DESIGNING SUSTAINABLE COMMUNITY ACTION

FOR COMMUNITIES OF ALL AGES *

*WITHOUT BEING A FULLY FLEDGED DESIGNER

thinkpublic

FOREWORD

The Calouste Gulbenkian Foundation has for the past four years been interested in exploring the challenges and opportunities presented by the fact that our society is ageing to such a great extent. In particular, we have been interested in the effect this change will have on individual citizens and our relationships between one another. Our concern has always been to help bring about lasting beneficial change through supporting innovative practice, influencing policy and wider systemic change in this as in other initiatives. From our IntergenerationAll programme, a joint initiative between colleagues in Lisbon and London, and a growing body of evidence we have assembled, it is clear that intergenerational practice is a vital tool in continuing to build strong and cohesive communities, including in the context of demographic change.

A valuable approach to intergenerational work and voluntary sector practice in general is one which recognises and builds on the contribution individuals can make at every age. From our experience with the IntergenerationAll programme, projects have real success when they are asset-based – focusing on what each generation has and wants to offer – and championing co-design which involves people in the design of the products, services or activities of which they are the customer or beneficiary. We have tested this method through the IntergenerationAll programme and consider it to be particularly valuable: the increased sense of ownership among project participants can lead to greater sustainability of the work and of the relationships formed during the project. This handbook describes the journey and captures the best of our learning which we are keen to share.

With such significant gains to be made for individual participants of intergenerational programmes and for their communities, there are strong motivations for local charitable organisations and associations supported by local and national government to adopt intergenerational approaches to their work. With continued commitment from government, funders and others, older communities can be places where there is genuine support, respect and friendship across the ages.

Andrew Barnett
Director, **Calouste Gulbenkian Foundation** (UK)

Luísa Valle
Directora, **Fundação Calouste Gulbenkian** (Portugal)

" THE PEOPLE WHO ARE CRAZY ENOUGH TO THINK THEY CAN CHANGE THE WORLD, ARE THE ONES WHO DO. "

THINK DIFFERENT
APPLE INC. 1997

INTRODUCTION

This book aims to give you some simple pointers to support you in setting up and developing successful and sustainable community actions that involve and inspire communities of all ages.

If you are thinking about or have begun setting up a community action that engages people from different generations, then this book will provide you with some ideas, tools and pieces of advice that will support you in making your intergenerational community action a success.

YOU CAN DO IT.

THE CONTENT OF THIS BOOK

The IntergenerationAll programme

We are living in a time of great change; huge demographic shifts worldwide mean that for the first time many regions will see numbers of young people surpassed by numbers of older people – in Europe, the share of the 60+ population will have grown from 20% of the total EU population in 1995 to 25% in 2020. These changes reflect many great achievements of the past century which should be celebrated; we are living longer, healthier lives than ever before. Nonetheless, population ageing represents one of the great challenges of the 21st Century with governments and civil society struggling with the likely impact on planning at all levels.

With a history of working for the benefit of both older and younger groups at risk, the **Calouste Gulbenkian Foundation** identified ageing as a common priority, and, in 2008, launched a joint programme by the Human Development Programme in Lisbon and the UK Branch in London to address the most urgent areas for intervention. Given our commitment to supporting meaningful connections between individuals, families and communities, the value of intergenerational relationships emerged as an area of prime concern for the Foundation. This led to the development of the *IntergenerationAll* programme, which built on our mission to support the development and sharing of best practice in the fields in which we work.

The objective of the *IntergenerationAll* programme was to create a user-based assessment of the value of a range of intergenerational schemes, while creating a clearer picture of which types of initiatives lead to sustainable, engaging, cross-generational relationships that can strengthen communities and foster social cohesion. With the increasing focus on digital participation in the debate on ageing, we also looked at how IT and new technology can be used as a meaningful tool to achieve this goal.

In 2010/2011 the **Calouste Gulbenkian Foundation** supported 18 pilot projects, eleven in the UK and seven in Portugal, to plan, test and implement their ideas for new intergenerational activities.

The projects represented a range of models and approaches to intergenerational practice and though each undertook a unique journey as they sought new ways of working, they were all offered support to improve collaboration with their beneficiaries. **thinkpublic**, the UK's leading service design agency, helped each project to work *with* participants to ensure their activities produced the greatest impact through utilising co- design and prototyping methods.

The Projects

Loneliness & Isolation

Age UK Oxfordshire Intergenerational IT Project
Age UK Oxfordshire
— Bringing students and older people together to share/learn IT skills, to reduce digital exclusion and break down barriers across the generations.

Connecting Generations
Relationships Scotland Family Mediation South Lanarkshire
— Helping grandparents and grandchildren connect.

A Significant Other
Age Concern Kingston upon Thames
— Establishing significant, mutually supportive relationships across the generations to foster a sense of self worth and purpose in life and to address the sense of alienation felt by both younger and older people.

