Protect our Place

Final Report

March 2013

Acknowledgements

Civic Voice would like to thank all of the community volunteers who partook in the Protect our Place project. This includes all of those who undertook the survey, participated in the events or welcomed the Civic Voice team to their locality.

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Thank you also to the Council for British Archaeology, English Heritage, Locality, National Trust, and The Heritage Alliance for being members of the Sounding Board who provided practical advice and support as well as promoting the project to their own members and partner organisations.

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1. Executive Summary

This report presents the findings of the Protect our Place project undertaken by Civic Voice and supported by English Heritage between July 2012 and March 2013. This project was delivered in the context of the National Heritage Protection Plan (NHPP)[1].

The Protect our Place project was designed by Civic Voice to gain a deeper insight into why community groups and volunteers protect and promote their local area in the way that they do, and from understanding this, what lessons can be learned to support these activities in the future.

The report presents the analysis of an extensive debate with groups involved in protecting their local area, examining the issues and drawing together a set of recommendations to support these groups going forward. In the report you will see the methodology, literature that informed the project, the analysis and recommendations. The results show that there is a real demand from community groups to look to the future. They illustrate that community groups want to be more influential but do not currently have the resources to match that ambition.

We also shed light on some of the reasons why groups are not achieving what they aspire to. In some cases this is not due to an age, gender or social aspect, but more a mind-set that is able, or unable to accept and grasp change. Civic Voice was keen to gain more understanding of the motivations, values and beliefs behind this mind-set.

The objectives of the research were to gain a greater understanding as to why community action is focused in specific localities. We then wanted to scope out how Civic Voice could better support such grass-roots activity in the future.

There are three main outputs from the project:

- A network of heritage volunteers connected through the project;
- An interactive website (www.protectourplace.org.uk) with a searchable projects map; and
- The research itself.

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[1] English Heritage (2012) National Heritage Protection Plan, available at http://www.english-heritage.org.uk/professional/protection/national-heritage-protection-plan/

The findings shared in this report were informed by three primary forms of research; volunteer workshops attended by over 135 groups, case studies undertaken by the project team and a bespoke national survey with 232 group respondents.

Since undertaking this work, it has reconfirmed to Civic Voice that community groups across the board have to address fundamental changes in the way that they operate and the space they occupy. It is pleasing to see that so many groups have grasped and adapted to change. However others are still unsure of how to utilise the internet or address a growing sense of apathy against traditional forms of civic engagement. Furthermore there appears to be a clear need for groups to move from committee type work to more 'hands on' activities and to acknowledge societal shifts in age and size of population.

We would hope the following key findings can be utilised by community groups of all kinds and they are able to continue to protect their place, today and in the future.

Key Findings

The analysis found a number of significant factors including:

- The main driver for volunteering is to 'give back' to a community (55%);
- Almost half of community groups (46%) have over 100 members. The larger the group the broader they are in terms of the variety of activities they undertake;
- 62% groups have not undertaken any training before (or what they self-class as training). Training needs to be practical and involve sharing of stories. Passive training through lecturers was felt undesirable and ineffective;
- The area where the civic and heritage movement is most active is planning (80%). The areas of least activity by the groups surveyed are "own and care for buildings and open space" (15%) and archaeology (9%)
- Although the survey was self-selecting and was directed at the civic and heritage movement 26% of groups did not see themselves as heritage based.

The main analysis focuses on the three aims of the project, to discover the range and type of community action and how it is focused, increase understanding of the motivations and values behind this and to see where help could best be provided in the future. From these findings Civic Voice as created a series of recommendations. These focus around four themes; perceptions, funding, networks and projects.

Civic Voice aims to use the findings in the future to strengthen the civic and heritage movement. It is hoped through understanding the area where community action is aimed, tangible and relevant solutions can be delivered sustainably in the future.

2. Introduction

Protect our Place is a national project seeking to discover the variety and type of community activity being undertaken by community groups to protect and promote their local area. The project directly addresses the National Heritage Protection Plan (NHPP), in particular Measure 5A4 which recognises that "*translating this local pride into better protection empowers communities to manage and celebrate their heritage*". It is presented according to the structure recommended in the MoRPHE Project Managers' Guide.

Civic Voice is the national charity for the civic movement and as such leads and supports civic societies as a mass movement for quality of place, helping and advising people who are improving their local place. Civic Voice is a grassroots member led organisation with an extensive network of civic societies actively engaged in promoting their local area.

Although arguably all heritage groups act for the good of their communities in varying ways and degrees, there can be a lack of communication between groups. By this we mean the sector has developed through time a silo based approach. This can be, for instance, due to limited funds available and groups being competitive. Civic Voice hope that the research provided by Protect our Place will not only provide tangible outcomes which will strengthen the sector, but will also leave a legacy of understanding about group motivations and values that can be built on in the future.

2.1 Objectives

The main objectives for the project are:

- To increase understanding of the amount, type and range of community action to protect and promote the local historic environment and what is being achieved;

- Identify the issues on which community action is focused and any significant gaps;

- Increase understanding of the motivations and values behind community action or the lack of it;

- Identify what communities believe would most help them increase or extend their activity in future; and

- Communicate the implications of the research to English Heritage and the wider heritage movement and inform the future direction of the NHPP.

These objectives have all been met by the production of this report. As discussed in section 7 other tangible outputs are the website (www.protectourplace.org.uk), the volunteer networks and the research.

3. Background

As part of its National Heritage Protection Plan (NHPP), English Heritage has committed to encouraging greater active engagement in the historic environment by more people.

The NHPP includes specific recognition of "*local empowerment*" as a key element running throughout its operation and includes measure 5A4 '*Supporting local communities in protecting significant heritage assets'* among others intended to support local communities. It also states in measure 5B2 that '*understanding significance is the key to successful conservation in both plan making and decision making'*. The Plan's outcomes can only be achieved by increasing the involvement of local communities in the places that they live.

Opportunities have arisen for the historic environment during the past ten years, with 87% of people now thinking that the historic environment plays an important part in the cultural life of their area and views now being held that the historic environment is a vital part of place-making as it provides character, distinctiveness and a sense of place[2]. Localism is a key part of the current government's agenda. However there is also increasing financial pressures hitting local authorities and this may have a knock on effect for the support they can provide for local communities. This means that communities could be ever more expected to be 'available' to support initiatives if they wish them to take place.

Protect our Place will help us better understand the civic and heritage movement as a collective and will enable the true needs and achievements of the movement to become

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[2] Heritage Link, English Heritage ,Historic Houses Association, National Trust and Heritage Lottery Fund, (2006) *Valuing our Heritage: The Case for Future Investment in the Historic Environment*, available at http://www.theheritagealliance.org.uk/docs/Valuing%20our%20Heritage%2010%20Jan%202007.pdf

known. Protect our Place aims to highlight the best of the movement and where it can be strengthened in the future.

The landscape of civic and heritage volunteering has changed dramatically over the last 30 years. Volunteers have been integral to the development and growth of the movement, but, as the nation and society have changed, some heritage and community groups have

struggled to adjust. One may say that this is inevitable and that the strongest survive and the weak disappear. This would be ignoring the recent growth in other forms of volunteering, however, especially via the channel of social media. Volunteering is as popular as ever today; it is just the way that people volunteer that is changing and this is explored through Protect our Place.

4. Methodology and Delivery

4.1 The Survey

The data which informs this report was primarily collated from the Protect our Place survey. The survey format was compiled using the findings of a literature review and developed in conjunction with English Heritage. (See Appendices 1). The survey was created using the online survey tool 'survey monkey' and was predominantly a virtual survey although hard copies were made available to groups on request. Questions within the survey were piloted with community groups via focus groups. This is a common method for Civic Voice when developing surveys to ensure their accessibility and clarity as well as allowing testing to ensure suitability of purpose. The survey consists of three themes which directly relate to the aims of the project: questions around the individual; questions around the group; and questions with reference to support needed by groups in the future.

Developing the above, the first section was aimed at better understanding the demographic of civic and heritage volunteering and the motivations behind why individuals volunteer. The second section focuses on the group's instigation, its history and its undertakings. The final section asks the groups what help they most need in the future. The survey provides both quantitative and qualitative data to ensure a detailed picture of volunteering which draws from real life examples.

The survey was self-selecting. This means it was presented to a wide variety of groups for them to decide whether it was applicable to them. Civic Voice acknowledges the difficulties

that arise from this method, as respondents could be viewed as the 'active' members of the movement. However this was seen as the most appropriate method to reach a wide variety of groups. It was disseminated through the Civic Voice newsletter 'Civic update', website (www.civicvoice.org.uk) and social media (@civic_voice) and other promotional material. This consisted of both the Civic Voice and Protect our Place website, a dedicated Protect our

Place twitter account (@protectourplace) and purposely designed leaflets. This was also strengthened by the help of many other heritage organisations including members of the

Sounding Board and organisations such as the Canal and Rivers' Trust and The Churches' Conservation Trust, all of whom distributed the leaflets and promoted the project through their own newsletters and social media feeds.

Crucially, Civic Voice was able to draw upon the communication channels utilised by the civic society network, enabling direct and trusted contact to those groups which are potentially unknown to national organisations. We actively promoted this method as many civic groups act as 'forums for their towns' so have local networks beyond our reach. This was further shown by the Protect out Place website (www.protectourplace.org.uk) with groups using the interactive projects map to communicate their projects to other communities. The map currently has 40 live projects, supplemented by 5 in detail case studies.

The survey had 232 group responses and represented over 30,000 volunteers in those groups. Although this presents the views of many groups involved in the civic and heritage movement, it is acknowledged here that the movement is much wider and much more extensive research may need to be undertaken to provide nationally significant trends over a broader time period.

4.2 Volunteer Events

Within the design of the Protect our Place project, four national events were incorporated to enable the project to capture peer-to-peer discussions and debates. The volunteer events followed a very similar format to the survey in order to support and complement the findings, through the use of workshops. The two locations for the volunteer events were Newcastle and Birmingham. The North East was chosen in direct response to the low level of survey responses from that region and was designed to gain wider representation from the region. Attendees were both self-selecting and directly targeted by the project team to ensure a wide variety of groups was present. When asked, attendees felt that they were usually overlooked due to the region being considered remote, and as such welcomed more networking events in their area. Birmingham was selected as an accessible venue due to its

central location. Overall the events allowed for representatives of 30 community groups to come together, and these groups became a network themselves. An agenda for these events can be found in Appendices 2.

