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| Committee: Funding Committee of the City Bridge Foundation Board | Date: 4 December 2023 |
| Subject: LocalMotion | Public |
| Report of: Sacha Rose-Smith, Chief Funding Director | For Decision |

Summary

This paper sets out the LocalMotion journey so far and a request to the Funding Committee to agree to endorse to the Board a request for £5m for the 2024-2031 phase of delivery.

Recommendations

It is recommended that the City Bridge Foundation Board (CBF), in the discharge of functions for the City Corporation as Trustee of City Bridge Foundation and solely in the charity's best interests:

- i) Note the contents of the report;
- ii) Endorse to the City Bridge Foundation Board the recommendation to invest £5m in support of the delivery of LocalMotion; and
- iii) Agree to further explore the potential for CBF to host up to four members of the LocalMotion central team for the next four years between April 2024-March 2028.

Main Report

Overview

1. LocalMotion is the collective endeavour of six leading UK foundations (City Bridge Foundation (CBF), Esmee Fairbairn Foundation, Lankelly Chase Foundation, Lloyds Bank Foundation of England and Wales, Paul Hamlyn Foundation and Tudor Trust). It was inspired by a shared desire to tackle the causes of deep-rooted structural injustices facing people in towns and cities across the UK by exploring place-based change and ceding power to communities. The scale of this challenge is such that no one funder can make as broad and deep an impact independently. Additionally, each of the funders brings unique strengths beyond financial support, allowing for a "total assets" approach otherwise not possible. LocalMotion therefore sits squarely with the vision of the Bridging Divides Strategy for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation, and our PACIER values of being progressive, adaptive, collaborative, inclusive, environmentally responsible and representative.
2. To date, there has been significant funder commitment across the six partners both financially and non-financially. In December 2018 the first funding of £50k was agreed (£50k from each funder) for research work (total £300k spent across all funders). In September 2019 a second tranche of £50k (again £50k from each funder) was awarded to continue the research and development (total £300k spent

across all funders. In November 2021 a further £485,000 was agreed towards the initiative, which, together with contributions from the other five founding funders, allowed the next phase of work, costing £3.5m. This has involved further local development work, appointing/re-appointing a learning partner, and funding (and other support) being distributed to local initiatives tackling inequity. The CBF allocation will be utilised in Enfield (plus core support costs), ensuring London benefit.

3. In addition, there has been significant Trustee involvement from all of the funder partners to date, in attending place visits and learning summits and understanding the journey and progress of the places. Most funders' Board decisions are in November and December 2023, with CBF having its final Board decision in February 2024.
4. Thus far Esmée Fairbairn and Lloyds Bank Foundation have made a commitment to support this work over the next 8 years.
5. At this stage the table of funders' contributions and the resources budget is indicative (Ref 7.5 Table 2). One funder is currently not able to commit whilst they are in a period of internal governance change. They will clarify their position in the coming months and will remain engaged. Once the Board decision-making process is complete, we will finalise and prioritise the available budget together with places.

The Story So Far

6. We know that this is long term work and we approached it with an acceptance that if the answers were obvious or the task easy this work would not be needed. Having built cross-sector momentum in six places, we have fostered a genuine sense of possibility with local communities, and trust that we are in this with them for the long term. Our approach is one of action-based learning. Funders working side by side with communities to develop and test ideas. The overarching theory of change is that deeper collaboration amongst funders and between funders and communities can contribute to deeper, more lasting change in places. We believe that connections create the conditions for change.
7. So that we could learn how best we could add value at different points on a place's journey we chose six places at different starting points, identified around existing levels of collaboration: embryonic collaboration (Carmarthen, Enfield); promising pockets of local collaboration (Lincoln, Middlesbrough); and progressing strategic, area wide collaboration (Oldham, Torbay).
8. Starting in the pandemic context of learning to navigate virtual engagement, it took longer to build trust and reach directly into communities than originally hoped. The focus on survival mode during the covid pandemic amplified the challenge of developing longer-term thinking during an immediate crisis. However, the challenge of firefighting crises pushing out deeper, longer-term thinking is a persistent

experience on the ground locally – one that is often reinforced by traditional, time limited project funding approaches that we seek to change.