Quarriers West Befriending Service
Quarriers Family Support Project
— Reducing the impact of parental substance misuse on children and young people by recruiting older adult volunteers to spend time with children and young people.

Digital Inclusion Project
Age UK South Tyneside
— Young Volunteers aged 14 – 20 will pass on their skills in digital technology to older people.

Historypin community projects
We Are What We Do
— Getting younger and older people to build and share a new picture of their community's history, using the power of old photos and the stories behind them as the simple, mutually engaging prompt for them to come together.

Educational Village of Portela
Azimute Association
— Transforming a depopulated village by preserving and passing on the traditional rural skills still practised by older residents to a younger generation and to urban visitors.

Lis: Old River with Life
Polytechnic Institute of Leiria
— Connecting different generations in a project focused on their relationship with the River Lis, which flows through the city of Leiria, and on preserving this heritage.

School of Masters
Polytechnic Institute of Beja
— Training young people in traditional arts and crafts, through workshops with older artisans/masters, to preserve and develop these threatened skills.

Vale do Côa's Memory Archive
Friends of Côa
— School students and residents of a nursing home work together to build a memory archive, identifying and documenting personal stories and artefacts to preserve the intangible heritage of their village community.

Migration

The People's Story
Age Exchange – The National Centre for Reminiscence Arts
— An intergenerational reminiscence arts project designed to enable people of all cultures and ages to explore their family, community heritage and culture.

100 Women
City Gateway – Tower Hamlets, East London
— Empowering local women to tell their story to help build better understanding across different generational and cultural groups and better link them with local corporate organisations.

TOCA
c.e.m
— A project on the meeting, the house, the street, the call, the invite and the acceptence.

Environment

Future Village
Action in Rural Sussex and East Sussex Record Office
— Engaging generations to create the vision for the village of the future.

Lambhill Stables Charity
Lambhill Stables
— Restore and enhance the existing Lambhill Stables building as an important historical landmark and environmental amenity.

Urbivore
Urbivore
— Prototyping an intergenerational labour model – matching keen older gardeners with socially excluded young adults – and demonstrating a wider role for urban agriculture.

Altas Hortas
Avaal
— Promoting intergenerational and intercultural relationships through urban agriculture in the Alta area of Lisbon. Older and younger people from Portugal and Africa share knowledge and traditions in creating school, neighbourhood and family vegetable gardens.

P=LHNS
Aveiro University
— Park = place to socialise with stories and nature. Engaging the community and local institutions in revitalising Aveiro's central park as a natural meeting place, contributing to the wellbeing and interaction of different generations.

CREATING SUCCESSFUL AND SUSTAINABLE INTERGENERATIONAL COMMUNITY ACTION

Alan Hatton-Yeo
CEO, The Beth Johnson Foundation

'Intergenerational' was coined in North America in the 1960s to describe deliberate and carefully considered programmes to connect younger and older people. It is always tricky to say what words like young and old mean so increasingly we talk about bringing together the two generations who are separated by the middle generation. The importance of enabling these two groups to grow together has become increasingly recognised as our society has become more complex and segmented.

Intergenerational work, or Intergenerational Practice (IP), seeks to unlock the assets and gifts that the young and old can offer to each other and the wider community. Instead of seeing them as problems, hanging around on street corners, threatening, consuming resources and needing to be cared for it makes them part of the solution. At the heart of IP is the concept of co-production; two generations creating something together that makes a positive difference.

When it works well IP is a powerful tool for change but the reasons why it is so essential also create challenges. Our society is planned around siloed age-segmented services and we are bedevilled with concerns over risk and regulation that create barriers to normal human interaction. We are also surrounded by a media that creates exaggerated stories about the world we live in that increase the distance between the generations. The greatest challenge we face is to enable people to learn the truth about each other to substitute the truth for myths and stereotypes.

"INTERGENERATIONAL PRACTICE AIMS TO BRING PEOPLE TOGETHER IN PURPOSEFUL, MUTUALLY BENEFICIAL ACTIVITIES WHICH PROMOTE GREATER UNDERSTANDING AND RESPECT BETWEEN GENERATIONS AND CONTRIBUTE TO BUILDING MORE COHESIVE COMMUNITIES."

Definition of Intergenerational Practice: **Beth Johnson Foundation, April 2001**

If you are reading this you are already interested in IP or already involved in trying to develop your own intergenerational community action. In conversation with others you will have started to build a set of assumptions about why you think IP is necessary and what it is you hope to be different as a result of your joint efforts. In telling the future story of your community action to others you are going to have to be able to say and 'this is what we changed'.

Measurement is about showing the value and success of your community action and helping you learn how you can be even better in the future. What you measure and how will depend on what you want to change. In designing the story of your social action you will need an introduction, that describes the start of your journey, a middle that tells you the route you are going to take and the information you need to gather on the way, and a final chapter that describes how the things you wanted to change are at the end. There are a number of excellent guides you can use to help to gather the information you need to show your success. A good place to start is at **www.centreforip.org.uk** where a summary of relevant approaches is available.