The third event was part of the Locality conference and was run as a fringe event, with attendees representing 11 different organisations. This event was focused around the

theme of 'heritage assets in the community' and was a chance for professionals and volunteers to discuss their experience of community led projects. There was also a workshop on Protect our Place at the Civic Voice AGM which was designed for groups to compare and discuss their projects which was attended by 120 volunteers.

4.3 Sounding Board

At all stages throughout the project a sounding board of heritage professionals was called upon to provide guidance and ensure the project was meeting its original aim. The sounding board was created by Civic Voice after discussion with English Heritage, and involved professionals from the community and heritage sectors, each being approached for their particular expertise to ensure the project was relevant and accessible to all aspects of heritage volunteering. It consisted of representatives from, Council for British Archaeology, English Heritage, Locality, The Heritage Alliance and the National Trust.

5. Definitions

One of the key objectives of Protect our Place has been to connect with community groups which are potentially overlooked by national organisations. Therefore the definitions used throughout the project needed to reflect the broad scope that was being targeted. It was important the project was felt by volunteers to be aimed at the whole civic and heritage movement. These definitions are perhaps one of the most important factors of Protect our Place, as it is found that groups that feel alienated from national organisations do so because of how they perceive and define themselves. The following definitions were used:

5.1 Community group

It was felt that there was not currently a consistently used definition of a community group. Therefore here it is termed as a group of volunteers focused on a particular area or theme. This could mean everything from an established group who dealt with a particular area such

as a civic society, to a newly formed group of people working on one project such as a 'Save a Building' campaign. This was decided upon as it was felt all of the volunteers engaged with such groups were contributing to the safeguarding and promotion of a certain aspect of their local heritage.

5.2 Heritage volunteer

English Heritage describe 'heritage' as a dynamic reference point   t encompasses landscapes, historic places, sites and built environments, as well as bio-diversity, collections, past and continuing cultural practices, knowledge and living experiences'[3]. Therefore a 'heritage volunteer' for the purpose of this project, is a volunteer who works towards promoting any of the above mentioned aspects within the setting of a community group.

5.3 Civic and heritage movement

The term civic means 'when citizens acquire behaviours and attitudes that express their will to get involved in their society or community'[4]. As defined by English Heritage, heritage encompasses 'all inherited resources which people value for reasons beyond mere utility'[5]. A movement is when a group of people come together both locally and nationally for a particular purpose. In this instance that purpose is to protect and promote local places focusing on the tangible and intangible heritage which is the make-up of any area.

6.   Literature Review

It is important with all new research to be able to place it within the context of previous work. As has been outlined, this is one of the first attempts to bring together such a wide range of community groups and, as such, there are no direct comparisons which can be drawn as little work has been undertaken in this area. However there are many overlapping

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[3] English Heritage (2012) Definition of Heritage, available at http://www.english-heritage.org.uk/professional/advice/hpg/hpr-definitions/h/536272/
[4] Parliamentary Information and Research services (2010) *Youth Civic Engagement*, available at http://www.parl.gc.ca/Content/LOP/ResearchPublications/2010-23-e.pdf
[5] English Heritage (2008) *Conservation Principles*, available at http://www.english-heritage.org.uk/publications/conservation-principles-sustainable-management-historic-environment/

pieces of research that have been conducted into the voluntary sector, which will now be briefly discussed.

The study of heritage volunteers has become increasingly popular in the last few decades, as the contribution of volunteers has been more widely recognised as discussed by findings from the Third Sector Research Centre 'current weight of expectation about the

contribution volunteering can make has never been greater'[6]. However one shortfall in these studies is the narrow definition of a heritage volunteer. These are mostly discussed in the context of volunteers who are active at a heritage site, namely a museum or other visitor attraction[7]. There is therefore a shortfall in research centred around the greater contribution of civic minded heritage volunteers who truly help protect and promote an area and are motivated by what we call civic pride. This piece of research hopes to better the understanding of heritage volunteers using a much more encompassing definition as discussed in section 7.

Concerning volunteering in general, one recent and extensive piece of work is "Pathways through Participation" undertaken by the National Council for Voluntary Organisations[8]. This project looked at volunteering as a whole and did not focus on the topic of heritage. It discussed motivation behind volunteering over a person's lifetime with the main triggers being:

- Helping others;
- Developing relationships;
- Exercising values and beliefs;
- Having influence; and
- For personal benefit and being part of something.

The trends that evolved from this research have helped to shape some of the questions and choices of answer on the Protect our Place survey to ensure the research does not repeat the valuable work already undertaken.

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[6] Third Sector Research Centre (2011) *Individual Voluntary Participation in the United Kingdom: an overview of survey information*, available at http://www.tsrc.ac.uk/LinkClick.aspx?fileticket=t669BvVwjis%3D&tabid=520
[7] Holmes, Kirsten (2003) Volunteers in the heritage sector: a neglected audience? International Journal of Heritage Studies
Smith, Karen (2002) Modelling the volunteer experience: findings from the heritage sector VAJ 2002 (vol 4, number 2)
[8] National Council for Voluntary Organisations (2011) Pathways Through Participation, available at http://pathwaysthroughparticipation.org.uk/

Other research targeted at volunteering in the historic environment includes that undertaken by the Council for British Archaeology[9] and the National Churches Trust[10]. The Council for British Archaeology found that, although their volunteers are primarily archaeology focused, they, too, enjoyed being involved in national and local heritage issues

and partaking in talks and lectures, which concurs with the findings of Protect our Place. This was also true of some of the Church volunteers questioned by the National Churches' Trust, who enjoyed participating in community events centred around the church and its heritage, which, as discussed in this report, is one of the key activities undertaken by heritage volunteers.

Civic Voice itself conducted two Civic Surveys[11] of its members and other voluntary organisations to provide comparable information detailing the current state of the movement. Some of the key findings of both of these surveys were that although, on average, a civic society has around 300 members, currently almost half of those societies feel unable to increase membership, with 14% of groups expecting a decrease in the next five years. This issue, as highlighted by these surveys, is a sector wide one, and something this project hopes to address through better understanding of the motivations behind heritage volunteering.

Finally, as mentioned in the Background section of this report, the design and creation of this project was greatly influenced by Heritage Counts 2011[12], for which Civic Voice undertook substantial research. The theme for Heritage Counts 2011 was the "Historic Environment and the Big Society". The purpose of the complimentary Britain Thinks project was to develop a 'social action plan' that would help local groups understand how to attract more volunteers and how to keep their volunteers more engaged in the long term, beyond one-off campaigns and events.

The subsequent action plan, produced as part of Heritage Counts, enabled groups to better deliver on two of the key strands of "Big Society" - social action (what people can do to help each other and their community) and community empowerment (what people can do to

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[9] Council for British Archaeology (2010) *Community Archaeology in the UK*, available at http://www.archaeologyuk.org/research/community
[10] National Churches Trust (2010) *National Churches Survey*, available at http://nationalchurchestrust.org/explore-and-discover/national-survey.php
[11] Civic Voice (2011) *Civic Survey*, available at http://hc.english-heritage.org.uk/content/pub/2011/civic-survey-2011-summaryresults.pdf
Civic Voice (2012) *Civic Survey*, available at http://www.civicvoice.org.uk/uploads/files/CIVIC_SURVEY_2012.pdf
[12] English Heritage (2011) *Heritage Counts* available at http://hc.english-heritage.org.uk/Previous-Reports/HC-big-society/

help themselves). Groups were able to take the toolkit and to "question" their own position and use it to stimulate thinking. However, Protect our Place arguably goes wider than the focus of the Britain Thinks piece of work in that, for example, it examines why groups are formed and helps inform what support these local heritage groups may need from an organisations perspective.

Key findings included that the historic environment of a place fosters a vision for an area and helps to shape communities. Action within the historic environment is stronger in some

places and diversifying and increasing involvement will help to strengthen civil society. These findings are the foundation for this project, and it is an understanding of this action and how to increase it, which this report directly addresses.

We wanted to go further than examining and discussing the standard responses obtained when people are asked why they volunteer, which typically include responses describing altruistic motives such as, "to give back". We wanted to unpick these responses, to delve deeper, and attempt to better understand what other underlying issues and factors are informing the impetus to volunteer.

7. Findings and Analysis

This chapter presents analyses and discusses the research findings from the survey questionnaire and workshops of this study. The survey consisted of 232 group respondents. Broken down regionally this entailed:

East Midlands - 11%	**South East - 19%**
East of England - 6%	**South West - 12%**
London - 7%	**West Midlands - 10%**
North East - 3%	**Yorkshire and Humber - 14%**
North West - 17%	

 The workshops undertake individually and as part of the Civic Voice AGM were attended by 155 individuals representing around 70 groups.

7.1 Amount, type and range of community action

Objective: *increase understanding of the amount, type and range of community action to protect and promote the local historic environment and what is being achieved.*

To identify the issues on which community action is focused and any significant gaps.

7.1.1 Range of Action

The range of activities undertaken by local groups is extraordinarily diverse. It is testament to their creativity, independence and differing needs. Whenever we speak to groups we

discover new and innovative ideas. Although there is a huge diversity in projects, a universal thread was valuing heritage and valuing place.

All groups aim to protect and promote their local heritage through different projects due to their varying specialisms. Groups have different membership schemes and have access to a variety of skills from passionate lay people through to experts. Groups frequently have regular meetings / events / fundraising activities and in some cases even their own buildings and centres with dedicated paid staff.

The particular issues on which community action is focused will not be looked at in detail as they would be too numerous to comment on within the confines of this report. However, the vast majority celebrate and champion what makes their place special through blue plaques, open days, talks, visits, town trails, award schemes, publishing, research and more. In so doing they promote civic pride. What this section presents is the overall issues that groups associate themselves with and the possible motivations and values behind this.

As shown in Figure 1 the range of group activities is as follows:

- Planning activities are the most popular, with 80% of the groups undertaking these. Although this encompasses a broad range of activities, most groups discussed this as responding to planning applications or participating in neighbourhood planning and visioning for an area;
- The second most popular, at 71%, was conducting lectures, showing a very traditional way of sharing information. This was closely followed by creating information leaflets at 68% and community events at 66%.
- An area where there was very little activity in the 232 sample group was archaeology at 9%. This may be as a result of Archaeology groups not defining themselves as heritage groups and therefore feeling that the survey was not applicable to them rather seeing themselves as being part of the wider civic movement whether a member of Civic Voice or not.

