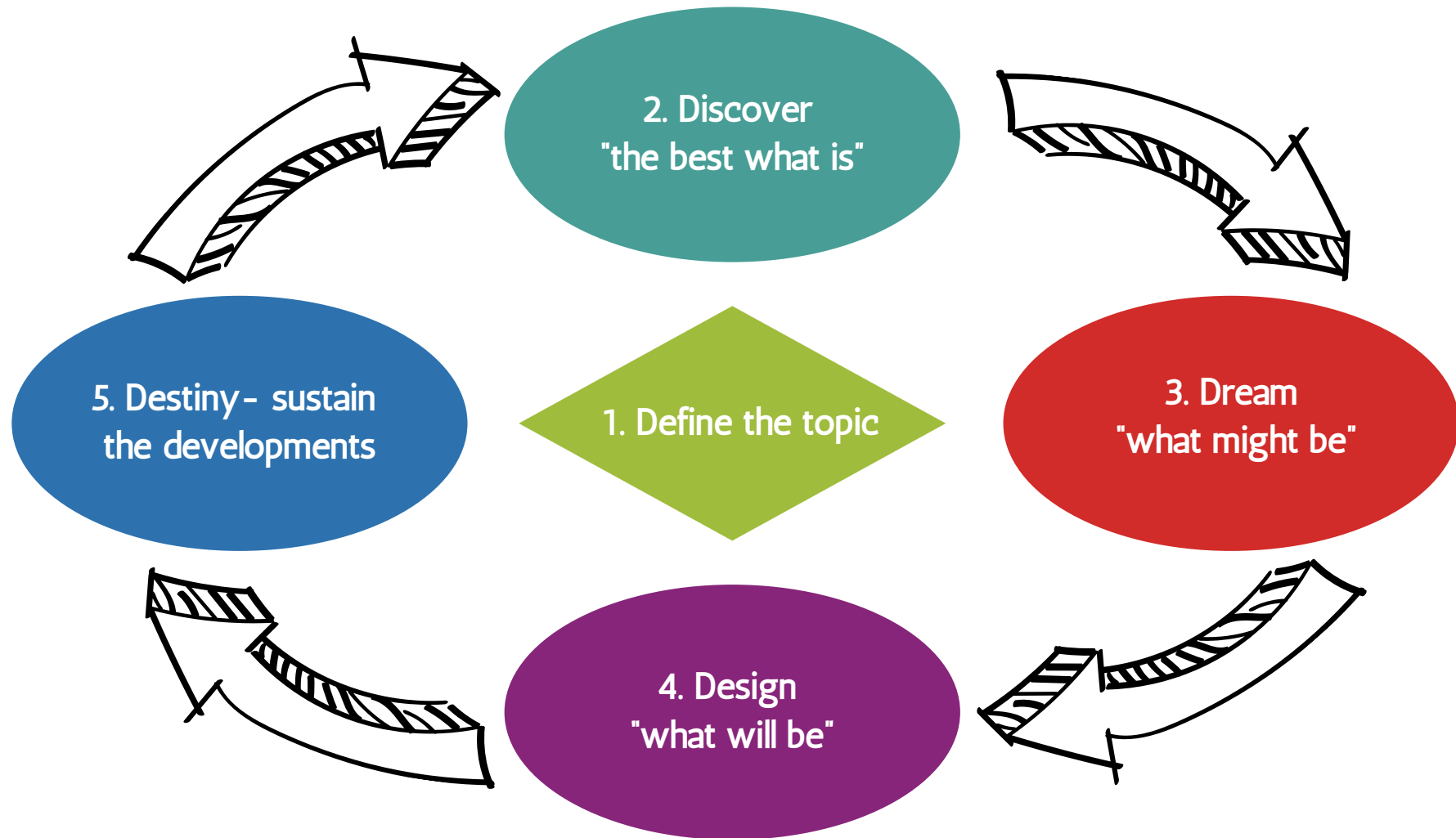
Questions to envision change and ensure accountability

Next steps (ask to all)

- As you go through the R2L programme have you any ideas how the different plans produced can inform and create impetus for change in East Birmingham?
- As you participate with 9 other CAO, how can you work together to start grass roots alliance to effect change?
- What do you need to do internally in your organisations to get yourself ready to level up?

TOOL to consider: ACTION PLAN

5-D CYCLE OF APPRECIATIVE ENQUIRY



ACTION LEARNING PROGRAMME PARTNERSHIP

Community Anchor Organisations,
Lead Learning Provider and Inclusive Growth
Team (East Birmingham)



LOCAL ACTION PLAN DISSEMINATION EVENTS

Activity	Organisation	Numbers
20 MARCH 2024 COMMUNITY CLEAN UP AND INFORMATION FORUM, WORKSHOP: LEVELLING UP FOR WOMEN, COMMUNITY IFTAAR	ARTS IN THE YARD	154
25 MARCH 2024 COMMUNITY EVENT	DISABILITY RESOURCE CENTRE	21
18 MARCH & 20 MARCH 2024 2X COMMUNITY EVENTS	GO WOMAN ALLIANCE	21
1 MARCH 2024 COMMUNITY EVENT	GRAND UNION	129*
19 MARCH 2024 COMMUNITY EVENT	MUATH TRUST	160
19 MARCH 2024 2X COMMUNITY EVENTS	OPEN DOOR/ WORTH UNLIMITED	30