Finally, good intergenerational work is about creating and sustaining change. This book is all about creating sustainability so that what you create has a future. Working with **thinkpublic** has given me a new insight into designing for sustainable change. This book will help to share these insights and processes so that you can create great intergenerational community action.

WHAT IS DESIGN?

A few words by Ella Britton
Designer, thinkpublic

Design is the process of turning ideas into tangible and workable things. This could be objects, systems, social actions, communications, or experiences. Design is all around us in different visible and invisible forms.

Design is a useful tool when looking at developing and establishing new community action, because:

— it can enable you to involve the right people at the right point in meaningful and constructive ways

— it can give you permission to experiment and test new ideas

— it can help you challenge what a 'good' idea actually is, and give you the tools to push your idea to it's full potential

— it provides a structure and set of tools, which supports you to create community action that is sustainable and high impact.

If design can be part of the creation of new community action, then designers have a responsibility to create social actions that work, social actions that make things better for people, and social actions that initiate lasting positive change.

Q. *Do you need to be a designer in order to design?*

Well, no…

To set up and run new intergenerational community action you do not need a design qualification, but you do need the right attitude and the right set of skills to use design methodology in the most useful way.

Being a designer is about looking differently at a challenge, asking the questions other people had not thought to ask, turning ideas into something tangible, collaborating confidently, listening and facilitating, taking risks and learning from getting things wrong.

But I cannot draw and I am not very creative.

Everyone can draw and everyone is, in some way, creative. But if you don't feel as confident with certain things then find someone who complements your skills. Collaboration is key.

Being creative is about feeling free to exercise your imagination, see things differently and challenging yourself to try out a different approach. Be brave, embrace uncertainty and be open to collaboration and involvement.

It is people who change the world, not processes.

UNLEASH YOUR INNER DESIGNER

⚡

**ENOUGH
FLASHES IN
PANS!**

⚡

COMMUNITY ACTION
VS. PROJECTS

Throughout this book we are going to use the term '**community action**' instead of the word '**project**'.

Community action is a journey of daring and courage. An adventure that embraces risk and surprises and moments of wonder. Community actions do not always have a predetermined end, there is an openness to exploration.

It is important you look at what you are doing from a long-term perspective and aim to achieve lasting positive change within your community. You, personally, may not be able to lead this initiative in the long term, but you must consider a strategy for sustainability from the very beginning. This will not mean a strategy to keep going, it might be a strategy to exit. But, with everything you do, create a lasting legacy that will in some way continue to bring about positive change.

Without thinking about your legacy, you might run the risk of creating a flash in the pan, and there are enough of those.

You are in charge of planting and growing something that will make a long-term positive difference for people of all ages.
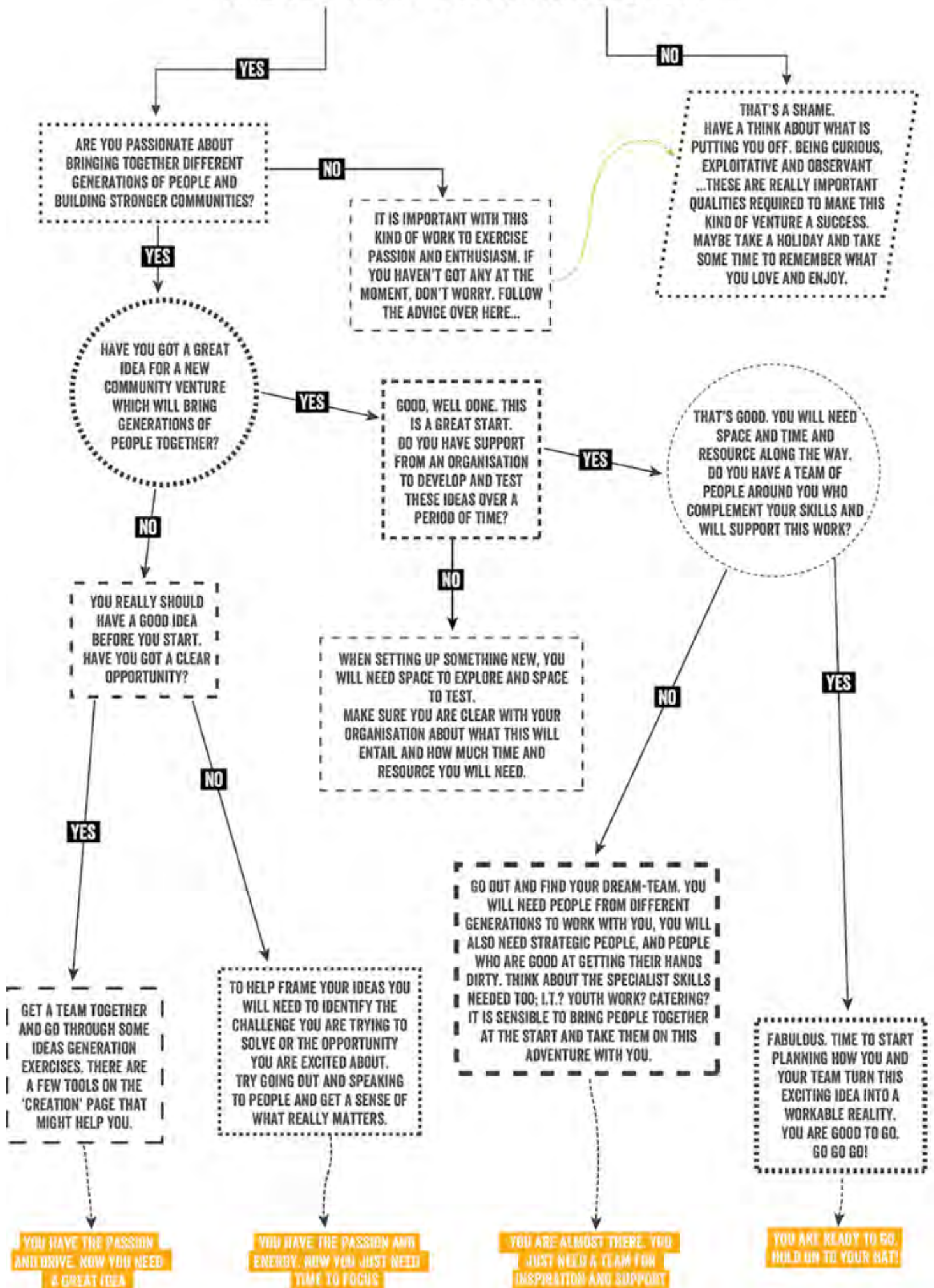
ARE YOU READY FOR AN ADVENTURE???