Figure 1. Group activity across the survey groups in the last 5 years

Percentage of Respondents
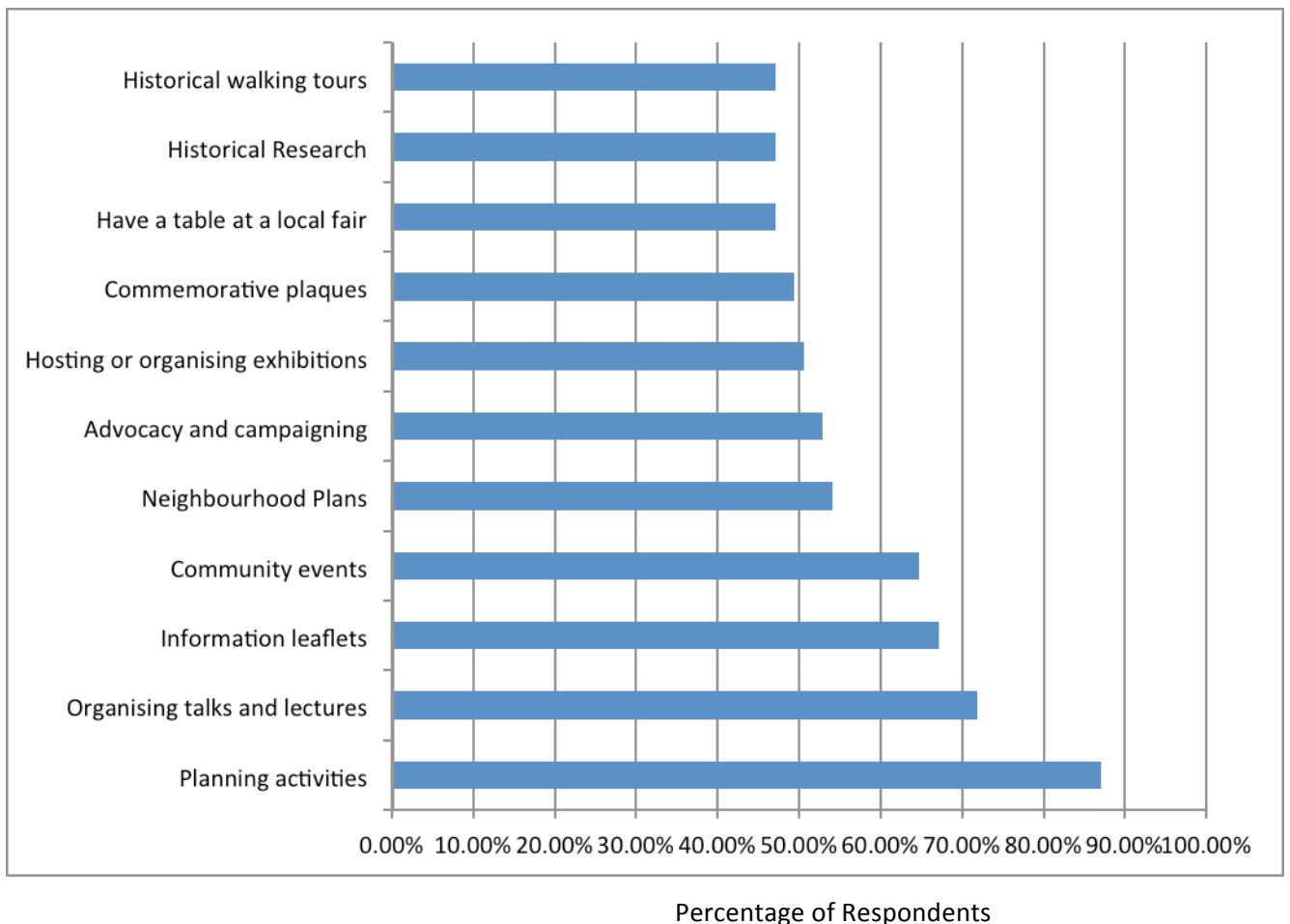
The questions now posed are why planning activities are so widely undertaken by groups, and what are the motivations and values behind this?

What was identified at the volunteer events is that all groups want to be proactive in their area, but many become reactive due to a lack of resources, as will be discussed in following sections. Planning activities were preferred choices of activity as they were dictated to the group by external factors, for example a developer proposing to build on the greenbelt and, as such, the group could respond automatically and without a lengthy decision making process. Several groups recognise that this meant they were responding to someone else's

agenda but until they had the resource to look more long term, they were not in a position to do anything about it.

We believe that what this is demonstrating is that, over time, groups gravitate towards the planning system. It was clear through the event workshops that the more experienced volunteers/groups had more experience undertaking planning based activities, which was a skill developed over time. Why? Over time groups are discovering that to achieve what they want to achieve in the long term; groups have no choice but to engage with the planning system in a strategic sense. This is where decisions are taken.

It became clear through discussions that the motivations driving this are that people want to protect the character of their area because they believe it is what makes an area unique.

Dialogue at the workshops highlighted that groups tend to look for simple solutions to complex problems – to look for 'either / or' solutions and tend to have 'knee-jerk' reactions to change (such as a focus on planning activities) rather than developing processes that will allow them to work towards what they most value, underpinned by a vision for what they are and a vision for what their area can become. By better understanding why you are doing what you are doing, time and effort can be best directed into the areas that give greatest return rather than investing time in activities because it has always been done that way.

7.1.2 Group Size

When looking at which groups undertake focused activities the findings are again very revealing of a sector that could be strengthened by cross-organisational working. Although there are focused community groups, such as Friends of a Green Space or a Waterways

group, by and large community groups do not undertake different projects depending on their specialism.

The difference in focus of activity was not due to the overall definition or aim of the group but altogether more universal factors such as group size. In this project group sizes were defined into five categories based on member size: 1-10, 11-20, 21-50, 51-100 and 100+. In general the smaller the group the more active they are in 'community' and what can be classed as outreach projects. When discussed during workshops this was deemed as a result

of the desire for smaller groups with less resource to be more interested in output rather than process.

Anecdotal feedback suggests that the smaller the group the more united and connected its volunteers were which allows stronger communication capabilities. The smaller the group the easier it is to remember why you are doing what you do and maintain your original motivation.

The larger the group the more process and internal monitoring is required to ensure its swift running, placing resources into this outlet. Larger groups had strong relationships between a small selection of individuals from committee and a few key volunteers. It was clear that these relationships were strengthened through undertaking focused projects together, rather than a member acting in isolation. Undertaking a project can allow you to be committed to the 'why we are doing it' such as 'we are planting trees to create a healthier community' 'we are working with schools to inspire the next generation'. The challenge for larger groups is how they find ways to make members feel connected to the vision of the organisation.

The importance of internal relationships is again demonstrated by smaller groups taking on more collaborative projects that entail many members, such as events, and not one committed volunteer researching and publishing books, for example.

- 76% of groups with less than 50 members had organised community events making it the most popular activity. These events were varied, such as battle re-enactment to village fetes, with the combining factor being the wider community participated.
- For groups with over 50 members the most popular activity was planning at 95%. Only 58% of groups with fewer than 50 members had also undertaken a planning based project.
- Planning was felt to be more undertaken by larger groups because, as a group grows in size, so does its influence and reputation and therefore the opportunities to be

heard. This reputation can potentially unlock opportunities to make a difference in planning and allows groups to make a significant contribution to protecting their area.

The survey asked groups if they took part in several activities. It is proposed here that these activities or projects can be separated into celebratory and protective as represented in figure 2. Celebratory activities are defined as those which celebrate the local heritage

whereas protective is in response to a threat. Both can be proactive or reactive, however celebratory tend to focus more on pro-active projects and include the wider community and protective are primarily actions by members such as planning responses. Groups with less than 50 members were much more heavily involved in community based and outreach activities such as community events or hosting an exhibition and as such their actions were predominantly celebratory. This was not only reflected in the activities they undertook but also the help they desired through funding and training, which was again centred on celebratory projects.

Figure 2. Protective/Celebratory Projects Model demonstrating the top ten projects.

Protective

Planning activities

Advocacy and campaigning

Demolition

Reactive — Pro-active

Have a table at a local fair

Historical walking tours

Heritage Open Days

Hosting an Exhibition

Information Leaflet

Organising talks and lectures

Celebratory

Community Events
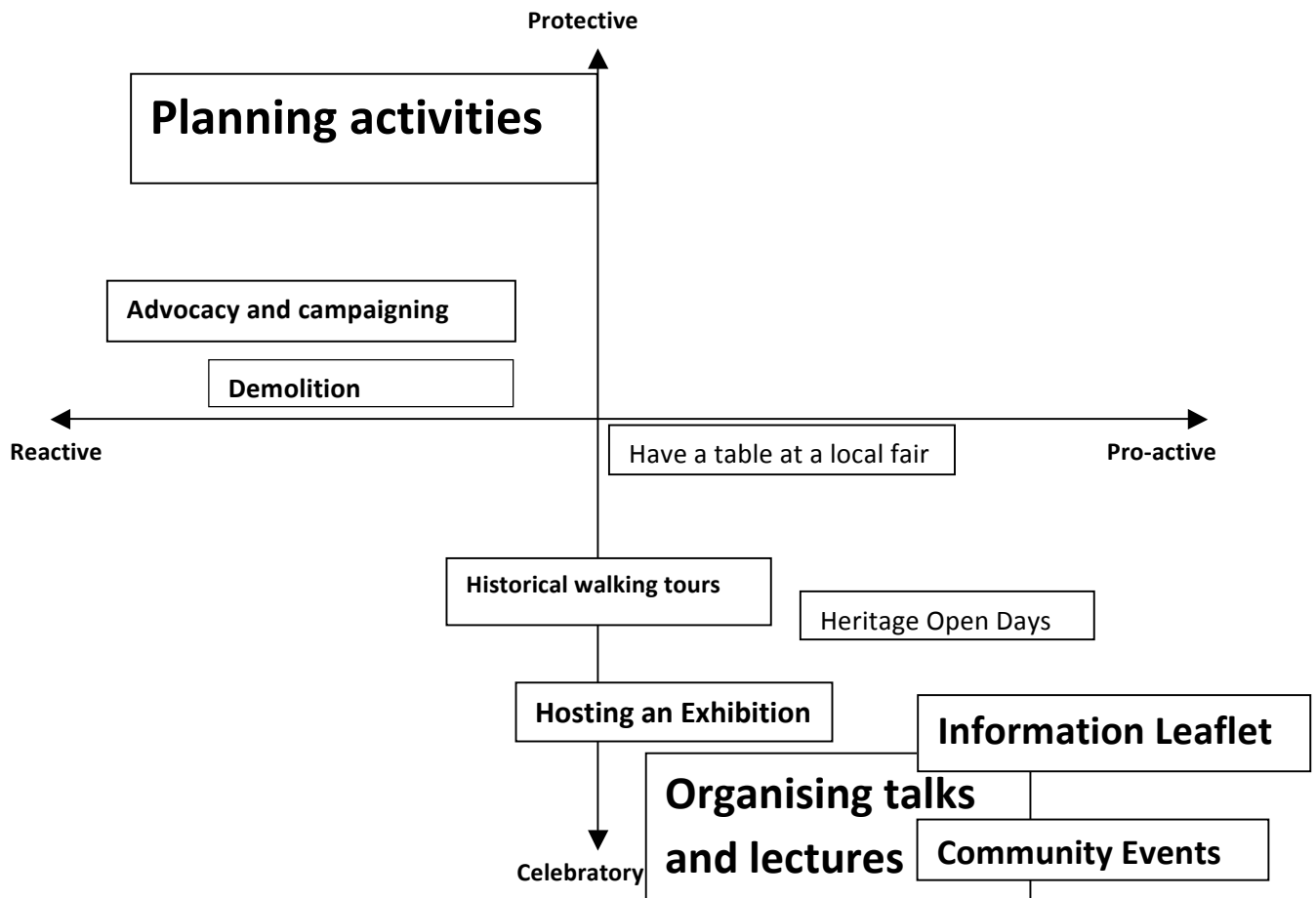
It should be noted that the responses did not record a "yes" for local lists (Q19) from any of the respondents hence not being accounted for in the bar chart. It is similar for all other responses. That is not to say that larger groups were not also engaged with undertaking some of these projects, but that this was significantly less frequent. For example 81% of groups with under 20 members undertook community events, compared to 64% of groups