LOCAL ACTION PLAN DISSEMINATION EVENTS

Activity	Organisation	Numbers
6 MARCH 2024 COMMUNITY EVENT	OUR COMMUNITY FOUNDATION	48
7 MARCH 2024 COMMUNITY EVENT	ST MARGARET'S	22
25 MARCH 2024 COMMUNITY EVENT	URBAN DEVELOPMENT FOUNDATION	68
26 MARCH & 25 APRIL 2024 2X COMMUNITY EVENTS	COMPASS GROUP	16**
		Total
		648

*As part of GU'S ACE NPO quality requirements GU have to log all of their audience data. GU do not collect signatures but they do count interactions.

**further event has been arranged for 25th April with anticipated attendance of around 30.

COLLABORATIVE LEARNING/ LOOK & LEARN EVENTS

What	Where	When	Numbers
COLLABORATIVE LEARNING 1	ST MARGARET'S	9/02/2024	28
COLLABORATIVE LEARNING 2	MUATH TRUST	23/02/2024	25
COLLABORATIVE LEARNING 3	ASTON UNIVERSITY	15/03/2024	17*
COLLABORATIVE LEARNING 4	SANCTUARY	25/03/2024	25
LOOK & LEARN	EAST MANCHESTER	1/03/2024	24
	SALFORD		
			Total
			119

*This event was attended by 17 visitors from The Netherlands from the Social Inspirators Network who specialise in social value methodology practices.

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COMMUNITY ANCHOR ORGANISATIONS EVENTS

As part of the Ready 2 Level Programme funded by the Community Pillar of the Shared Prosperity Fund in East Birmingham; Loconomy have been working with ten community anchor organisations using appreciative inquiry and shared learning events to generate ten Community Action Plans.

Each organisation will be sharing their learning and action plans with local stakeholders through the following events.

OPEN DOOR/ WORTH UNLIMITED

TUE 19 MARCH
1:30PM - 3PM
7:30PM - 9PM

The Hub,
146 Bromford Drive,
B36 8TY

GO-WOMAN! ALLIANCE

MON 18 MARCH &
WED 20 MARCH
12:30PM - 2:30PM

Go-Women Alliance,
140 Alum Rock Road,
B8 1HU

OUR COMMUNITY FOUNDATION

WED 6 MARCH
6PM - 8PM

Naseby Centre,
Naseby Road,
Alum Rock
B8 3HG

THE MUATH TRUST

TUE 19 MARCH
5PM - 6PM

The Muath Trust
The Bordesley Centre,
Stafford Road,
B11 1AR

GRAND UNION

FRI 1 MARCH
2PM - 4:30PM &
6PM - 8PM

Unit 19,
Minerva Works,
Fazeley St,
B5 5RS

ST MARGARET'S COMMUNITY TRUST

THU 7 MARCH
12PM - 3PM

Unity Hub,
St Margaret's
Community Trust,
B8 2BA

ARTS IN THE YARD

WED 20 MARCH
10AM - 12PM
(Community clean up and
information forum)
5:15PM - 7PM
(Community Iftaar)

St Cyprian's Memorial Hall,
B25 8DL

URBAN DEVELOPMENT FOUNDATION

MON 25 MARCH
5:30PM - 7PM

Bia Lounge,
45-47 Golden Hillock
Road,
B10 0JU

COMPASS SUPPORT

TUE 26 MARCH &
THU 25 APRIL

The Sanctuary,
Tangmere Drive,
Castle Vale,
B35 7PX

DISABILITY RESOURCE CENTRE

MON 25 MARCH
1PM - 3PM

South Yardley Methodist
Church,
Broadayates Road,
B25 8LW

SUMMARY OF ATTENDANCE AT ACTION PLAN DISSEMINATION EVENTS AND COLLABORATIVE INQUIRY/LOOK & LEARN EVENTS

Overall between the action plan dissemination events and collaborative inquiry events there were **767** active engagements in the overarching action learning programme. It is acknowledged e.g. active learning events that these active engagements were repeat engagements. Out of 119 attendances over five events this equates to 24 repeat engagements. Approximately half of these were learning mentors giving an average 12 or more repeat engagements over the collaborative learning/ look & learn events.

A key design feature for the collaborative learning and look & learn was to present a curriculum of learning that covered the principal themes and methodologies alongside case best practice case studies so that the 'lead actors' from the community anchor organisations had a knowledge base that could inform their active engagement in future Levelling Up activity in East Birmingham.

Alongside this each learning mentor worked in situ delivering the appreciative inquiry over the 12 week period. In terms of numbers this varied from organisation to organisation with one or two participating in the appreciative inquiry (i.e. organisation leads) and in other cases working with larger groups. In effect this activity delivered against one of the key outputs which is to train the 10 community anchor organisations in a Levelling Up agenda.