Before you start to develop, test and build your community action…

Whether you are an employee, an employer, a lone ranger, or a member of a community group, this might be a handy tool…

ARE YOU READY FOR AN ADVENTURE?

YES

ARE YOU PASSIONATE ABOUT BRINGING TOGETHER DIFFERENT GENERATIONS OF PEOPLE AND BUILDING STRONGER COMMUNITIES?

NO

IT IS IMPORTANT WITH THIS KIND OF WORK TO EXERCISE PASSION AND ENTHUSIASM. IF YOU HAVEN'T GOT ANY AT THE MOMENT, DON'T WORRY. FOLLOW THE ADVICE OVER HERE...

NO

THAT'S A SHAME. HAVE A THINK ABOUT WHAT IS PUTTING YOU OFF. BEING CURIOUS, EXPLOITATIVE AND OBSERVANT ...THESE ARE REALLY IMPORTANT QUALITIES REQUIRED TO MAKE THIS KIND OF VENTURE A SUCCESS. MAYBE TAKE A HOLIDAY AND TAKE SOME TIME TO REMEMBER WHAT YOU LOVE AND ENJOY.

YES

HAVE YOU GOT A GREAT IDEA FOR A NEW COMMUNITY VENTURE WHICH WILL BRING GENERATIONS OF PEOPLE TOGETHER?

YES

GOOD, WELL DONE. THIS IS A GREAT START. DO YOU HAVE SUPPORT FROM AN ORGANISATION TO DEVELOP AND TEST THESE IDEAS OVER A PERIOD OF TIME?

YES

THAT'S GOOD. YOU WILL NEED SPACE AND TIME AND RESOURCE ALONG THE WAY. DO YOU HAVE A TEAM OF PEOPLE AROUND YOU WHO COMPLEMENT YOUR SKILLS AND WILL SUPPORT THIS WORK?

NO

YOU REALLY SHOULD HAVE A GOOD IDEA BEFORE YOU START. HAVE YOU GOT A CLEAR OPPORTUNITY?

NO

WHEN SETTING UP SOMETHING NEW, YOU WILL NEED SPACE TO EXPLORE AND SPACE TO TEST. MAKE SURE YOU ARE CLEAR WITH YOUR ORGANISATION ABOUT WHAT THIS WILL ENTAIL AND HOW MUCH TIME AND RESOURCE YOU WILL NEED.

NO

YES

YES

NO

GET A TEAM TOGETHER AND GO THROUGH SOME IDEAS GENERATION EXERCISES. THERE ARE A FEW TOOLS ON THE 'CREATION' PAGE THAT MIGHT HELP YOU.

TO HELP FRAME YOUR IDEAS YOU WILL NEED TO IDENTIFY THE CHALLENGE YOU ARE TRYING TO SOLVE OR THE OPPORTUNITY YOU ARE EXCITED ABOUT. TRY GOING OUT AND SPEAKING TO PEOPLE AND GET A SENSE OF WHAT REALLY MATTERS.

GO OUT AND FIND YOUR DREAM-TEAM. YOU WILL NEED PEOPLE FROM DIFFERENT GENERATIONS TO WORK WITH YOU, YOU WILL ALSO NEED STRATEGIC PEOPLE, AND PEOPLE WHO ARE GOOD AT GETTING THEIR HANDS DIRTY. THINK ABOUT THE SPECIALIST SKILLS NEEDED TOO; I.T.? YOUTH WORK? CATERING? IT IS SENSIBLE TO BRING PEOPLE TOGETHER AT THE START AND TAKE THEM ON THIS ADVENTURE WITH YOU.