with over 20 members. Larger groups (containing 50+ members) were more likely to be focused on protective and internal projects which primarily engaged their members, such as planning, research and publications and organising member talks and lectures. This may be that with a larger member base it is more important to provide services that engage members, whereas smaller groups tend to focus on the community they work within. As groups with over 50 members made up 50% of respondents this does provide an even picture.

7.1.3 Heritage and Non-Heritage Groups

This was also mirrored by groups who classed themselves as heritage based and those that did not. It is important to note here that this is a definition they placed on themselves and therefore this reflects their own view of their group. Although there was not such a severe distinction as with the smaller and larger groups, the heritage based groups tended to favour slightly more defensive projects. For example 81% of heritage groups undertook planning activities compared with 73% of non-heritage groups. Similarly 77% of heritage undertook lectures compared to 55% of non-heritage.
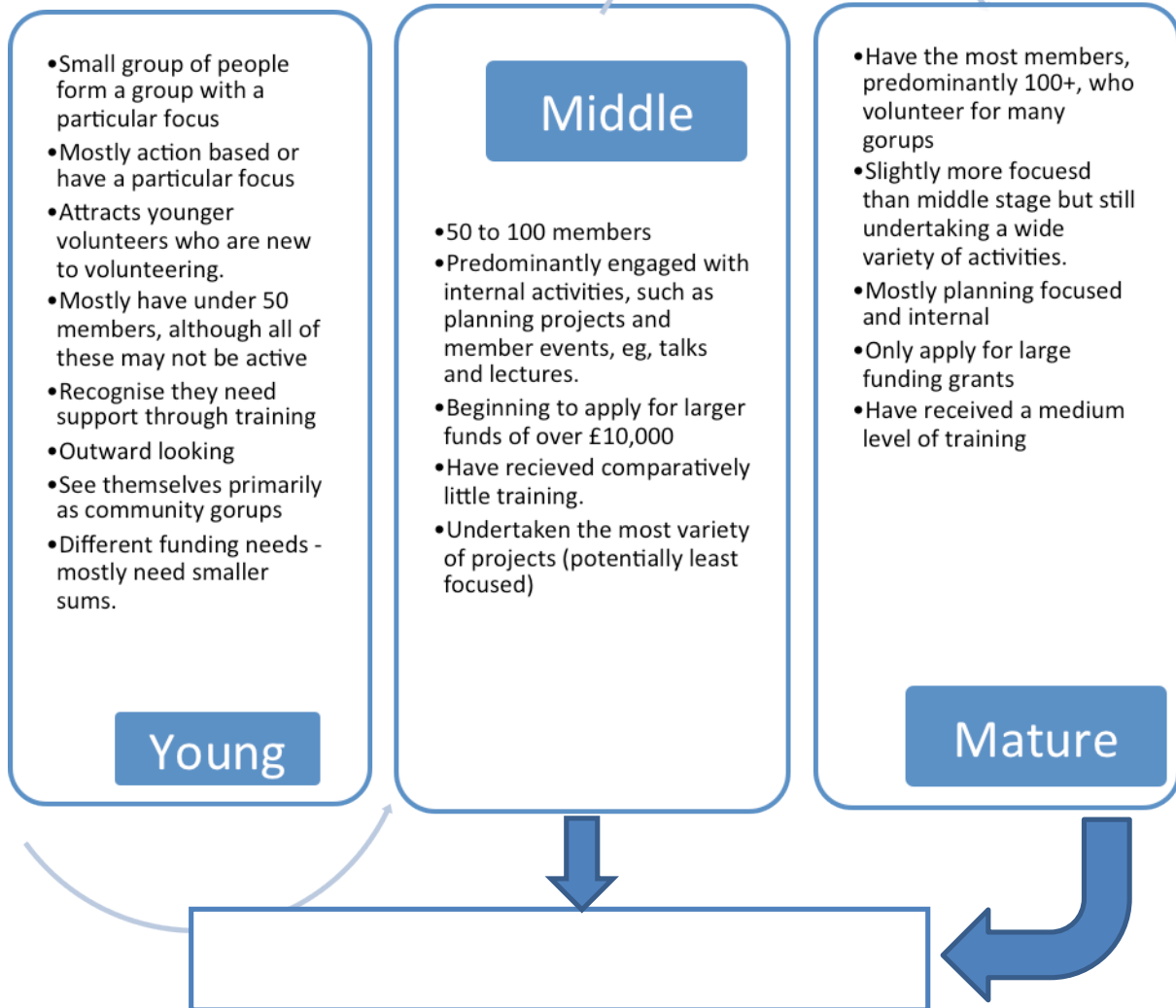
7.1.4 Group Maturity

In terms of how long the group had been running there was a mix as to where the focus lay. Some very recently instigated groups such as a 2 month old action group to save a local church in Liverpool were defensive in nature as they were initiated in direct response to a threat to the community such as planning issues. Once this group was successful it disbanded and was therefore only single action. Overall the reactive groups were much newer in creation, a reactive group over time could become proactive as part of it maturing.

There are clear characteristics concerning 'group maturity' which determine what activities a group undertakes. This sequence categorises the stages groups seem to take on a particular kind of project. This information can be collated into the following 'life cycle' of community groups created by Civic Voice from the findings of Protect our Place.

Figure 3. Community Group Life Cycle. A model of the potential community group stages as identified by Protect our Place.

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| 0 years | 10 years | 20 years | 30 years | 40 years | 50+ years |

Young

- Small group of people form a group with a particular focus
- Mostly action based or have a particular focus
- Attracts younger volunteers who are new to volunteering.
- Mostly have under 50 members, although all of these may not be active
- Recognise they need support through training
- Outward looking
- See themselves primarily as community gorups
- Different funding needs - mostly need smaller sums.

Middle

- 50 to 100 members
- Predominantly engaged with internal activities, such as planning projects and member events, eg, talks and lectures.
- Beginning to apply for larger funds of over £10,000
- Have recieved comparatively little training.
- Undertaken the most variety of projects (potentially least focused)

Mature

- Have the most members, predominantly 100+, who volunteer for many gorups
- Slightly more focuesd than middle stage but still undertaking a wide variety of activities.
- Mostly planning focused and internal
- Only apply for large funding grants
- Have received a medium level of training

As different as community groups are, they all play out their existence in phases similar to the private sector. The lifecycle of a community group begins with emergence and the challenge to gather support for a particular issue i.e. oppose a supermarket development. Next is the coalescence phase, during which the movement's leaders develop recruitment

and overall strategies to effect local/national change. Next it is the bureaucracy stage that impacts every group during which time a chain of command is vital to coordinate the more

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complex nature of the organisation. It is often during this phase that more effort is required looking internally and the group moves away from being outputs based and more focused on process. The final stage of the lifecycle is decline, when the group may either come to a natural close, or for several years will be trying to halt the decline that is taking place. Nevertheless it is at this stage that groups can start the procedure again and be reinvigorated.

7.1.5 Activities Concerning Funding

Figure 4 shows overall where groups have applied for funding. Breaking this down:

- In terms of funding applications, the smaller groups had undertaken far fewer funding applications in the last five years by comparison with the larger organisations. This may be reflective of resources.
- On average the smaller groups had undertaken 1 in the last 5 years and those with over 100 members had undertaken over 5.
- Local Authority funding is one of the most tapped resources as shown by this project. However the current political climate indicates this funding may be disappearing and this needs to be addressed[13].

Figure 4. Funding Streams – where have you applied for funding from in past five years.