9. With regards to Governance, to date the Director of Local Motion has been hosted within different funders of this partnership, namely Lloyds Bank Foundation and currently Esmée Fairbairn Foundation. Throughout the developmental phase, discussion has taken place regarding the long-term governance and the viability of setting up setting up an independent body to host the personnel for LocalMotion, which has been rejected owing to fears of duplication in the sector, competition of funding and the centralisation of such an arrangement. It has been proposed that CBF could host the roles associated with LocalMotion going forward (for an initial 4-year period) with a view to looking at alternative arrangements as the local areas themselves progress and increase their capacity. These roles would likely be 3FTE and be covered by the centralised costs of the partnership budget.

What is changing through this work?

10. As funders we share accountability with places for building local trust and hope, as well as responding to developing ideas. Being deeply involved in local work we are learning what it takes to catalyse change, connect change makers together and coordinate disparate and siloed activity so that people in places all move towards the same goal. Funders are active participants in the work, consciously building trusting relationships with people in the places and there is a shared MoU and partnership agreement.

11. Some of the funder mindset shifts so far include:

- Co-designing with places based on more deeply understanding local context, trying things and uncovering the answers together.
- Places own and steward the resources, directing where they want them to go through a networked and shared 'test and learn' approach with local communities and funders (and where funders are participants but not decision-makers).
- We work at places' pace of change, learning where they are really starting from, the strengths and challenges of their local context and building from there.
- Two-way accountability: funders are designing the work with places, taking shared responsibility for achieving change. People in places have a strong leadership role in our shared learning and governance approaches.

Agenda setting power

12. Places have worked to create a collaborative eco system of community power, influencing ways of working. Examples include:

| | |
|---------|---|
| Enfield | Learning from early co-production work with young Black community, to setting up a community eco-system with EnfCaf (Enfield Climate Action) local activists and working with the |
|---------|---|



| | |
|---------------|---|
| | local grassroots led Race Equality Council members, to bring their mission of community led co-production to a very traditional public sector |
| Carmarthen | Its original creative work with communities to set priorities blooming into self-directed action through its Streets Ahead work building connections with a local LGBTQA+ group, a men's group on mental health (including street drinkers) and others who are coming together in plans to create a community owned and directed innovation hub |
| Torbay | Strengthening families has converted cynics into champions of community led change, with young people setting and challenging agendas. |
| Oldham | Their Poverty Action Network has not just set the agenda for LocalMotion but is also influencing Local Economic Strategy working with the council on local economic plans for each of the local districts of Oldham. They have reviewed ways of working for this network, allowing South Asian women to set the terms of their engagement |
| Lincoln | Mobilizing communities to assess impact, developing community researcher capability, as well as to set the agenda |
| Middlesbrough | Early community conversations have developed into a deeper conversation around EDI and race as the lens through which to look at their work on poverty |

13. The places recognise the need for representative local groups to champion local change, and the need to truly reflect the complexity and experience of local communities. The examples above show how they are networking more broadly to go deeper into their communities, so that local groups are enablers more than *decision* makers. Places are all reviewing their governance as they move into the delivery phase and have asked for funder support to embed more revolutionary local governance approaches that disrupt their own and others power dynamics. Indeed, each of the places have all received extensive training in deep democracy from the learning academy. The training has proved instrumental in helping places and participants move into an innovation and transformation mindset and away from a service delivery focus. Places and foundations are also working with [brap's](#) Pact Pioneer programme to help us more deeply understand and disrupt local power dynamics around race, ethnicity and identity.

Ownership of resources

14. There is a limited centralised budget and most of the funds contributed by Funders will be devolved directly to places. The place's approach is to transfer resources to communities and share the power to make change happen, such as championing change in their own organisations and networks and sharing expertise and networks. Examples of how these funds have been devolved to date include the following: Lincoln Embracing All Nations, a grassroots collaboration of 16+ nationalities sparked by LocalMotion, has set its own agenda training community



members with lived experience as immigration advisers, reaching into the local undocumented migrant community. Another example is Oldham's Poverty Action Network (PAN) was delegated resources to develop its own agenda, as well as being connected to local strategic decision makers. Having recognized each other's expertise, the PAN is now involved in shaping local economic strategy as well as its community Places of Hope work.