COLLABORATIVE LEARNING/ LOOK & LEARN EVENTS

Four collaborative learning events were designed by the learning partner, Loconomy alongside the East Birmingham Inclusive Growth Team. These were designed to work alongside with the appreciative inquiry process taking place in situ in each Community Anchor Organisation (CAO).

Each event was held in the community venues of four of the ten CAOs across the 12-week programme:

1

St Margaret's

1st March 2024

2

Muath Trust

23rd March 2024

3

Aston University

15th March 2024

4

The Sanctuary

25th March 2024

For each event a senior partner introduced the session with first two facilitated by Peter Richmond, CEO of Bournville Village Trust, and chair of the Birmingham Anchor Network Co-ordinating Group. The third and fourth sessions were facilitated by Ifor Jones, CEO Loconomy. Each session was designed to explore a particular theme relevant to the levelling up agenda and inclusive growth with a keynote speaker commissioned to provide an introductory presentation to stimulate in depth exploration and dialogue of the theme/topic. Additional speakers provided case studies on aspects of the theme followed by table work where each of the CAOs and learning mentors explored the themes/topic/case studies with particular emphasis of how these could inform their local action plans.



COLLABORATIVE LEARNING/ LOOK & LEARN EVENTS

At the **first session** held at St Margarets the theme selected was providing an overview of the Levelling Up strategy for East Birmingham as well as exploration of the principles underpinning Inclusive Growth. The keynote presentations were provided by the East Birmingham Growth Team.



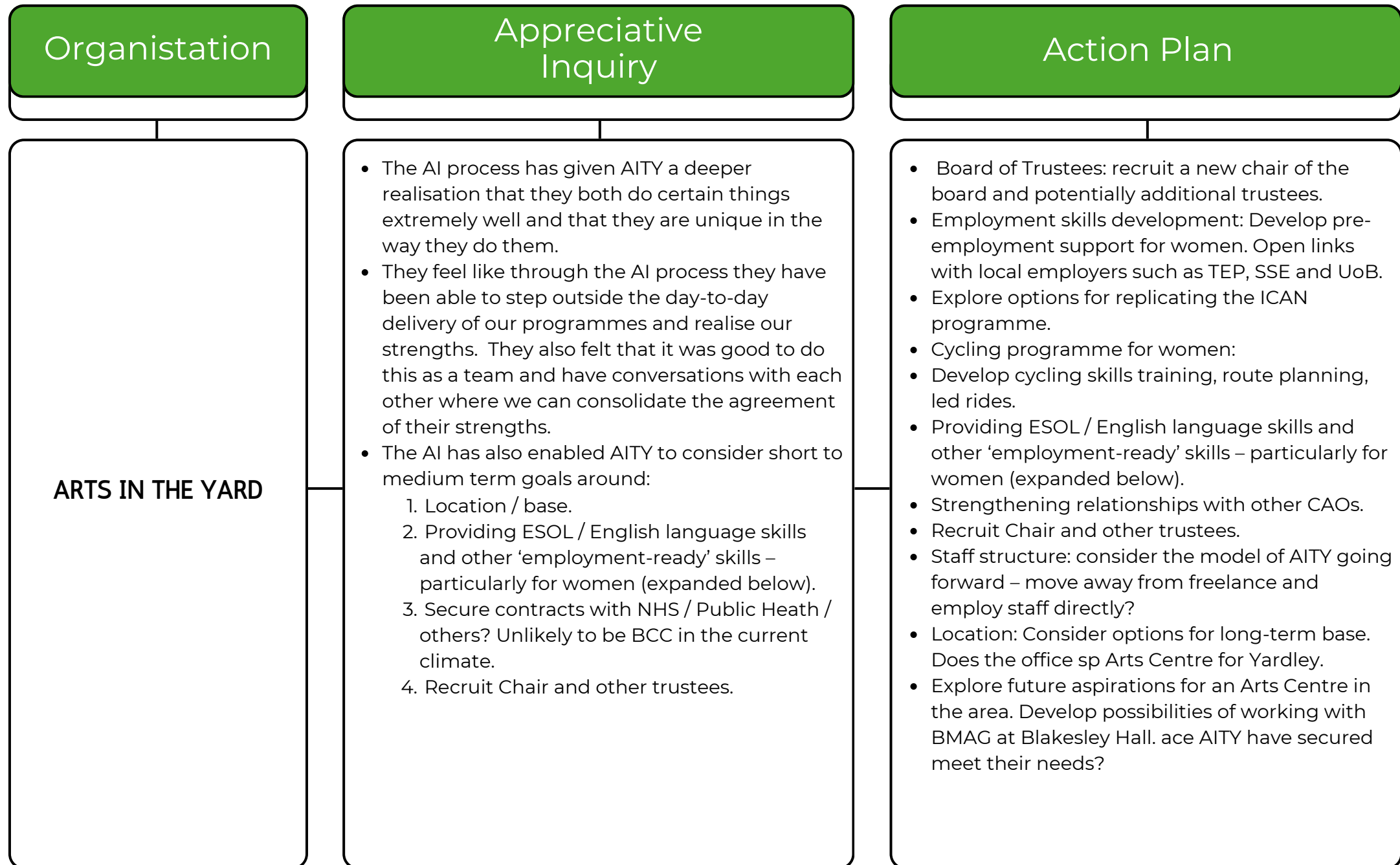
The **second session** at Muath Trust focussed on economic justice with a keynote by Debbie Pippard, Director of Barrow Cadbury Trust followed by a round table with a number of case studies presented including: Monica Montero, Head of Programmes ; San Ting Gilmartin, Director of Capital Programmes at University Hospital Trust; Jo White, Director of Cooperative Futures, Tom Goss, Head of Local Economies, Loconomy, Professor Martin Freer, Director of Birmingham Energy Institute and Birmingham Chamber of Commerce represented by Amerdeep Mangat and Emily Stubbs.