FABULOUS. TIME TO START PLANNING HOW YOU AND YOUR TEAM TURN THIS EXCITING IDEA INTO A WORKABLE REALITY. YOU ARE GOOD TO GO. GO GO GO!

YOU HAVE THE PASSION AND DRIVE. NOW YOU NEED A GREAT IDEA

YOU HAVE THE PASSION AND ENERGY. NOW YOU JUST NEED TIME TO FOCUS

YOU ARE ALMOST THERE. YOU JUST NEED A TEAM FOR INSPIRATION AND SUPPORT

YOU ARE READY TO GO. HOLD ON TO YOUR HAT!

DESIGN WITH PEOPLE, NOT FOR THEM

UNDERSTANDING
THE PROCESS

This process is based on the principle of designing and creating with people of different ages.

When investigating and researching your opportunity, bring together everyone who shares knowledge and experience in the subject. This will include people of different ages, backgrounds and cultures. Listen to them properly, observe how things work and how people live. Take your time to understand the areas of challenge and opportunity, and involve the right mix of people at every stage.

When creating new ideas, bring together the people with the first-hand insight and experience to identify the opportunities and add their perspective to the creative process. This will be about bringing together different generations and facilitating joint conversations and activities. You cannot possibly have all the best ideas alone.

When testing out your idea and prototyping elements make sure you are doing this with the people who will be the eventual beneficiaries. They will know instinctively what works and what doesn't, sometimes a lot quicker than you will.

When implementing and sustaining your work, bring together the people who will help you make this happen in the longer term. Do this early, and do it with meaning. To sustain your community action you will need a strong network of support around you, people who share your vision and care about making it work.

A DESIGN PROCESS FOR YOUR IDEAS

This process will help you work through the development, testing and implementation of your community action ideas:

— **Investigation**

Digging beneath the surface and exploring what really needs to be done, and understanding more fully what people of differing ages really want and need.

— **Creation**

Mapping out all the challenges and opportunities and nuggets of wisdom, and turning those into brilliant ideas. Do this together and make sure this is an energetic and collaborative process.

— **Testing**

Get to work together on testing whether your idea is or is not going to work. Challenge each other and challenge your assumptions.

— **Building**

Build a plan for what you're going to do and how you are going to do it. Think about what success might be too, and what difference you are hoping to make and then put some evaluation in place.

— **Sustaining**

Evidence the value of what you have achieved and build the infrastructure to create a lasting impact.

GO FOR IT!

= STEP ONE =

INVESTIGATION

↓

= STEP TWO =

CREATION

↓

= STEP THREE =

TESTING

↓

= STEP FOUR =

BUILDING

↓

= STEP FIVE =

SUSTAINING

INVESTIGATION
IS ABOUT
DIGGING
BENEATH THE SURFACE
& EXPLORING
WHAT REALLY
NEEDS TO BE
DONE.

STEP ONE: INVESTIGATION

What's involved?

This stage requires you to be a researcher, a spy, a sponge, and a bit of a fly on the wall.

You might begin with an opportunity or a loose notion of an idea, but no solid decisions have been made and you have no clarity about how to design your solution. But you have a little fire in your belly about what is possible.

This stage is where you build the foundation of knowledge that will then support the growth of your work. During this stage you could structure your research around the following themes:

— **People**

Who is this community action ultimately for and how do you discover more about them?

Who should be involved in developing and testing this new idea?

How are you going to ensure that different generations of people come together meaningfully and purposefully during your research?

— **Inspiration**

Ask yourself what the need is? Is there a current gap in the market?

You could map other examples that align with your opportunity and see where the strengths and weakness are within these examples.

— **Vision**

It will help towards the end of this stage to create a vision for what you are trying to achieve.

What would success look like?

What would the world be like once you have created your dream solution?

If it were a metaphor, what would it be?

Ask yourself *What if…*

"Qualitative research methods enable the design team to develop deep empathy for people they are designing for, to question assumptions, and to inspire new solutions."
IDEO

Some useful methods and tools:

Research can take a variety of different forms; there are links to some useful research sites on page 33.