15. Places are working closely with Esmee Fairbairn Foundation to develop a social investment approach to create sustainable revenue streams for communities. CBF's Funding Director & Social Investment Fund Manager has also been involved in this process. Social investment monies are owned by the places with returns recycled into further investment. Ideas include cooperative spaces for community innovation (Carmarthen, Oldham, Enfield) and Torbay has already acquired Peoples' Parkfield - an amazing local venue and wider resource (e.g., BMX track, skate park) for the local community. Ideas are being built on accessing (and disrupting) existing expertise such as creating local, circular economies that work for people and planet: e.g., Torbay and Carmarthen around sustainable food equality; Middlesbrough around community wealth; LEAN on developing community led immigration advice and support in Lincoln. The focus is on opening up enterprise (and other economic) opportunities for communities to address aspects of inequality by disrupting local anchor organisations (i.e., public bodies, housing associations, geographically rooted local businesses) approach to procurement, recruitment and investment to foreground the local community.

The Power to Act

16. Places have moved a long way from looking for (specifically) funders and local governments' permission to act. Through connections with other changemakers and exposure to different tools through our learning approach they are all laying the seeds for regenerative local leadership. Places have taken the view that if they don't have skills locally, they will learn them, and cascade that learning more widely. They are all planning a local leadership programme to release yet untapped community potential. Taking a training the trainer approach to build in sustainability and continually replenish the local leadership pool they are broadening access to new tools and ways of thinking. The goal is for people to be able to lead the change they want to see without needing recourse to local group approvals or permissions. As Torbay noted in their plan summary people now join to get involved with the work first, rather than access resources. In short, this work is as much about us learning when to get out of the way and allow others to act, as when to get involved.

What have we learnt through LocalMotion?

17. As a collaboration of funders across the family, corporate and independent funder spaces, and a longer-term collaboration than most place-based commitments, LocalMotion has a deeper legitimacy to prompt a funding sector wide conversation together than each foundation could alone. Having built local trust and hope for

change, the question now is how willing we are to stay on the journey with places, working together to resolve the challenges on deep rooted structural issues.

18. The space for reflection and to collectively try things, learn and iterate across sectors and outside of individual organisational goals or strictures has been powerful for places. Our focus on leadership capability building that can be sustained beyond project funding, is one of the things people see as truly different about LocalMotion. Local coordination for those places that have invested in it has created more pace and wider buy-in, accelerating the work locally. Those who haven't had this resource have felt their time poorness as volunteers more keenly but have still made great progress. We need to be sensitive to how this 'twin speed' dynamic plays out in places work.
19. LocalMotion itself sprang from learning in the guise of an action learning set, showing that space for reflection and shared thinking can create ambitious and experimental approaches. We have created a freedom of delegated decision making locally which for some funders has been transformative. Investing in capability building and convening has started local transformation. This is not something people readily have access to through traditional funding and it does not happen naturally across organisational, and sector siloes. Our learning reports show that investing time in upskilling and connecting people to wider inspiration is key to helping them unlock their creativity in challenging existing power dynamics.
20. The place plans (**overview and summary at Appendix A**) highlight crucial learning on the importance of funders being aware of the challenging reality of local contexts and seeing that complexity in action. Places have been honest about local power dynamics and resistance to change. Our uniqueness as a collaboration is in being able to act across, and even transcend, funders individual areas of interest - and focus on the longer-term horizon to work together on those issues. Places plans make it clear that this reflects a once in a generation change to shift the dial on power. The nature of the funder collaboration has allowed us to operate differently in LocalMotion – pointing to a wider strategic direction of travel for the funders, with some describing LocalMotion as having 'broken the mould', opening new possibilities.

Defining Success

21. "Success" for LocalMotion is at two levels, the impact on local places and the impact on funders own practice (and how we have influenced others funding practices). Ultimately success in the places will be demonstrated by the ways of working that we are embedding, with communities are at the heart of local decision making, continue without us; with efforts directed at tackling the root causes of knotty social, environmental, and economic issues. Success is defined by 'distance travelled' as places had different starting points, some with minimal existing collaboration. Places are taking a storytelling approach to evaluation to capture the impact of the journey on local people, as well as changes in the place (improved

outcomes on their chosen issues) and any emergent (and unintended) impacts. Reflective practice is built into local work, so that it is everyday practice to reflect and learn from what we do, how we did it and who we did it with. With our initiative wide approach this work is developmental, we act on learning as we go, a key strength of our approach identified by our learning partner. We will also have central learning and evaluation support, and governance expertise, to support places in holding us to account on how our own funding practice has changed and how we are influencing others.