The **third session** at Aston University Conference Centre focussed on two themes. The first was a return to Community Wealth Building with Conrad Parke giving a keynote on the principles Community Wealth Building followed by a Q&A session. The second keynote was given by Annette Pasveer from one of the largest private sector companies in the Netherlands on their inclusive pathways to employment model. A table session was then held with each Community Anchor Organisation presenting to a visiting network from the Netherlands badged as Social Inspirator Network. The Inspirators provided critical and supportive feedback on the action plans. The party of 17 visitors had spent the previous day having a briefing on Birmingham's approach to Levelling Up in East Birmingham and undertaking four visits to CAOs- Women Alliance, Firs and Bromford, Compass Support and Grand Union.

The **fourth session** focussed on programme evaluation with an independent facilitator commissioned to undertake a review session with the CAOs (without Loconomy and the Est Birmingham Team. Alongside this Loconomy's learning mentor team and the East Birmingham Team undertook their own review of the design and implementation of the programme. A final workshop session was facilitated focussing on programme legacy exploring how the CAOs could potentially work together as an informal or potentially formal community network to play a role alongside the institutions and agencies taking forward the Levelling Up approach in East Birmingham.



EXECUTIVE SUMMARY OF CAOS APPRECIATIVE INQUIRY AND ACTION PLAN



Organisation

COMPASS GROUP

Appreciative Inquiry

The AI signalled the start of a journey of development with its foundation on agreeing culture and purpose within the Pioneer Group structure. There is courage in asking the questions around how well you understand the Castle Vale community. This work has brought out some really key understandings about how a different approach can tackle where this work started – why has the deprivation and employment data in some regards gone backwards.

Some key specifics:

- Make the theory of change into a consumable visual expression of Compass, share and explore it with others.
- Develop the thinking around the Dream economy and re-design the employment activity where needed.
- Do some good listening and asset mapping of the Castle Vale community.
- Internally find ways to create collaboration and connection across the different strands of work so that the whole organisation feels it is working with a common vision of enabling people to thrive across generations etc.
- Develop a business plan for The Sanctuary that enables a financially viable way of making it more of that community owned space and activities using an asset-based community development approach.

Action Plan

- Develop a local learning strategy with a methodology for getting people to progress to Level 1 & Level 2 qualifications.
- Implement a Theory of Change approach workshopped through the AI and devise a formula to be used for all projects to be included in the new funding strategy.
- Develop a Curating Connections Course: a youth development programme for our young leaders.
- Undertake a centre hospitality review to improve the Sanctuary as a place of welcome.
- Engagement with the 9 other CAOs as part of a legacy network and support future CAOs accessing a successor programme.
- Continue to explore opportunities for consortium/partnership work
- Linked to their desire to see people Thrive on their Doorstep, review the local assets on the estate and how we make them more accessible.
- Instil Asset Base Approach in Corporate Plan for Compass to run from 2025-28. This is a key strategic document that could embrace the principles of ABCD

Organisation

COMPASS GROUP

**DISABILITY RESOURCE
CENTRE**

Appreciative Inquiry

- Develop a fundraising strategy enabling the delivery of activities with the community that enable those outcomes to be worked towards and for some different income generation strategies e.g social enterprise.
- Use all of the above to work with partners and most importantly the community itself to develop a participative, asset-based community plan.

- It was overwhelmingly clear what the passion is within DRC, Improving lives, and in particular disabled people, those with health conditions, mental health, older people and women.
- The organisation has been in existence for a long-time, and the values are deeply rooted. Over that period the organisation has grown to a significant size, and also has a breadth of experience, capacity, strengths, and has built up a lot of trust with people, with local authority, funders, commissioners and other organisations.
- Three key themes for the organisation:
 1. Supporting people with complex lives & disabilities
 2. Older People
 3. Community Development

Action Plan

- Having a new base: Addressing shortcomings of existing premises, being back in Yardley, accessible and open to a wider range of individuals, serving disabled people & wider community.
- A sustainable building and running costs with lots of activities are going on with a welcoming atmosphere
- Improved awareness and visibility for DRC. Physically more present

Organisation

GRAND UNION

GO WOMAN ALLIANCE

Appreciative Inquiry

- Belief that Culture has an intrinsic value- culture is vital to society so that it functions properly.
- We are all about Connecting People.
- We are trying to make Birmingham a better place, to tackle some of the social and economic injustices in the world.
- To give agency and visibility to those who haven't been given it.
- We want to be a mechanism for improvement, to offer pathways to transformation.
- Lead change and activate communities.