Some research techniques that would be useful to know about, if you don't already:

— **Interviewing**
Using guided conversation to question and explore the real story behind someone's experiences. A useful qualitative method to find out in-depth information.
http://www.designcouncil.org.uk/aetoolkit/why-design/design-research/ethnographic-research/

— **Journey mapping**
Visually representing someone's journey through a service, or through their day-to-day life. A useful service design method to start analysing where challenges and opportunities lie in someone's experience.
http://www.servicedesigntools.org/tools/8

— **Network and relationship mapping**
A tool to help visualise the relationships between people, places, services and systems.
http://www.enginegroup.co.uk/service_design/m_page/relationship_mapping

— **Immersive observation**
Embedding yourself into a situation, service, or place to experience and observe the reality.
http://www.enginegroup.co.uk/service_design/m_page/culture_hunt1

Some inspiration:
In 2007, **thinkpublic** and the **Alzhiemer's Society** created a partnership to explore opportunities for design to improve the lives of people living with dementia. For the first few months, the design team engaged in various research methods to develop a broad understanding of the issue. This involved training people with dementia to interview each other, and themselves, to capture the reality of day-to-day life.
http://thinkpublic.com/case-studies/case-study-alzheimer100/

Click on the links to view tools and methods against each.

CREATION
MEANS TURNING YOUR RESEARCH INTO
BRILLIANT IDEAS.

STEP TWO: CREATION

What's involved?

This is the process of filtration and refinement. Turning lots of information into some totally mind-bogglingly brilliant ideas.

Sometimes a useful process to go through is:

— Collaborate
Build an intergenerational team of people who understand what you are trying to do and have a valuable perspective on the process.

— Off-load
Together, review the challenges and opportunities that have been unearthed from the discovery process. Designers like to use post-its. You can use whatever you like.

— Structure
Create some structure around this list. Maybe the challenges fit naturally into themes, or there are different priorities within the information.

— Transform
Turn all challenges into areas of opportunity.

— Invent
Come up with (lots of) ideas around each opportunity area.

Don't worry too much about whether these ideas are right or wrong or good or bad. Start with the crazy ones and distil from there.

It will be helpful at this stage to develop criteria for how you want to assess the viability of your chosen idea.

This link might be helpful as you **create your own criteria.**
http://www.designcouncil.org.uk/about-design/How-designers-work/Design-methods/Assessment-criteria/

"For the Memory Archive everyone who lives in or knows about this region is important and part of the project. One of our main goals is to unite people and generations through their memories and past so every institution or individual can help us to find traces of a common identity."
Maria Sottomayor
Vale do Côa's Memory Archive

Some useful methods and tools:

It is difficult sometimes to just have good ideas on the spot. So it's helpful to have some tools to help make this process simpler.

Here are some idea generating tools:

— The Ideas Hats
A useful ideas generation tool which encourages people to look at a challenge from fresh perspectives.
http://en.wikipedia.org/wiki/Six_Thinking_Hats

— Persona cards
Using your understanding of possible service users, or participants to frame the ideas generation stages.
http://www.servicedesigntools.org/tools/40

— Scenario brainstorming
Using possible scenarios as briefs to focus your ideas and inspiring new solutions.
http://www.enginegroup.co.uk/service_design/m_page/distributed_scenario_brainstorm

— Clustering and voting
To ensure you are not overwhelmed by too many ideas and too many possible solutions, it is useful to use themes to structure your ideas and identify areas of priority.
http://www.designcouncil.org.uk/about-design/How-designers-work/Design-methods/Cluster-and-vote/

Some inspiration:
Connecting Generations, one of the *IntergenerationAll* projects in Scotland, used collaborative and creative methods throughout the development of their work to ensure that all their service participants were a real part of the evolution of their service. As a mediation service across all ages, they were keen to make sure their communications strategy suited all possible audiences. To do this they facilitated workshops which brought together people of all ages to generate and test ideas for the different key messages. This involvement created the content for their communication plan and their overall brand.
http://www.relationships-scotland.org.uk/blog/connecting-generations-theyregrand

Click on the links to view tools and methods against each.

GET TO WORK ON **TESTING** WHETHER YOUR IDEA IS OR IS NOT GOING TO WORK.

STEP THREE: TESTING

What's involved?

You should now have an idea. This is about testing your assumptions and going through a process of change and iteration before you make decisions about the practical form of your community action idea.

Designers call this prototyping. You can call it testing if you like.

During this stage you should be developing, testing, and improving your community action idea before you commit lots of resources to making it real.

During this stage you and your team are allowed to experiment, evaluate, learn, refine and adapt. Ensuring that ideas are fully explored before any conclusions are drawn.

"One of the initiatives was the development of an intergenerational game: 'The whole park.' The initial prototype was crucial in effectively making the game attractive to all generations. It allowed the team to explore and test ideas and concepts with the users, involving them from the start and incorporating their ideas and suggestions. Prototyping allowed us to anticipate weaknesses, analyse what worked and make the game appealing whilst reducing development costs."
Liliana Sousa
Aveiro University

"The Altas Hortas project seeks to integrate intergenerational participation through the use of co-design. The activities developed in this project were the outcome of the joint effort of coordinators and participants, resulting in a high sense of belonging."
Jorge Cancela
AVAAL

"I view Prototyping as a way to be curious and to explore and test new ideas. It challenges what we believe will work compared to how it works in practice. It is also a way to be proactive and evaluative radically within project development structures."
Debbie Cottrell
Age UK Kingston

Some useful methods and tools:

There are a lot of resources on-line about prototyping new community actions, so make sure you have a read of this information before you embark on your road testing journey.