Timeline

22. The overall initiative timeline is below:

LOCALMOTION 10 YEAR TIMELINE



Resourcing for 2024-2031

23. Table 1 sets out indicative resources to support LocalMotion for 2024-2031. The key shift in this next phase is that central resources are *jointly owned* and directed between places and funders, supported by an independent Chair. This direct ownership and direction of central costs and activities formalizes and deepens the power shift to communities in line with LocalMotion's ethos.

Table 1: Indicative Resources for LocalMotion, 2024-2031

| Total budget | Unringfenced | Ringfenced for places revolving social investment fund | Total |
|---|--------------|--|-------------|
| Funder contributions | £18,066,666 | £1,999,998 | £20,066,664 |
| Staffing & Collective activities costs for leadership development academy, shared learning & external influencing | | | £2,555,584 |

| Places | | | |
|--------------------|--------------------|-------------------|--------------------|
| Torbay | £2,251,847 | £333,333 | £2,585,180 |
| Oldham | £2,651,847 | £333,333 | £2,985,180 |
| Middlesbrough | £2,651,847 | £333,333 | £2,985,180 |
| Lincoln | £2,651,847 | £333,333 | £2,985,180 |
| Enfield | £2,651,847 | £333,333 | £2,985,180 |
| Carmarthen | £2,651,847 | £333,333 | £2,985,180 |
| Total Costs | £15,511,080 | £1,999,998 | £20,066,664 |

Note: Torbay has £400k unallocated from the 2022-2023 budget which has been deducted from the overall total to create parity between places.

24. Central costs cover three main functions – central coordination of funders and places, shared learning (including a leadership development academy), and influencing change in wider funder practice. As the LocalMotion network grows and becomes more self-sustaining we anticipate that the central budget will be needed for the first 4 years. Following a planned review of central support in year 3 of the delivery phase we will establish what is needed for following years. At this stage we envision a transition to a lighter secretariat role that would support LocalMotion for the latter four years of delivery.
25. Local budgets will fund local coordination and participation support for smaller or grassroots organisations and unwaged people with lived experience expertise; plus, activities to involve more voices and support local innovation.

Table 2: Funder Contribution Breakdown

| Funder Contributions | 2024-2031 Contribution Request |
|---|---|
| City Bridge Foundation | £5,000,000 |
| Esmée Fairbairn Foundation | £3,000,000 |
| Esmée Fairbairn Foundation social investment ringfenced funding | £1,999,998 |
| Lankelly Chase Foundation | £1,000,000 |
| Lloyds Bank Foundation 2023 decision | £900,000 |
| Lloyds Bank Foundation 2026 & 2029 decision total | £1,500,000 |
| Paul Hamlyn Foundation | £5,000,000 |
| Tudor Trust | £1,666,666 |
| Total | £20,066,664 |

26. CBF funding is restricted for the benefit of Londoners. CBF therefore usually funds projects and work which operates solely within the Capital, and in fact most of its responsive grant-making is limited in this way. For strategic work however, it has often funded national work, where funds can be restricted to work within a wider project which is only benefitting Londoners and/or where the work is of such



strategic impact that it will by its nature have a positive impact on all Londoners (or all Londoners within a particular demographic, or all London voluntary organisations/London organisations within a certain theme/geography).

27. One of the LocalMotion Places is in London (Enfield) and as such there is a direct argument that 1/6 of the total project cost will benefit Londoners (£3.3m). The recommendation, however, is for a larger grant due to two factors. Firstly, the contributions from Lloyds and Esmee represent a slightly lower overall proportion of the whole but represent the maximum those funders can commit. This is partly mitigated by the fact that they have been providing in-kind support not accounted for in budgeting since close to the beginning of the project in 2018.
28. Secondly, there is a pan-London and pan-Funder benefit to continuing the work. As the rest of this report sets out, the shared and continued learning is being embedded across CBF’s other work and is influencing the wider funder and voluntary and community sector, especially in its ambitions to embed a more holistic systems-change approach to community benefit. The Funding Committee is therefore asked to agree to funding a slightly higher proportion than one sixth of the work to the wider benefits for Londoners, as it has done with many other strategic projects in the past. This £5m recommendation represents 25% (one quarter) of the expected continued costs for this next phase but 23% of the overall contributions to LocalMotion (£24m) including this next round of funding.