- Using a strength-based approach we had several sessions where we looked at what the organisation did well and its success since it was established in 2011. GOAL had in the previous year worked with an external partner and developed its vision.

Action Plan

- One of the hallmarks of Grand Union is the emphasis on collaborations for collective impact. As part of the action plan, we discussed the importance of forging alliances with other CAOs to amplify the impact of their work and create a ripple effect of positive change in East Birmingham.
- Grand Union will explore how to share the work they do with other CAOs and their respective communities to have a better understanding of potential connections and synergies that will enable future opportunities and help strengthen their practices and work for common purposes.
- Secure the lease of Junction Works as a permanent space and arts hub at the heart of Digbeth.
- Articulate and champion the community needs of vulnerable people.
- Continue to develop regenerative community projects centred upon circular social, economic and environmental projects.

- Continue the conversation with the church to ascertain their long-term plans for the centre and then start to develop a specific action plan.
- Discussion with East Birmingham Partnership regarding community assets.
- Discussion with other anchor organisations to look at collaborative work in developing local community assets.

Organisation

GO WOMAN ALLIANCE

Appreciative Inquiry

- We revisited the vision they created last year checked its relevance and looked at it within the context of understanding the organisation's core purpose, why it does what it does, and the teams why matched this vision. GOAL's vision is to 'empowering families to thrive' and is set out on their website available here https://www.gwacic.com/?page_id=3098
- We found when we reflected on this that the organisations **WHY** was deeply embedded in all that they do and that this strong sense of purpose had the potential to help strengthen its role as a community anchor to help the community benefit from the Ready to Level programme and ultimately, work/projects that lead to increasing the community's economic prosperity.
- The key issues that emerged that threaten what they do is insecurity around the use of the church-owned building and the lack of development in East Birmingham e.g. loss of local council services (children's centres), or projects like HS2 that have failed to employ local people. Also, another challenge is linked to future planning staffing and human resources to ensure the long-term sustainability of GOAL, this links to work on leadership development.

Action Plan

- Continue delivery of the leadership programme
- Seek additional leadership training for staff
- Establish a relationship with Tyseley Energy Park to explore opportunities for education and employment for women.

Organisation

MUATH TRUST

**OPEN DOOR /
WORTH UNLIMITED**

Appreciative Inquiry

- Assisted Muath to finalise their three-year strategic business plan.
- Opportunity to reflect on their strengths.
- Opportunity to scope a potential wider role in East Birmingham capitalising on the growth opportunities associated with the Levelling Up Strategy
- Assisted in their positioning strategy within Birmingham

- Enabled reflection on developing the next phase of the neighbourhood development approach in the Firs and Bromford building on 15-20 years' work.
- Inspired to broaden their thinking around what constitutes a strong local economy with a focus on what they badged as developing a 'dream economy'.
- Stimulated thinking around developing a collaborative approach with adjoining localities particularly Castle Vale and Ward End.

Action Plan

- Enhance recruitment process for their staffing to get the right talent and to offer up opportunity as an anchor organisation in terms of local employment.
- Explore they could play a leadership role in shaping and managing consortiums particularly within the not-for-profit sector in East Birmingham and beyond.
- To consider how they can take on a 'think tank' remit engaging in social research and evaluation.
- Establish a stakeholder outreach programme to assist with partnerships and networking in East Birmingham.
- Improve their social media capacity and reach.
- Establishing a remit as a key community anchor organisation in the legacy of the R2L programme.

- Develop a new sustainable approach built around their thinking of a dream economy and its three components – growing the local economy from within: capitalising on the emerging macroeconomic opportunities in East Birmingham and sustaining their pedigree in stimulating the social economy.

Organisation

**OPEN DOOR /
WORTH UNLIMITED**

**OUR COMMUNITY
FOUNDATION**

Appreciative Inquiry

- Prompted reflection on what's unique about the flourishing of an associational approach through a strong social economy and how this could inspire others particularly in East Birmingham.

- OCF to develop a strategic plan for growth, that includes how to sustainably embed their DNA.
- OCF to look at how they will grow and develop their staff team. To look at what approach they will use to do this and how to effectively use reflective practice.
- To develop a short-, medium- and long-term vision and plan, particularly related to having a long-term asset
- Work on building foundations for sustainability, particularly with the team of trustees, to increase their effectiveness.

Action Plan

- To drive forward the succession arrangements with Firs and Bromford as the partnership structure moves away from reliance on Big Local funding and create new resourcing opportunities through the Firs and Bromford Community Development Trust. Part of this could in future look at acquiring and managing assets.
- To take forward aspirations to develop the community and environmental infrastructure within firs and Bromford.
- To take forward the case for better transport connectivity to enable residents to access employment opportunities around future economic developments in East Birmingham and beyond.

- Vision: to be the lead youth organisation in East Birmingham.
- Revisit theory of change, develop a strategic growth plan outlining sustainable growth and embedding OCF's DNA.
- Resources: identify and allocate resources for staff development, asset acquisition, and implementation of strategic growth plan.
- Research: conduct research on the potential of 'taking over' the Naseby Centre via CAT process and/ or other long-term assets and put together community engagement strategies.