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[13] HELM (2012) *Local Authority Capacity*, available at http://www.helm.org.uk/managing-and-protecting/delivering-heritage-advice/local-authority-capacity/
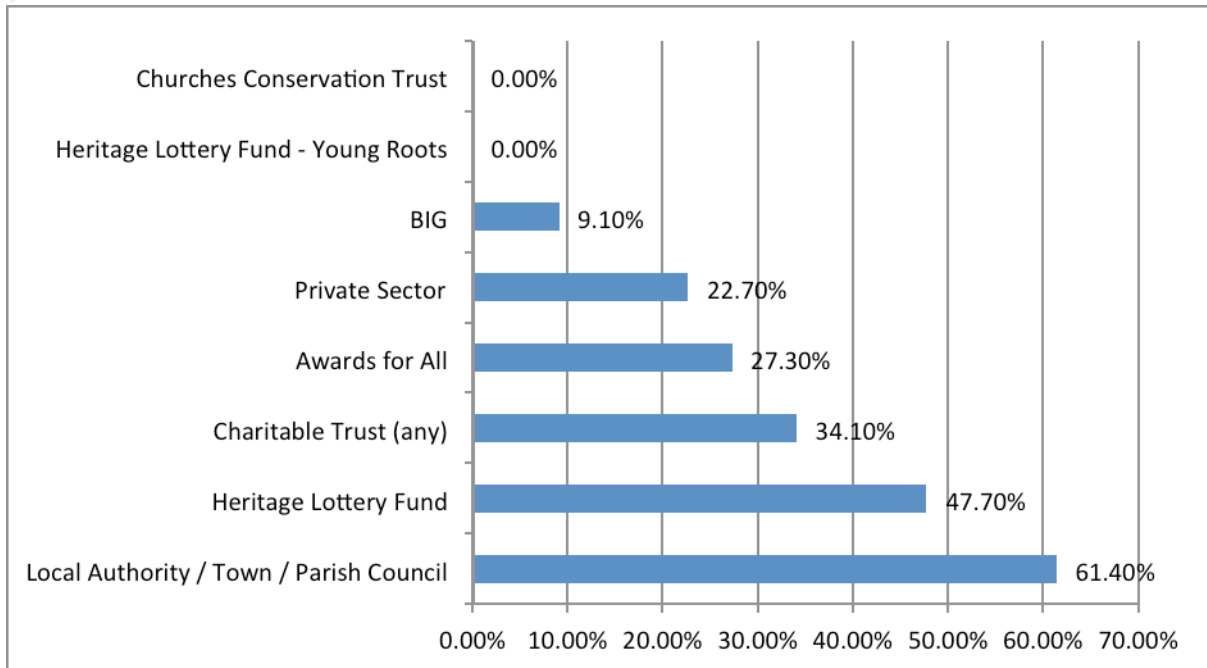
Percentage of Groups Surveyed

Where people apply for funding is again an issue of perception. Groups applied for funding from the areas they felt applied to them as a group, and as a project. As a result groups felt better able to apply for funding from a locally focused fund, such as the parish council. Therefore private sector may be relatively untapped as groups believe it is not relevant to their cause due to its commercial roots. At the volunteer events when the Big Lottery was known to groups, it was felt not to be aimed at them, potentially with its similarity in name to Heritage Lottery Fund which they could directly relate too.

Concerning the level of funding:

- Those that had applied for funding before and had been successful had on average applied for more and larger grants as well. This shows the importance of confidence in a community group of its abilities.
- Small groups predominantly applied for small grants of under £1,000 whereas bigger groups tended to apply for the largest grants of over £10,000. Showing self-awareness by groups of their capacity.
- It was commented on by many of the smaller groups that the lack of funds available under a £100 was a barrier to them to take on more projects.

🗩 The middle ground was not particularly applied for by any of the respondents with grants between £3,000 and £10,000 relatively untapped. Groups felt that these levels didn't currently exist to their knowledge.

Subsequent to the research stage of Protect our Place, the Heritage Lottery Fund has released a new grant called Sharing Heritage which will provide fund of between £3,000 and £10,000[14]. This is a positive step as it has been shown by this project that this level of funding was previously unavailable.

7.2 Motivations and Values

Objective: *Increase understanding of the motivations and values behind community action or the lack of it.*

7.2.1 Individual motivation for volunteering:

Every year, millions of people engage in volunteering and demonstrate support for the heritage sector. Without this support, the heritage movement and organisations such as National Trust and Civic Voice would be unable to achieve the level of success they do. Our research has demonstrated to us that volunteers are motivated by overlapping motives – motives that are both altruistic and egotistic.

Figure 5. Volunteer motivations - A graph depicting the varying motivations driving heritage volunteering.

Percentage of survey respondents

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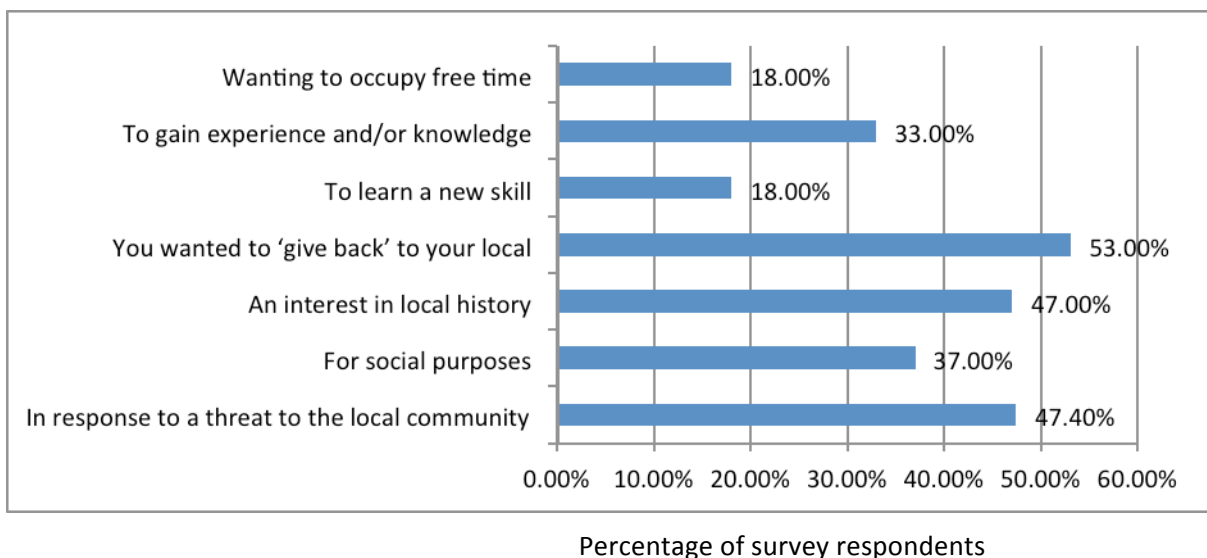
[14] HLF (2013) *Sharing Heritage*, available at
http://www.hlf.org.uk/news/Pages/SharingHeritage.aspx#.UUhA6hzIZn8

Overall the primary motivation as selected by the survey respondents was that they wanted to 'give back' and this can be seen as a proactive form of volunteering. This implies a sense of gain they themselves have enjoyed from their local community, and therefore a sense of wanting to provide that for somebody else, a two way interaction.

However when looking at the findings from the volunteer events it becomes apparent that the above table may not be representative of people's true motivations. Most attendees agreed that 'to give back' was their main motivation. Yet when this was intensively discussed in small focus groups it became apparent that this was actually seen as a benefit rather than the driving motivation. People wished to appear to be 'giving back' and altruistic, with the reputation of an active volunteer being a positive one which they aspired to achieve. This even led to a negative feeling towards members of the groups who weren't present at the events, who were described as 'self-righteous' as a result of being a member of a community group. There is clearly a sense of pride in belonging to and functioning as an integral part of a group. Furthermore, it was discussed why people volunteer mostly after retiring. The volunteer role is a strong, sociable and societal role and was used by some members to occupy a space where previously employment had. It provided importance at an individual and group level. That is not to say volunteering cannot be altruistic, but it was felt by many that this was always combined with a motivation based on self-interest.

Familiarity to a cause is also a driving factor as all of the volunteers we spoke to in a religious group were parishioners of the church they helped, all of the Waterways volunteers had previously lived or worked on a canal. The civic society movement involves a high number of ex-planners and councillors. This is where self-interest plays a key part. Groups need to be able to connect with the passion individuals have whether it be an archaeological dig or a planning application.

It should not be forgotten, however, that there are two sides to volunteering and we have experienced stories from people who have felt let down by others and there is a feeling with some of being personally accountable for and in charge of a course of action. Some Chairs of organisations informed us that they were willing to stand down from the organisation but no one was willing to take it on. They felt a responsibility to continue so as not to let it fail.

Civic Society volunteers on average currently volunteered for the most number of other groups besides the one they were representing in the survey, as 85% of them volunteered for over five groups. However prolific volunteering does not necessarily indicate active volunteering, with the attendees of the event describing these volunteers as passive group

members, again highlighting how more focused volunteering might be the most beneficial to a group. Groups with between 11-20 members were the least likely to volunteer for many groups with 62% volunteering in one or two groups. As discussed earlier it seems that the more involved a volunteer is with a group the stronger the relationships they build with other members and the more invested they will become in the group as a result. Therefore although someone may volunteer for fewer groups, they may be more motivated to volunteer more intensively overall. However that is not to say passionate volunteers are restricted to smaller groups or those that only volunteer for one group, but that this may be more easily promoted and facilitated by this.

People being motivated by a response to a threat to their locality is however a different story. This is a form of reactive volunteering and if giving back is a two way transaction this could be seen as focusing more on individual gain than community gain, and therefore focused only one way. However 42% of those who had begun volunteering for this purpose have continued to volunteer for over 15 years showing that the reactive path can soon lead to long term volunteering. This is therefore a good way to gain new volunteers who potentially would not otherwise volunteer, turning defensive and single action volunteering into celebratory and sustainable volunteers.

Many practices in community groups are the legacy of a previous time, of a mind-set appropriate for a different era. As time changes, groups need to adapt to their environment.

However, the very act in 'joining' a group is a statement of a belief in an individual – as an individual they have something to contribute or want to support a cause, yet it is amazing to discover how many groups do not even ask their members to volunteer for the group.

The ultimate motivation that makes people want to volunteer for an organisation is the 'why' – the purpose of the organisation. This is the same motivation that helps 'crises' groups that may fold. When it dawns on people that the group will disappear, people come forward because they believe in the cause of an organisation that influences the local area. When looking at the Community Life Cycle in figure 3 this is termed 'refocus'.

By ensuring a focus on project i.e. Heritage Open Days (HODs) that aligns with the purpose of the organisation (we promote and cherish our heritage), volunteers can be motivated and gain a sense of real achievement (a time limited project). Essentially you are recruiting volunteers who have a passion for the heritage sector, HODs just happens to be the project they engage with.

Groups need to undertake work looking at their core values, individually as volunteers but collectively as a community group. This will help articulate why someone is involved in a particular group, who you are, what you stand for, what is most important to you and what your vision is. This should reignite the passion in current volunteers.

7.2.2 Group motivation

When looking at motivations in more detail it is interesting to note which volunteers are attracted to which groups.