Strategic Risks and Mitigations

29. As noted, places are currently taking a far greater reputation risk in this work than we are as funders. The table set out possible risk events and mitigations.

| Risk event | Risk consequences | Mitigation opportunity |
|--|--|--|
| Insufficient funding or resource is available to support places ambitions. | We damage our own and places reputations and lose trust and/or cannot achieve the deep change required | <p>We make decisions on priorities for available resources and any transition required together with places.</p> <p>We support and connect places to build a more diversified funding base locally and use our networks to stage funding nationally.</p> <p>A core element of our shared work with places is diverting existing local resources for better impact.</p> <p>We directly leverage our own policy influencing and campaign assets to influence wider policy change based on places’ goals.</p> |



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| <p>Decisions do not fit our purpose or ethos/money, or resources are misappropriated</p> | <p>Reputational damage and funding opportunity cost</p> | <p>Funder representatives are part of local groups and involved in local discussions on decisions and learning.</p> <p>Local account holding bodies have a safeguarding 'over-ride' in the grant agreement and a responsibility, together with funder representatives and the Director of Collaboration, have an agreed role to uphold our charitable purpose.</p> <p>Account holding bodies financial mechanisms are regularly reported to local groups.</p> |
| <p>A key staff member such as the Director of Collaboration or a local coordinator leaves</p> | <p>Progress is halted or damaged</p> | <p>Both the Director of Collaboration and local coordinators have contracts to carry them over the decision-making transition period to support staff retention and continuity.</p> <p>Direct relationships with funders and local groups mean that the work is not dependent solely on one individual.</p> |
| <p>We don't sufficiently understand and disrupt power dynamics both locally in places and between places and funders and use the same tools we've always used to create change</p> | <p>We unconsciously replicate traditional discriminatory funding practices and create tokenism in our structures.</p> | <p>We are delivering specialist, practical support on understanding power, accountability, and connection from the perspective of race; together with a governance review that foregrounds equality.</p> <p>We are strengthening accountability through our governance review, foregrounding our shared expectations around equality and power.</p> <p>Our learning approach foregrounds power and equality as a key learning question with regular reviews on what is changing.</p> |
| <p>We create competition between the six places in this phase and/or revert</p> | <p>We lose trust between places and funders and nothing changes</p> | <p>We co-create a shared governance structure between places and funders, being explicit around power and decision making. The shared</p> |

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| <p>to funder critique on plans rather than co-creation, abandoning our humility that “we don’t know the answers” in this process</p> | | <p>funder and place governance structure and independent chair does not privilege any one place or funder.</p> <p>We recruit a learning partner with a clear remit to challenge funder practice based on what we’re learning and ensure transparent feedback on what has changed.</p> |
| <p>We don’t sufficiently leverage funder learning to change our own or the wider funder system</p> | <p>Nothing changes for funders or places</p> | <p>A shared governance approach foregrounds direct accountability to places from funders and our learning framework is transparent transparency in what we are changing and where we are influencing others.</p> |
| <p>Insufficient resource is allocated to core costs to do justice to the coordination needed across LocalMotion and to change wider funder practice</p> | <p>We cannot successfully mine the learning and collaborative potential and create staff burnout</p> | <p>Places and funders jointly review the central functions and Director responsibilities to provide greater role clarity.</p> <p>We are clear in our shared expectations between places and funders - in both our grant agreement and funder memorandum of understanding - what responsibility lies with whom.</p> |

Conclusion

30. In conclusion the Funding Committee are asked to endorse the recommendation to the CBF Board to make a further investment in LocalMotion of £5m. We also wish to explore potentially hosting LocalMotion staff for the next four years. LocalMotion embodies the pillars of our Bridging London strategy, it is catalytic in shifting power, centering co-design, devolving monies to local economies and aims to disrupt the prevailing systems to bring about meaningful local change. It is sustainable in that there is a stronghold of funders, committing to using assets beyond their funding over a long-term period. The investment in future leaders’ capabilities recognises that we need to invest locally in leadership to drive and sustain change. Investing in local future leaders is a demonstration of our commitment to be a responsible leader.
31. We are not doing traditional grant making in LocalMotion - we are funding change to shift power dynamics, more honestly learning from mistakes both past and present and addressing deep-rooted structural challenges. The benefit of this work is that we all must examine our own operating assumptions and our contributions



to creating the outcomes that we want to change. We have built trust and momentum in LocalMotion places and the wider funding sector and are at a key transition point in our journey with places. Places see the LocalMotion collaboration as a once in a generation opportunity to change the future of their places and to make sure that communities are in the driving seat of change on what matters to them.