Organisation

OUR COMMUNITY FOUNDATION

Appreciative Inquiry

- Prompted reflection on what's unique about the flourishing of an associational approach through a strong social economy and how this could inspire others particularly in East Birmingham.
- Continue with community consultation and engagement around the possibility of 'taking over' the Naseby Centre. To do this with using a strengths-based approach
- To collaborate with the Save Birmingham campaign.
- To seek advice from organisations who have been through the CAT process, e.g. Norton Hall. To help assess OCF readiness to take on a building such as the Naseby Centre
- Thinking how to mature as an organisation, particularly around how to 'make the most' of Basharat, to utilise his strengths and build overall capacity.
- To utilise training such as 'Using a Solution-Focused Approach' for the staff team
- To rethink their mission statement to reduce youth unemployment by 10% as this is difficult to measure. To utilise the example of Unlimited Potential of having a broader mission statement

Action Plan

- Implementation:
- Implement strategies outlined in the growth plan, including staff training, trustee effectiveness, and community engagement activities.

Organisation

ST MARGARET'S

Appreciative Inquiry

- Of note in the AI for GOWM was their session using the Theory of Change methodology for establishing a Ward End Business Hub
- What is the problem you are trying to solve?
- There isn't access to appropriate business support for members of our community, especially women.
- Assumptions:
- There are people in community who want to set up their own businesses including self-employment.
- Current provision doesn't deliver what is needed.
- Who is your key audience?
- Residents who want to explore their ideas and the requirements and implications of setting up businesses but face challenges that traditional business support services cannot assist with.
- Assumptions:
- There are people in community who want to set up their own businesses including self-employment.
- Current provision doesn't deliver what is needed.
- *What is your entry point to reaching your audience?*
- Based in the heart of the community – local/walking distance.
- Safe and trusted space.
- Established relationships.

Action Plan

- To drive forward the succession arrangements with Firs and Bromford as the partnership structure moves away from reliance on Big Local funding and create new resourcing opportunities through the Firs and Bromford Community Development Trust. Part of this could in future look at acquiring and managing assets.
- To take forward aspirations to develop the community and environmental infrastructure within firs and Bromford.
- To take forward the case for better transport connectivity to enable residents to access employment opportunities around future economic developments in East Birmingham and beyond.

Organisation

ST MARGARET'S

Appreciative Inquiry

- Already in regular communication with some people in the community.
- Assumptions:
- The people we are already in contact with are the people who want to set up businesses.
- The message that the support is available will be spread through our existing contacts.

What are the steps needed to bring about change?

Being clearer about what a business support services might look like

- What services does it deliver?
- How are they delivered: 1-to-1, mentoring in small groups, open access advice and guidance?
- Who is it for?
- Identifying resources to deliver:
- People
- Money
- Spaces
- Partners

What is the measurable effect of your work?

- The creation of locally owned businesses.
- People are able to make informed decisions and choices about the route they want to take.

Assumptions:

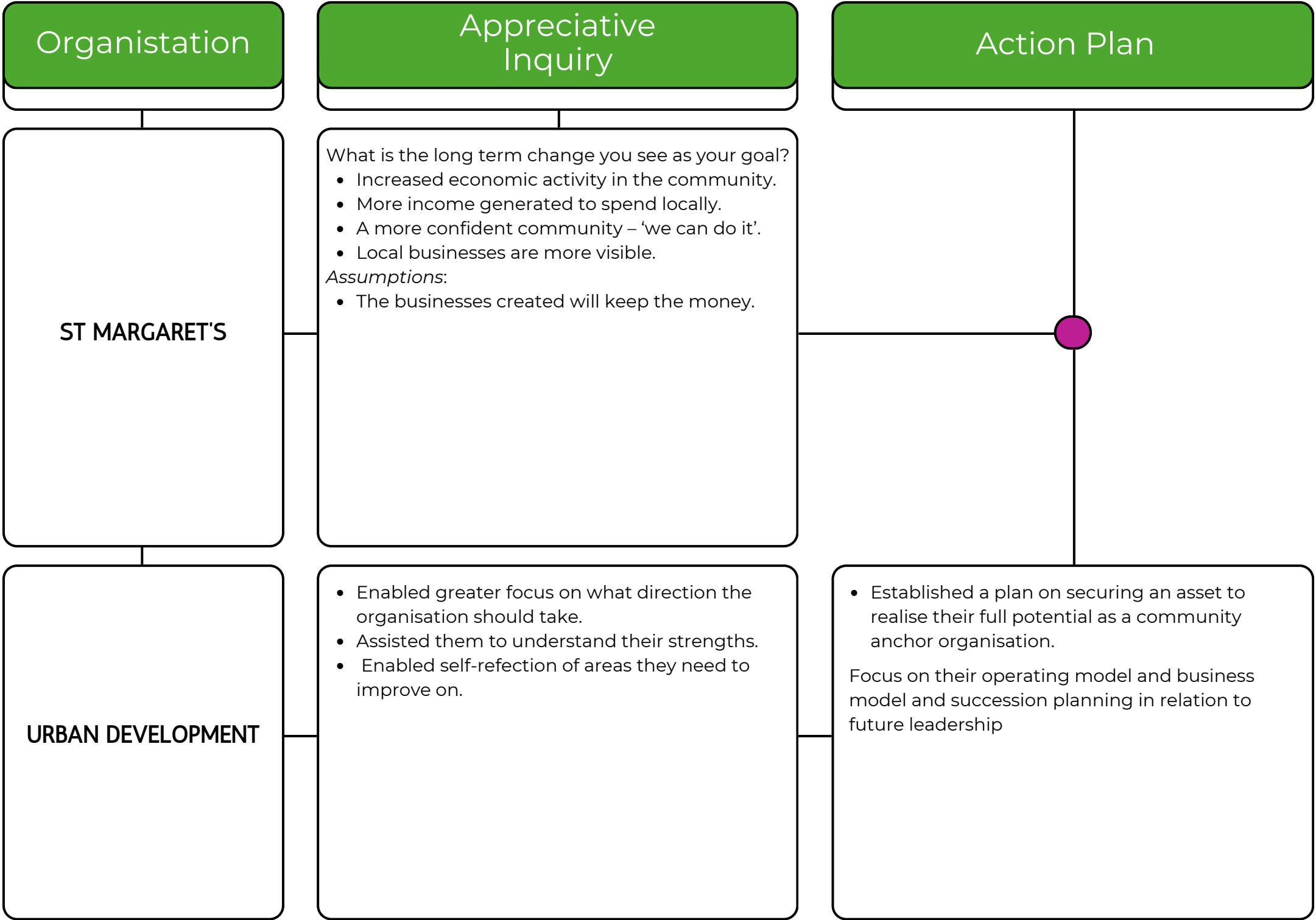
There are sufficient enquiries that can become viable businesses.