- The smaller groups (under 20 members) attracted volunteers who wanted to become involved in a particular issue (67%).
- Whereas in the largest groups this was not a driving factor at only 33% and instead volunteers felt they had a particular skill to offer the group (68%).

There are also more obvious social benefits to volunteering, including meeting new people, spending time with family and friends, and interacting with community organisations.

Groups who had younger volunteers who only volunteered for a few other groups could be seen as having more focused volunteers as will now be discussed. These tended to have fewer than 20 members with 36% of these classing themselves as Community Groups, much higher than any other category. The volunteering is instigated through a desire to focus on a

particular element and as a result the volunteers they engage with are more targeted. This is also true of the groups themselves who undertook fewer activities, showing more focus. With this group it is important to be able to transfer or convert the initial reactive volunteering into potentially long term and committed volunteering. This also allows for an influx of new volunteers dependent on the issue that is being responded to. Furthermore these groups tend to have less hierarchical systems with the most likely position of a respondent in a group with less than 20 members being simply a member. One respondent was even infuriated that she had to tick a box stating that the group was a co-operative and there were not hierarchical systems in place.

Respondents of the survey defined themselves as the following:

Civic Society – 46%	**Archaeology Group – 4%**
Community Group – 14%	**Friends of a Building – 4%**
Local History Group – 7%	**Friends of a Green Space – 3%**
Waterways Group – 6%	**Religious Groups – 2%**
Residents Association – 5%	**Other – 9%**

When this is broken down into group size however the results are very revealing.

- 36% of groups with fewer than 20 members classed themselves as community groups, with only 8% of groups with over 20 members seeing themselves in this category.
- 53% of groups with over 20 members saw themselves as civic societies, compared to 13% of groups with fewer than 20 members.

The larger groups (over 20 members) predominantly classed themselves as civic societies. The respondents in this group tended to hold the position of chairman or committee member, showing that they held an important voluntary position and their groups prescribed to hierarchical systems. It was argued at the workshops that these systems can sometimes stint progression with some Chairman holding office for many years. Yet it was agreed that with a large number of members comes a large amount of resources needed to keep them informed, engaged and on side and this manifests itself in a committee.

Volunteers who saw themselves as 'heritage' volunteers were mostly older than those who classed themselves as 'non-heritage'. This may again be a reflection of the perception of volunteering, with heritage volunteering seen as an open to an older generation and non-heritage aimed at a younger audience. The connotations attached to particular terms are very important here. Newer groups tend to associate themselves as 'community' groups rather than using the term 'civic' although they largely undertake similar projects, and the same can be said for 'heritage' and 'non-heritage' based.

For example one group does not feel they are a heritage based whilst some of their activities include conservation and restoration and the group name has the term 'heritage' in it. This is based on their perceptions of themselves and also how they view the term 'heritage' in a wider context.

At the volunteer events one of the key motivations they identified to beginning volunteering is being new to a community and therefore wanting to learn more about a place and integrate themselves with that place.

> *"Being new to the area I thought it would be a great opportunity to learn about my new home and meet some new people. As I had consciously chosen to live there I obviously liked the place and thought joining the local society would be a good way to get involved in the area."*

Volunteer from Birmingham Event

It transpired that many of the attendees were 'incomers' to the place they volunteered in and had previously not volunteered in their past places of residence. One of the main motivators here was a desire to meet new people and become integrated into a community. It was felt that some of the key members of the community groups were people that were new to the area and as a result could see not only its potential but also its problems in a more objective manner. Groups therefore should consider marketing themselves towards new residents, possible through links with a local estate agent to let people know they exist.

7.2.3 Barriers to Volunteering

One of the main barriers to groups taking on more projects was that the members were too busy to dedicate any further time (68%). This was closely followed by not enough members at 57%. This can become a vicious circle of decline.

Figure 6. Barriers to volunteering Besides funding and training, are there any other barriers to you and/your group which deter you from taking on more projects
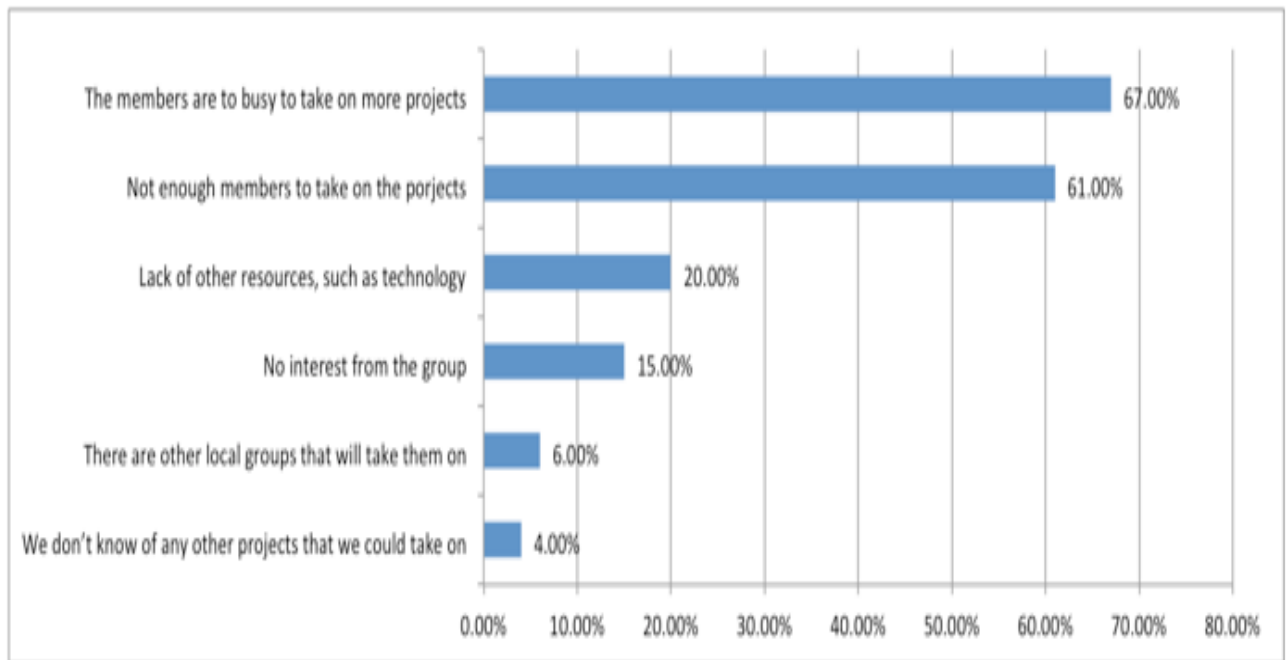
Interestingly when this is broken down to group size the group with less than 10 members were more likely to feel that they did not have enough members (67%) rather than their limited member numbers being too busy (44%). This is in direct opposition to the largest groups who felt that their members were too busy (80%). This shows that a large member base does not lead to large numbers of active members or dedicated volunteer time. It would seem to suggest that the fewer members in the group the more time the members felt they had as a result of their focus and not supporting a larger organisation of inactive members.

What should be highlighted at this point is that motivation is not a constant as was discussed by attendees of the events and within the survey. What became clear was that motivation sometimes dwindles.

- Sometimes people give too much over a period of time and may need a rest or a change.
- Sometimes external forces on the group can seem overbearing i.e. pressure of a development
- Personality clashes in the group causing people to leave.

7.3 Future support

Objective: *Identify what communities believe would most help them increase or extend their activity in future*

The support that groups felt they needed can be categorised into three main themes; funding, training and other help centred on specific issues. These will now be discussed in the following section.

7.3.1 Funding

Although the current use of funding has already been discussed in section 7.1.3 it will now be looked at with a focus on what funding isn't available.

Funding was widely applied for by the participants of Protect our Place, yet it was still felt that the funds available did not match the needs of community groups. Funding was needed in different areas by different groups, mostly depending on their size.

- Smaller groups felt that funding needed to be more easily accessible at a much lower level. Funds under £100 were particularly difficult to come by and highly desired by many of the groups.
- All groups mostly obtained funding from their Local Authority or Parish Council; however groups with up to 20 members were much more likely to apply to charitable trust in the next instance mostly due to personal connections they already had, whereas larger groups of 20 to 100+ tended to use Heritage Lottery Funds.

    "We fund our core activities from subscriptions, but seek funding for specific projects. Some funders e.g. Awards for All, impose time limits between grants which can slow us down, and the change in Third Sector funding after the change to the Coalition resulted in grants focused on deprivation. This has removed what was previously a good funding source for us. It's an interesting philosophy that you should support 'black holes' and 'dying ducks' instead of successful organisations that are making a difference."

    Survey respondent

"Funding sources are very difficult to find so we have tended to slow down with the number of projects undertake"

Volunteer from Newcastle Event

- Smaller groups required funding in community events, which reflects their activities as organising a community event was the most undertaken project by groups with fewer than 20 members.
- Groups with between 21 and 50 members desired funding concerning restoration and maintenance of historical fabric, and groups with over 50 members desired help with Neighbourhood Plans.

One of the main barriers to groups trying to unlock funding is not knowing availability (33%) and a lack of understanding of the application process (30%).

Many groups who class themselves as 'community groups' feel their core purpose is not heritage feel that heritage funding is not aimed or applicable to them. As a result these 'non-heritage groups' applied for significantly less funding via the HLF and tended to apply more towards the BIG lottery Fund and charitable trusts. What should be noted here is that the term 'charitable trusts' was interpreted in many different ways by respondents, and often simply as a charity, therefore this statistic may not be wholly accurate. Both groups used Awards for All.

The number of funding applications is reflected in the overall ability of a group to obtain funding. This is also reflected in the amount they apply for with those having already received funds in the past applying for much larger grants. This is clearly a confidence issue.

Available funds need to be made more visible with clear guidance on the application process, drawing from real life experience. This tended to be newer groups who felt the biggest hurdle in establishing their group was a lack of basic funding. However one of the areas with the most success rate was the Local Authority and Parish Council. However with limited resources at a local level it is imperative that smaller funds are more readily available on a national platform to allow smaller groups to establish themselves.

7.3.2 Training

The main areas where groups desired training was planning activities (83%), neighbourhood plans (81%) and fundraising (80%). 62% of groups had never received any training. Some groups felt they did not need training, but many were simply unaware of how to obtain

training. One of the key areas where group wanted help for from the events was in social media and managing their online presence.