— Here is a link to a **prototyping toolkit** for communities and local authorities.
http://www.nesta.org.uk/areas_of_work/public_services_lab/prototype_barnet/assets/features/prototyping_framework

— Here is a link to paper about **prototyping public services.** Might be handy.
http://www.nesta.org.uk/about_us/assets/features/prototyping_in_public_services

A social action blueprint and business model is a helpful output at this stage as is clarifies and structures your social action ahead of implementation.

— This is a link to a **business model map** that has proved useful to us in the past.
http://www.businessmodelgeneration.com/canvas

Some inspiration
Age UK in Kingston was one of the *IntergenerationAll* projects to really embrace the idea of testing, learning and adapting, throughout the delivery of their new service. During the development of their male cross-age mentoring service they recruited three older men to try out three different mentoring approaches with male school students. During their time with their young mentee they were able to test and critique the different approach openly and change elements of the mentoring service as they went along.
http://www.ageconcernkingston.org/newsandevents_news_APS.htm

Click on the links to view tools and methods against each.

START BUILDING A SERVICE MODEL AND A BUSINESS PLAN FOR YOUR SOCIAL ACTION IDEA & PUT EVERYTHING IN PLACE TO MAKE IT A SUCCESS.

STEP FOUR: BUILDING

What's involved?

This is where you get on and turn your community action plan into a real thing.

The details of this stage will vary greatly depending on what you are doing, but make sure as you put everything in place you have considered the following elements:

— Impact

What methods are you using to capture people's experiences and thoughts as they participate in your community action?

How will you evaluate and measure the success of this community action?

— Sustainability

What partnerships should you be establishing to ensure the actions are successfully supported and embedded in the future?

Who should know about what you are doing and how might you build a network of awareness and support?

— Growth

Are you allowing for growth and expansion? If this is appropriate

What would happen if you increased your reach?

What is your plan for scaling?

Are you keeping up to date on the current trends and new technologies in order to remain ahead of the game?

"It's important always to be open, adapting and evaluating your working model as you build and develop your idea. Keep checking and seeing if what you are doing is having the impact you intended it to have, if not, figure out why and make a change. There may be some unexpected outcomes that really make a difference to your community action project. You won't know unless you continue to listen and involve people."
Deborah Szebeko
Founder of **thinkpublic**

Some useful methods and tools:

Here are some case studies that you mind find inspiring as you look at building and developing your social action.

— The Compendium of a Civic Economy, Nesta
Twenty-five case studies of how using new organising tactics, new ways of connecting with people and new approaches can create successful collaborative investment.
http://www.nesta.org.uk/assets/features/
compendium_for_the_civic_economy

— Mass Localism, Nesta
A report which looks at the opportunity for central and local government to encourage widespread, high quality local responses to big challenges.
http://www.nesta.org.uk/publications/reports/
assets/features/mass_localism

— Hand Made, Tessy Britton
Twenty-eight contributors offering perspectives and stories on how participation within communities is changing.
http://www.tessybritton.com/Emergent-New-
Community-Culture

Click on the links to view tools and methods against each.

"Through an informal learning process, masters and apprentices exchange knowledge, and by experimenting, testing and spending time together they come to regard each other as a source of insights, wisdom and information."
Clara Rodrigues
Polytechnic Institute of Beja

NOW YOU CAN BEGIN SUSTAINING AND GROWING YOUR COMMUNITY ACTION.

STEP FIVE: SUSTAINING

What's involved?

Sustainability and growth will mean different things to different people. It does not necessarily mean getting bigger and bigger for ever and ever.

By sustainability we mean: creating lasting impact and value with the community of people you are working with.

By growth we mean: increasing the depth and/or breadth of the value and impact you create.

There are a number of options for doing this and this will be entirely dependent on your approach and vision, but there are three options that were most relevant to the *IntergenerationAll* projects.

"For us, sustaining the community work we were doing was about sharing it across the organisations and giving away the knowledge and experience we had generated."
Zoe Ganderton
IntergenerationAll Programme Lead
Action in Rural Sussex

Some useful methods and tools:

— Developing your business model
Could your social action be a self-sustaining social enterprise with a business model that enables it to be financially sustainable over time? There are some tips and case studies here:
http://www.unltd.org.uk/

Is your social action eligible for funding? Whether you are a voluntary group or an established organisation, there is a range of funders that could provide the investment you need for your social action to move forward.
http://www.awardsforall.org.uk/
http://www.biglotteryfund.org.uk/
http://www.fundingcentral.org.uk/Default.aspx

Do you want to prove and improve on the impact you have made? Explore these sites for more information.
http://www.proveandimprove.org/
http://www.ces-vol.org.uk/Homepage

— Spread the good work
You may not want to continue your social action in the same form, it may not be necessary, or it may be unviable. You may therefore want to develop training and tools for other people to learn from what you've done and carry on the good work.