32. It is the hope that LocalMotion, will continue to challenge CBF in the ways in which we fund. LocalMotion is the opportunity for CBF to move closer to becoming a world class funder. To be a world-class funder recognises on a fundamental level that funding alone is not enough, and never will be. There is a profound need to focus on the systems by which the inequity has developed and persisted that must be addressed, this takes time and a long-term commitment. There is also a recognition that the ownership of resources and the situation of power must be shared, not centralised. That people within and closest to the issues are instrumental in their resolution. That non-financial support, different types of investment and the capacity development of future leaders gives the most likelihood of success. A world class funder also recognises that relational and material poverty are closely associated, and that people and the connections created between them are pivotal. As David Robinson (Practitioner in Residence at the Marshall Institute) states 'meaningful relationships are the central operating principle' and one, as noted at the start of this paper, that creates the conditions necessary for transformational change.

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Appendix A: Overview of LocalMotion Longer Term Places Plans

Local Visions

Places were free to interpret our mission to tackle the root causes of social, environmental, and economic injustices in the way that best met local community priorities. The common focus between places is tackling the root causes of poverty and its impact on people's opportunity to thrive socially, economically, and environmentally.

Table 1 sets out local visions and priorities.

| Table 1: Local starting point and visions | | |
|---|---|---|
| Starting point & LocalMotion role | Local Vision | Local priorities |
| Progressing – a coordination role | <i>A connected Torbay</i> | <ul style="list-style-type: none"> • Strengthening families • Food inequality (and circular economy) • Financial Wellbeing • Golden thread of community power on agenda setting, owning resources and 'getting things done' |
| | <i>Oldham - Connecting people and opportunities for lifelong change</i> | <ul style="list-style-type: none"> • Tackling the root causes of poverty • Creating a local economy that works for everyone. • Strengthening community pride and belonging. • Golden thread of valuing diversity and community experts by experience agenda's transcending local politic cycles |
| Promising – a connecting role | <i>Lincoln Connecting people to inspire a flourishing future</i> | <ul style="list-style-type: none"> • Tackling Poverty • Children & Young People • Climate Hope • Golden thread of a 'pro-inclusion' city for everyone |
| | <i>A thriving, growing and resourceful Middlesbrough</i> | <ul style="list-style-type: none"> • Rebalancing power and tackling poverty and wellbeing through an equality, diversity, and inclusion lens • A local economy that creates local wealth • Golden thread of innovation, fairness, and vibrancy |

| | | |
|-----------------------------------|---|--|
| Embryonic – a catalyst role | <i>Enfield is a place where all residents have opportunities to be successful</i> | <ul style="list-style-type: none"> • East-West borough poverty gap in Enfield • Mental health and social isolation • Golden thread of co-production, sustainability, and climate change |
| | <i>Carmarthen/Caerfyrddin Happiest and most prosperous town in Wales</i> | <ul style="list-style-type: none"> • Culture, climate, community and diversity, and creativity • Golden thread of heritage (including the Welsh language) and nurturing diversity for creative critical thinking |

Distance travelled and power shifts so far.

One of the major successes is the local mindset shifts we have seen from the challenge of firefighting the symptoms of crises to making space for longer term, deeper thinking on root causes. From an initially overwhelming blank page places have:

- **Devolved agenda setting and devolving decision-making power** to communities to create local priorities for action for e.g., Carmarthen’s Llais Caerfyrddin events, Enfield Community Hubs, Lincoln’s Poverty Truth Commission and Oldham Poverty Action Network, Middlesbrough’s community conversations and Torbay’s strengthening families and food events bringing fun, pathos and challenge to communities taking on big ideas and to stakeholders joining them. Local groups, whilst striving to be representative, are acutely aware that they are making local group decision making power somewhat of a misnomer as they are promoting and striving for *community*, rather than local group decision making.
- This involves taking resources to people so that they can participate on their own terms, such as Oldham review of ways of working with South Asian women to ensure they can fully participate. Cynics have been converted to champions in Torbay as they have progressed their journey to young people shaping (and delivering) the strengthening families theme. It is still a work in progress as having set local agendas and built hope with communities, places now face an anxious wait for funders decisions, caught in a traditional funder decision-making dynamic as they try to push the boundaries locally and give power to communities.
- **Devolved resources (but held shared accountability for change)** to communities with ideas such the Climate Hope Lincoln group of activists, Poverty Action Network in Oldham, Community Wealth approach in Middlesbrough and supporting People’s Parkfield community asset transfer through central social investment.
- **Grown in their confidence to challenge and be challenged:**