When groups had received training they were mostly fairly unsatisfied and felt that what was offered was irrelevant, un-engaging and even sometimes patronising. At the events it was strongly felt that the training groups were offered conformed to the organisations agenda and was to promote themselves rather than provide tangible help to the group receiving it.

> *"Most training organisations assume you are an illiterate moron. The trainers have less experience & knowledge than the people they are supposed to be training!"*
>
> **Survey respondent**

A strong emphasis for the need to change how training was delivered was discussed, and people felt case studies and networking with volunteers who have or are undergoing the same activities was most useful. This demonstrates the need to create connections and build the civic and heritage movement.

7.3.3 Other Issues

Other issues discussed by groups consisted mostly of the lack of younger volunteers and also no central point of information.

The majority of respondents were in the 56-65 year old age range (33%) closely followed by 66-75 (31%) with less than 2% of respondents being under the age of 35. Of those that were under 35, they felt more so than other volunteers that they had valuable skills to contribute to a group, and also a strong willingness to learn new ones.

> *Younger people work. Talks attract older people, walks appeal to a more mixed age range. Social media played a big part in the success of a recent event. Maybe fewer 'talks' and more 'event's – people like to be entertained.*
>
> *Volunteer from Birmingham Event*
>
> *What we need are young people, to trust in our volunteers and to exploit their enthusiasm.*
>
> *Volunteer from Newcastle Event*

However, flipping our research on its head, we are witnessing a growth in the numbers of older people - 10 million people in the UK are over 65 years old. The latest projections are for 5½ million more elderly people in 20 years' time and the number will have nearly doubled to around 19 million by 2050.

Within this total, the number of very old people grows even faster. There are currently three million people aged more than 80 years and this is projected to almost double by 2030 and reach eight million by 2050[15]. While one-in-six of the UK population is currently aged 65 and over, by 2050 one in-four will be, showing a potential area for volunteer growth.

There is an opportunity for the civic and heritage movement to capitalise on people's desire to find alternative forms of influence outside of conventional politics and to create opportunities for people looking for other ways to spend their time.

All community groups surveyed felt they had no central point of information on which they could draw from for the regular challenges that they face, and if they did have a resource available it tended to be out of date and inflexible to a groups changing needs. As a result an adaptable and central point of information was required that was easy and accessible to all community groups regardless of how they defined themselves, provided by a trusted source to ensure its relevance. This needed to contain examples of best practice and success by volunteers by adopting a bottom-up approach rather than previous top-down information.

> *"What we need to do is try to focus on core points, unite rather than allow divisions. Meetings need to be focused and slick."*

> *"What we need is help on engagement and raising awareness. We need to market as there are too many projects with too little people, especially in rural areas."*

> *"Do not become discouraged, things go in cycles –good spells and down spells -, ride the down spells. Don't expect instant success."*

> *Volunteers from Birmingham Event*

Groups often felt isolated not only from umbrella organisations but also other voluntary group both in their area and nationally. There was a strong desire for organisations to facilitate networking events and promote group visits. However there was also recognition that groups also needed to give to the movement, and as such attend events and

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[15] Rutherford, Tom (2012) *Population Ageing: Statistics*, House of Commons Library: Social and General Statistics

independently network in their locality. This could also be done virtually through websites such as Protect our Place.

7.4 Summary of Findings

Protect our Place research has highlighted where current community action is taking place and gone further by proposing what the motivations and values behind this are.

Although diverse in particular projects, the overall project themes that groups are undertaken resonate across the whole civic and heritage movement. There is a particular focus on reactive projects with planning activities being predominant. There is an emerging divide between groups which classify themselves as 'community groups' and those who deem themselves a more traditionally themes society, such as a civic society or 'local history group'. Community groups tend to favour proactive projects, particularly community events, whereas in general civic societies and similar groups have a particular emphasis on protective and reactive projects such as planning.

'Community groups' tend to be smaller in size than others, however the civic and heritage movement is evenly distributed between groups with over 50 members and groups with less than 50 members showing a varied movement in respect of size. Most groups would class themselves as 'heritage' based groups; however there is still a significant amount of groups who feel that they are not even though the activities they undertake are heritage based. This shows potential issues in the perceptions of heritage.

It is proposed here that groups undergo a number of phases, classified as the 'community group life cycle' in figure 3. These phases depend on the age, size and focus of the group. Groups can close or fail to continue due to a lack of focus, whether that be their single issue project has come to an end, or more widely they have become adrift from their initial aim and core values. This can happen due to lack of communication, volunteers and most importantly motivation.

The main motivations behind people beginning to volunteer are in response to a threat to their local community. This reactive volunteering can quickly turn into proactive volunteering when they are fully engaged with a group and its values.

Areas where help is particularly needed are funding and training. The levels of funding currently available do not match the needs of the civic and heritage movement. In particular funds under £100 are desired, as well as between £3,000 and £10,000. There is also a lack of knowledge as to where available funds are, whether they are aimed at the groups and how to apply.

Many groups had not received training. Those that have feel it is often inadequate and patronising. The 'lecture style' format of training is widely disliked with the movement wishing to draw more from actually case studies. This is further expanded on in groups desire to be involved in a bigger informal and forma network, facilitated through volunteer events and training.

Other issues include a lack of younger volunteers and generally active volunteers. There is also a desire for a central point of information that is easy to use by all.

8. Recommendations

So, looking ahead, what might be in store in shaping the places of England over the next few decades? And what kind of movement in the 21st Century will be required to meet the changing needs of society while being able to protect their local area? In other words, how can we best ensure the relevance and success of the civic and heritage movement in the future and develop a support mechanism for the heritage groups engaged through the Project?

The main recommendations of Protect our Place help to address these questions. What have emerged are four clear themes, directly reflecting the key learning and findings of the project. These are perception, funding, network and project. Each of the four themes reflects a specific area of the civic and heritage movement highlighted as needing support project. If they can be addressed collectively they will ensure a stronger and more unified movement in the future. Furthermore, it will lead to more targeted, relevant and responsive support to those 'non-aligned' groups identified through the project and from a template to reach other as yet un-identified heritage groups.

These recommendations also support specific actions highlighted by the NHPP. In particular these relate to those actions which focus on helping communities to protect their heritage through stronger networks, a stronger planning system and access to relevant information such as the Historic Environment Record. These will be discussed further in the relevant sections.

a. Perceptions:

As has been demonstrated throughout this report this is a disconnection between a groups perception of themselves, their communities perception of them and also perceptions to and

from national organisations. As such there is a communication breakdown which could be seen as hindering the progression of many community groups.

- Groups should have a much better understanding of their current state. Many groups are unaware of how well, or not as the case may be, they are doing as they currently have no way of assessing themselves before major problems arise. This could be waylaid be undertaking annual health checks to always remember the reason why they are there.
- Groups should use language and approaches which express their core mission in ways that win public support and connect with the emotions and concerns of people and communities looking forward. A better awareness of perceptions needs to be had by groups looking at how they are viewed in their local communities, internally by members, by other community groups and by local authorities and other relevant organisations.
- Furthermore heritage organisations need to use language appropriate to groups, ensuring they do not alienate or exclude with their terminologies and general approaches.
- As new groups in the civic and heritage movement are most commonly classing themselves as 'community groups', training, funding and advice needs to reflect this in its terminology and who it actively targets. Otherwise groups who have heritage as their purpose could disassociate themselves with the heritage and civic movement, creating a more fragmented group landscape.

b. Funding:

Funding is one of the key external resources which groups tap into. Groups need to know what funding is available, where to find it and how to apply for it. As has been shown by the report some funding streams are heavily relied on in contrast to others. These recommendations relate to NHPP action 5A4 'supporting local communities in protecting significant heritage assets'. One of the biggest barriers to communities is funding and associated tasks. To address this:

- Funding between £3,000 and £10,000 should be more widely promoted to community groups to ensure that mid-level projects are catered for
- As local authority budget decrease, small pots of funding should be more accessible. A demand exists for pots of funding less than £100. Without these pots many groups may not make it past the initiation stage. This would also release pressure from slightly larger funds. However, it should be recognised that there may be

administrative issues with funders when processing very small grants of this nature. Funding infrastructure should support this and groups should be encouraged to

develop partnerships with neighbouring community groups to access larger, shared funds. Alternatively, groups could be encouraged to develop a small programme of events or projects thereby enabling them to seek greater amounts.

🏳 More thorough research into the motivations behind why groups apply for some funding and not others is needed. This information then needs to be disseminated to relevant funders so that in the future funds can better needs match the community groups they serve.

c. Networks:

Both formal and informal networks are central in the dissemination of information when dealing with the civic and heritage movement. This project has reached out to groups previously unknown to some organisations and as such these networks need to be maintained. Strong networks equal a strong movement. Knowledge sharing based on real life case studies can inspire and motivate groups.

🏳 More face-to-face interaction is encouraged between volunteers and also volunteers and umbrella organisations such as Civic Voice and English Heritage. It has been shown through the volunteer events that networks both formal and informal strengthen a group's capability and help inspire and encourage community groups as well as opening communication channels.

🏳

Training needs to be active and showcase real examples, drawing from the networks previously mentioned as well as bringing them together.

🏳 Stronger networks need to be facilitated across the whole of the civic and heritage movement. Although these networks do not necessarily need to be regional, more work needs to be done to include those groups based in the North East.

d. Projects:

The projects groups undertake are responsible for most of their output and resources used. Projects can come under national campaigns such as Civic Voices 'Civic Day' or can be specific for the groups such as local research and publications. A better understanding of the relationship between these has been presented here but this needs to be appreciated in a

wider context. This is reflected in NHPP action 5B2 'underpinning the planning process' which is demonstrated through the focus on planning projects and linking these to local lists and neighbourhood plans. Furthermore this filters into action 5C where the access and knowledge to Historic Environment Records will be strengthened through local heritage plans and further projects.

- Groups need to look to the future. The more successful groups have plans about where they want their town to be. Too many groups are reacting to other agendas. Each local heritage group may want to consider designing a local heritage plan to compliment neighbourhood plans.
- Volunteers need to be activated, whether that is new volunteers or dormant members of groups. Without this volunteer activation the movement will dwindle significantly over the next few years. This may be most encouraged through external projects such as community events and therefore support around these needs to be given externally.
- As community groups heavily favour planning based projects there needs to be a more of a focus on this in the support that is provided for groups. Furthermore a better understanding is needed of how these projects can fit into other national schemes. As 80% of groups are already involved in this area, this resource needs to be better utilised and where appropriate connected to projects such as neighbourhood planning and local lists.