What are the wider benefits of your work?

- Inspiration to others.
- Setting up businesses is more accepted as an option.
- Perception of how the neighbourhood is seen, a place to 'do business'.

Action Plan

- Resources: Identify what resources are available to take the action plan forward.
 - Vision: What do you want to see happening? Clarify the approach that wants to be taken forward. Is it to create a business hub or provide business support?
 - Research
 1. Who is the target group?
 2. Which types of business are going to support?
 3. What is the current make-up of the business sector in Ward End?
 4. Other examples nationally, how are they resourced?
 - Find out what the aspirations of the other anchor organisations are?
- Explore if and how the private sector can support local businesses.



NOTES ON PROGRAMME EVALUATION FROM SANCTUARY COLLABORATIVE LEARNING SESSION – 25TH MARCH 2024 WORLD CAFE ON CREATING A GRASSROOTS NETWORK

Group 1:

- Why keep it going? To maintain the connection but the process needs to be kept simple
- Quarterly catch-up meetings would be one option
- The agenda for such meetings would include the levelling-up programme (with a major focus on the organisational action plans) but should be broader: on-going learning from each other and mutual support
- If such meetings took place it would be better if they were around a localised network rather than city-wide
- Some might need to be convinced that it would be beneficial as the participant organisations would need resources (financial and human) to participate
- Such networks could bid for funding together and such partnership bids are generally welcomed by funders
- Policy advocacy could be another collective action and would have more impact if it was from a network
- There is a danger that little would happen if there was no programme to support it but 'we've started a journey; where to now/'
- Even without a formal network being established there is a need to share action plans, and ideally organisational development plans could have been included in these
- There were views that there had been some disconnect around the purpose of the programme: was it to build the participant organisations or to develop East Birmingham
- The view was expressed that BCC processes negatively affect the ability to create grassroots networks and BCC plans are crucial to enable the next stages in East Birmingham to be realised
- There were feelings that the programme has been too top-down but perhaps the creation of a network(s) from this first phase might counteract such a tendency for future cohorts

NOTES ON PROGRAMME EVALUATION FROM SANCTUARY COLLABORATIVE LEARNING SESSION – 25TH MARCH 2024 WORLD CAFE ON CREATING A GRASSROOTS NETWORK

Group 2:

- There is a will to keep the momentum going and there is a great need for further sessions to plan the collective next steps
- There is a need for more sharing between the 10 participant organisations to identify common ground; indeed, the 10 CAOs have no reason not to work together
- They wished to maintain the relationships that had begun so positively with the Dutch visitors
- The larger organisations within the 10 could coordinate and convene
- UDF offered to draft Terms of Reference
- DRC and Mu'Ath Trust could be the conveners and each drew attention to the BEST Network that used to exist of which they were both members. DRC is also leading on the Fairer Futures funding that is coming into East Birmingham from the health sector
- A structure that include working groups on different topics would be good
- It was felt that the area of coverage should be East Birmingham
- Acting together increases power and influence and a network can be pro-active in relations with statutory bodies
- Building relations with the private sector would be a key objective

There was a collective will to be specific on the next steps and it was agreed that DRC and Mu'Ath would convene a meeting on 16th May in the morning (they will need all the organisational contacts to do this)