Here is an example of a Community Action Tool Kit developed by The Young Foundation.
http://www.youngfoundation.org/community-action-tool-kit

— Leave behind a legacy
Designing an exit strategy might be the best thing to keep the spirit of your work alive. What if you created a co-produced social action that ended up being run by the community you were working with.

Here are some great examples of co-produced social actions that continue to flourish after the initial development and investment.

— Co-Production with NEF
http://neweconomics.org/publications/co-production

— Co-production with NESTA
http://www.nesta.org.uk/publications/reports/assets/features/the_challenge_of_co-production

— Jamie's School Dinners
http://www.jamieoliver.com/school-dinners

Ask yourself what would be the best way to create a lasting legacy, it is up to you.

THINGS TO THINK ABOUT

Leadership and Vision

A vision gives you the inspiration to start something. You then need the will to make a change, and this has to become focused using intent. You then need to transmit the vision, the will, and the intent to other like-minded individuals.

You need to listen to what people bring with them and enable them to contribute to the vision in a meaningful and organic way. Keeping your antennae out for new opportunities.

Keep your vision focused while letting it breathe. Let other people contribute their energy to it, it then becomes a collectively owned vision.

As a leader you need to help make tangible a vision that to some people is invisible.

You have to keep believing in the potential of this vision and re-investing in it. Embrace the synchronicity. You hold the responsibility to intentionally bring that potential into reality. You have to have the intent.

David Cruickshank
Director, *Lambhill Stables*

"The participation of the "masters" and their households in the design, development and production of materials was fundamental in the involvement, empowerment and promotion of the whole project."
João Cameira
Azimute Association

Involving people from the start

During *Historypin* it was imperative that we involved people of all ages throughout the development of the programme. At the very beginning we ran workshops to test the concept with people and try out different ideas. It was a quick and effective way of understanding what we should be prioritising. We then chose a test site to see how the service worked in its entirety. This was a real experiment for everyone involved so throughout this time we were asking participants at all stages to feedback on their experience and help us learn what we needed to change or improve. We always operate like this, keeping the process open and the flow of communication two-way.

Natasha Armstrong
Historypin Community Manager
We Are What We Do

Agility and Change

At the beginning of our project we focused on grandparents who were being denied contact with their grandchildren. As the project developed we found that we were being approached by grandparents in different circumstances but still requiring support in relation to their grandparenting role. We responded to this need by reassessing our project model and thinking of our client base in broader terms.

By being agile and open to learning and changing throughout our project we have maximised the impact of our project. We continue to meet our objectives, reducing levels of loneliness and isolation amongst older adults, however the ways that we achieve these objectives are evolving to reflect our client needs and our own learning around intergenerational practice.

Bernadette Lynass
Connecting Generations Programme Manager
Relationships Scotland

Collaboration

Action in Rural Sussex was able to use its existing network to find both older and younger groups to work with as well as other organisations and individuals who could offer support and professional expertise. The *Future Village* project also offered an opportunity to make closer links between intergenerational community based heritage work and community led planning, which is a significant area of **AiRS**'s work.

Future Village was not a project that could be run successfully by just one organisation or individual. It relied on building good relationships and using existing ones to bring different sections of the community together with one common aim – to ensure that it continues to thrive.

Zoe Ganderton
IntergenerationAll Programme Lead
Action in Rural Sussex

KEEP OPENING NEW DOORS

FURTHER READING

Design and Enterprise

— Service Design Thinking
For more information on the role of design in the creation of new services.
http://thisisservicedesignthinking.com/

— Service Design Tools
For some more handy and downloadable design tools.
http://www.servicedesigntools.org/

— A Film about the Role of Design in Innovation
http://www.designcouncil.org.uk/AEtoolkit/Further-reading/Designs-role-in-innovation/

— The Open Book of Social Innovation
http://www.youngfoundation.org/publications/reports/the-open-book-social-innovation-march-2010

— UnLtd Social Entrepreneurs – The Facts
http://unltd.org.uk/template.php?ID=206&PageName=ourresearch

Community Action

— Learning from Neighbourhood Projects
http://www.nesta.org.uk/publications/assets/features/Neighbourhood%20Challenge%20Learning%20from%20innovative%20communities

— The Role of Intermediaries and Investors in Social Venture
http://www.nesta.org.uk/publications/assets/features/growing_social_ventures

— NICE Guidelines, Working with and Involving Communities
http://www.nice.org.uk/guidance/index.jsp?action=bypublichealth&PUBLICHEALTH=Working+with+and+involving+communities#/search/?reload

— The Young Foundation, Community Activism
http://www.youngfoundation.org/blog/communities/community-activism-making-change-happen

— The Compendium of a Civic Economy, Nesta
http://www.nesta.org.uk/assets/features/compendium_for_the_civic_economy

— Mass Localism, Nesta
http://www.nesta.org.uk/publications/reports/assets/features/mass_localism

— Hand Made, Tessy Britton
http://www.tessybritton.com/Emergent-New-Community-Culture