- Places are now taking on the equality, diversity and inclusion challenge more deeply. As with funders own EDI journeys, this has been a core challenge for places, where they have requested funder support to help challenge themselves and local systems more effectively. Middlesbrough is moving from talking about poverty first to talking about equality, diversity and inclusion first. This small step is a major mindset shift in the local area. Every local group is reviewing its network and governance approach, holding the twin challenge of diversifying local group membership, and making sure that power does not stop, or reside solely in the local group. Lincoln has brought a focus across the city on inclusion, not just challenging its own local groups membership but the whole city to be explicit on inclusion a crucial step in a volatile local context around RAF Scampton. Carmarthen is bringing in more direct relationships with more diverse organisations.
- One of the local first challenges has been to overcome traditional expectations and approaches to ‘funding’ decision-making. We have worked through tensions in all core groups from those who were imposing agendas, resisting power shifts (often from a place of concern) or wanted to be in an inner circle to get pet projects funded. This has seen people learning to constructively challenge each other (Carmarthen and Enfield), and more inclusive local authority governance (Oldham). Our local values of putting the needs of people before local group’s own interests has helped expose ‘pet projects’ accelerating conversations around shifting power through shifting resources direct to community issues.
- **Cultivated bravery** in trusting that we mean what we say about learning from failure and staying on a long-term journey together. The risk for LocalMotion is borne largely by local places who all have experience of funders pulling out of initiatives without due attention to local impacts and relationships. Places are still building momentum whilst caught in the traditional funding trap of a lengthy five-month decision timetable and those furthest away from the local work making decisions on their future work.
- **From risk aversion to sharing risk and learning from innovation.** The blank page starting point was challenging for many. Funders connection with places has been instrumental in supporting places to take a “good enough to try, safe enough for now approach”. Supporting early learning whilst we built community momentum was crucial here in places trusting funders. Places bear the majority of reputational risk for LocalMotion and have staked their local reputations on funders delivering on their promise to work together over the longer term. Every place now has better and broader ways of working to give local communities power to set the agenda. The trust funders engendered in local places early learning was instrumental here e.g., Enfield’s work on youth unemployment.



- **A move from what do funders want to here's how it is, and here's what we need.** This is evidenced by places identifying the resources they need to make a difference (Torbay, Lincoln, Carmarthen) rather than fitting the resources request that funders are making to their boards. The honesty around the context and progress in Local Plans shows the trust places have built in funders. It is also evidenced in challenge to funders own practices, particularly how funder power dynamics have played out in some place visits, in critiquing rather than seeking to understand, denting funder reputations and the LocalMotion ethos. It is crucial to acknowledge that funders themselves have been a core part of the developmental journey with places and have been willing to have tricky conversations, and develop solutions, together with places.

Local Mechanisms of Change

The desire for communities to direct (and own) local strategy, resources, and action across organisational and sector siloes (i.e., beyond simply LocalMotion resources!) has created common mechanisms for change:

- **Growing local leaders** – building in sustainability through ‘training the trainer’ approaches, so that new leaders can continue to emerge and be supported with the tools to create collaborative change. This moves us from creating the conditions of change to making change through a sustainable (and replenishing) network of creative change agents for the long term.
- **Shifting ownership of resources to, and sharing risk with, local communities.** The key here is that in shifting ownership of resources local groups are *still sharing* collective accountability for action, impact, and change, with communities rather than passing all the accountability and risk on to communities along with the resource.
- **Sustainable investment development** – investment will be recycled in the community in perpetuity. As investment is paid back it is made available again for community investment in revenue generating ideas and so the cycle repeats. Initial ideas are focused on shared spaces (Carmarthen, Enfield, Oldham) but also include community immigration advice in Lincoln and food security (Torbay). A focus on Doughnut Economics and Community Wealth (Carmarthen, Middlesbrough, Oldham) will also generate ideas.
- **Learning approaches** that are rooted in communities, storytelling evaluation and sharing learning openly. Local approaches are based on dialogue, with impact measured through distance travelled. Training community evaluators and regular convening to gauge community impact, and pivot where needed. This is a live iterative approach with a strong emphasis on formalizing and sharing learning within and outside places.
- **National influence.** As confidence grows on the impact of local work, places are ambitious for their communities to influence what happens nationally and to co-create funder priorities and approaches rather than be pummeled by them.