NOTES ON PROGRAMME EVALUATION FROM SANCTUARY COLLABORATIVE LEARNING SESSION – 25TH MARCH 2024 WORLD CAFE ON CREATING A GRASSROOTS NETWORK

Group 3:

- Meeting amazing CO at Unlimited Potential Salford
- Manchester/Salford opportunity to hang-out
- Space to journey – chance to reflect
- Part of a team – range of skills etc – diversity of people
- Arts in the Yard' community event/Mu'ath/diversity & city
- Innovation in the programme – at speed!
- Bus journey with the Dutch! Innovation – showing off the city
- See how other countries work - the possibility of future collaborations with them
- Invited to see how C.O. actually works
- Seeing the CAO's do their stuff! Stay in their lane/strengths
- See wonder community relationships in their neighbourhoods
- Intend C.O. connections and youth employment teams
- Victoria's story (Manchester) – see what's possible + unlimited potential journey – possibilities & mentoring
- Seeing Firs and Bromford story – and their amazing idea of a DREAM economy
- Overall programme – being able to pull it together in a short time – relationship/challenge with CAOs – need for trusting relationships and honesty
- CAOS getting to know each other better at the beginning & through the process
- Including more study visits and adding some in Birmingham
- Time in the sessions to reflect – on the go constantly
- Time for logistics – just about in proportion
- Bureaucracy – support for the organisations – streamlining the process
- Time – too constrained – organisations still delivering alongside
- More scaffolding for L.M. – project leads - MOU with organisations – clarity
- Communication and expectations - the timeliness of communication ie some of it came quite late or with short notice
- AI process didn't work for one org – how to respond
- Develop a toolkit from the resources developed on the e-learning site
- Loconomy – working with these organisations moving forward
- How to keep this going with what's going on in BCC for existing organisations
- How to keep this going as a network getting the balance right between developing organically and strategically - key role in facilitating engagement with the Levelling Up team
- What's the offer to organisations – who & what do they need? Each needs different things
- Themes emerged – need clear purpose
- Assets -continue support around this
- Involve Businesses – connection – social value

COMMUNITY EVENTS PHOTOS - ACTION PLAN DISSEMINATION EVENTS AND COLLABORATIVE LEARNING EVENTS



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Welcome to
Tyseley Energy Park Community Clean-Up Day!

Schedule

10:00 am – 12:00pm: Community clean-up along the River Cole & the Grand Union Canal

From 12 onwards: Engage in our Community Information Forum:

- Meet Councillor Zafar Iqbal
- Discover local changes and activities
- Learn about the River Cole Community Commons
- Learn about Birmingham's Green Energy and Innovation Quarter
- See the latest designs for the National Centre for the Decarbonisation of Heat which will be built at TEP over the next two years.
- Promote your organisation [here](#)

Date and Place

Wednesday 20th March

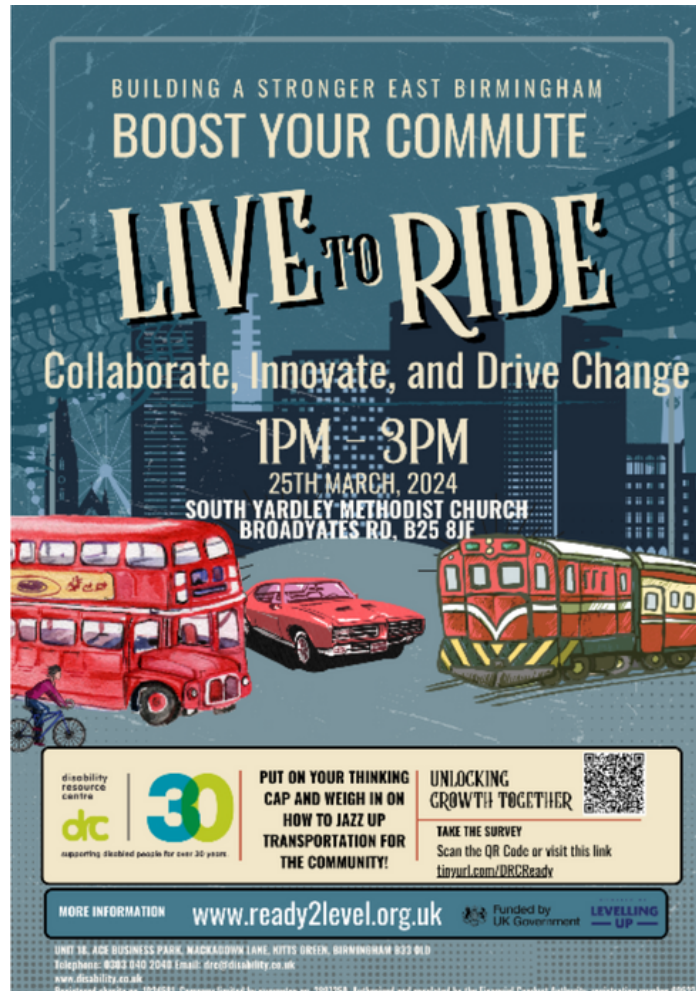
St Cyprian's Memorial Hall, Fordrough, Hay Mills, B25 8DL

Thank you for joining us for a day of connection, environmental care, and shared efforts.

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