Overall these recommendations cover all of the gaps in support and opportunities for growing the civic and heritage movement highlighted within this report, which will ensure a stronger and sustainable movement in the future.

9. Outputs

The main outputs of the project are:

- **Networks** - There are several networks that have been created through the Protect our Place project's events, research and promotion. This includes the attendees of the three events, the respondents of the survey and also the users of the interactive map. There are also several groups who have merely wanted to lodge their support for the project, and its aim of uniting community groups.

The networks are crucial to the project as they show the value of peer-to-peer contact and participation in creating a strong civic movement. It is the face-to-face interactions which create the strongest networks, with volunteers and groups sharing stories and experiences for the benefit of all. Civic Voice is committed to keeping this network alive.

Protect our Place website –the interactive projects map and other infrastructure is a key output of the project. The website allows for groups to promote their activities and call for aid, gain inspiration from one another and record their successes for others to be inspired in their turn. It currently holds 40 live projects and 5 detailed case studies. It is searchable by themes and geographically, thereby allowing potential volunteers to discover projects in their area which directly engage with their interests. This function also allows professional organisations to have a fuller understanding of what groups are undertaking what activities in a given locality. The website has been visited 6139 times since its launch in October 2012 and has received some 109,345 hits.

Civic Voice is committed to upholding the website beyond the project. Further information on this can be obtained in the project legacy document. The website can be found at www.protectourplace.org.uk

Final Report – A key output of the project is this report which not only highlights the findings of the research, but also documents the delivery. From this it is hoped that more substantial support for the civic movement will be developed based on the recommendations below. Although an initial foray into researching this area it is also hoped that Civic Voice and similar organisations can deepen the knowledge gained here even further, ensuring the legacy of Protect our Place is as far reaching as possible.

10. Conclusion

The Protect our Place project brings together volunteer and group accounts, as well as research provided by the national survey. It has not only enabled a clear understanding of the range and type of community action, but has also helped create volunteer networks both physically and virtually across the country. The research conducted has allowed for a more complete picture of heritage volunteering in local communities, with a focus on the motivations and values which drive it.

As the profile of heritage volunteering becomes older it is crucial that new and active volunteers are encouraged into the movement, and this can only be done by understanding why and how people volunteer in the first place.

Lack of motivation can be the end of a community group no matter how big or small. As such in community based organisations, there is a need to be aware of motivational needs and pressures. This is also something which can be addressed through networking, by inspiring people and re-enthusing them through sharing stories.

Groups need to accept that if someone wants to participate in their work for their 'purpose' let them. Does it matter if an individual doesn't attend all meetings-if they believe in what the group are doing, they will do the work that needs doing because they will want to.

Groups need to create conditions to allow people to participate. What a lot of groups have not done is change the ability to adapt to changing conditions and remain operational. As a result groups need to:

- Have targeted recruiting systems that appeal to motivated people with regard for succession planning
- Create an environment where people can participate on the level they want to that fits within the organisation ambitions
- Motivation is central to learning and change. Without motivation the only changes an individual will make would be those encouraged or forced upon them by others.
- In community work, motivation is so central that it can be taken for granted. Therefore groups need to inspire and be inspired to reach their full potential.
- Become focused to establish stronger relationships within a group. Especially as motivation is lost due to a volunteer overstretching. A group may become focused through creating a local heritage plan, and the process of creating the focus will let a group remember why they love an area, and also what effect their volunteering is having.

Committees and formal organisational structures continue to have a role but there is a call for more and different ways to take part. Community Groups will need to strengthen the ways in which they network, taking advantage of what the internet can offer, and also be more agile and responsive to others demands.

For those groups which now see themselves as 'community groups' rather than 'civic societies' or 'non-heritage' as opposed to 'heritage' it is the perceptions and language which truly separate them and not their projects, motivations or values. As a result they attract a slightly different demographic. If more work was done within the civic and heritage

movement on perceptions, communications and marketing with groups then this demographic could be tapped into much further.

For example an organisation who undertakes an 'Awayday' and separates themselves from daily operations do this to encourage people to reflect on 'why are we doing this' and encourages creative thinking and expression of opinion. The more you mature, the easier it is to forget about the 'why' you are doing what you are doing in the first place. It is imperative that groups constantly 'look beyond what is' and think about the bigger picture – not just next week's committee meeting.

Civic Voice is still a relatively new organisation approaching its third anniversary in April. However, in these three years, we have discovered from community groups that there is a desire for something else, a desire to be part of something bigger with a real sense of belonging. A desire to be part of a civic and heritage movement:

- with a clear and shared purpose and sense of direction
- with the profile and influence that it deserves
- in which civic societies meet and share more with each other
- that can shape official policy and thinking through lobbying and campaigning from the national through to the local level
- that is independent
- which gets support and advice on not only on policy and planning issues but also on how to strengthen and develop local societies
- which has a positive reputation and engages the local community

These desires are reflected in the findings of Protect our Place, showing that the civic and heritage movement is unified by community groups sharing a clear purpose to protect their places on a local and national level.

It is clear that the profile of volunteering beyond the civic and heritage movement is changing. It needs to be ensured that heritage volunteers are equipped to adapt to that change in a format which upholds their original motivations and values, resulting in sustainable volunteering in the future. The recommendations present the areas in which the movement needs support and the varying ways this can be achieved to allow all groups to protect their place.

Appendices

Appendices 1: Survey Transcript

The survey was based online and as such this is just a textual representation

Protect our Place

Survey – 2012

Thank you for taking the time to complete the Protect our Place survey. This survey is to discover what community action is taking place to protect and promote local places, and how it can be better supported in the future. It is separated into questions about you, the group you volunteer for, support you use, and the Protect our Place website. Your answers will contribute to an important piece of community research that will help to inform the future of heritage volunteering.

The survey will take you between ten and fifteen minutes to complete. If you feel you need to elaborate further on any of the questions please do so on attached paper. Similarly if you do not wish to answer any questions please leave them blank. All individual information will remain confidential.

About You

1. Your name:
2. Your gender:

     Female   Male

3. Your age:

     Under 18

19-25	56-65
26-35	66-75
36-45	Over 70
46-55	

4. Which of these groups do you consider you belong to?

White British	Black Caribbean
White other	Black African
Indian	Bangladeshi
Pakistani	Chinese
White Irish	Other Asian (non-Chinese)
Mixed	Black (other)

5. Do you volunteer in more than one group?

    Yes   No

    If 'yes' please also answer questions 6:

6. How many groups do you volunteer for besides the one that you are representing in this survey?

1	4
2	5
3	5 +

7. What region do you volunteer in?

North East	East of England
Yorkshire and Humber	South West
North West	London
West Midlands	South East
East Midlands	

8. What local authority area do you live in?

9. How long have you been volunteering in community projects?

Less than 1 year	7-10 years
1-2 years	10-15 years
3-4 years	Over 15 years
5-6 years	

10. Think back to when you first started volunteering. What were your motivations for beginning to volunteer? (You may tick more than one):

    In response to a threat to the local community or environment
    For social purposes
    An interest in local history
    You wanted to 'give back' to your local community
    To learn a new skill
    To gain experience and/or knowledge
    Wanting to occupy free time
    Other (please specify)

11. What made you choose to volunteer for the group you are currently involved in? (You may select more than one).

> They were the only group in your area
> A friend recommended them
> You supported their past projects, but weren't directly involved with them
> You wanted to become involved in a specific project/issue
> Member benefits
> You believed you had relevant skills or knowledge to contribute
> You thought you could help to improve the group
> Financial considerations (e.g. low membership costs compared to other groups)
> Level of participation (either high or low to match your lifestyle)
> Other (please specify)

About your group

12. What is the name of your group?

13. What is your position in the group?

14. How many members are currently in the group?

> 1-10
> 11-20
> 21-50
> 51-100
> 100+

15. (If known) when was the group first established?

16. (If known) why was the group first established?

17. What category would you place the group into?

Archaeology group	Friends of a green space
Waterways group	Re-enactment group
Civic Society	Activity group e.g. metal detectors or
Local history group	ramblers
Residents association	Community group
Appreciation society	Religious group
Friends of a building	Other (please specify)

18. Would you say your group is a heritage based group?

> Yes   No

19. Which of the following activities has your group undertaken in the past 5 years?

Planning activities	Commemorative plaques
Neighbourhood Plans	Operating a heritage
Conservation of artefacts	centre/museum/other
Conservation of a structure	Hosting or organising exhibitions

Research and publish books	Local lists
Information leaflets	Community events
Own and care for buildings	Have a table at a local fair
Own and care for open space	Heritage Open Days
Historical Research	Archaeological excavation
Heritage based award schemes	Fundraising for a heritage project
Organising talks and lectures	Advocacy and campaigning on wider civic
Historical walking tours	issues, e.g. street clutter and anti-social
Restoration of historical fabric	behaviour
Working with local schools	

20. Beyond the above list, could you outline any other heritage based projects that you have undertaken in the last five years, and provide a brief project outline?

Support your group uses:

21. Have you previously applied for funding for any of the activities selected in question 19?

Yes   No

22. If 'no' what reasons from the below list best explain this?

Did not need additional funding
Were unaware of any relevant funding opportunities
Considered applying for funding but felt that the application process was too complex
Considered applying for funding but felt that your chances of success were low
Considered applying for funding but there was insufficient time to make an application given other commitments

If 'Yes' please also answer questions 23and 24.

23. How many funding applications had your group made in the last 5 years?

1	4
2	5
3	6+

24. Where have you applied for funding from?

Heritage Lottery Fund	Local Authority / Town / Parish Council
Heritage Lottery Fund - Young Roots	Private Sector
Awards for All	Charitable Trust (any)
BIG	Other (please specify)
Churches Conservation Trust	

25. What level of funding have you previously applied for? (you may select more than one)

£0-£100	£3001-£5000
£101 - £500	£5001-£10000
£501-£1000	£10001+
£1001-£3000	

26. Has your group been successful in a funding application?

Yes   No

If 'yes' please answer Q.27

27. How many successful funding applications have you had in the last 5 years?

1	4
2	5
3	6+

28. What areas does your group require funding in, that you feel is not currently available?

	Own and care for open space
Neighbourhood Plans	Historical Research
Conservation of artefacts	Heritage based award schemes
Conservation of a structure	Organising talks and lectures
Commemorative plaques	Restoration of historical fabric
Operating a heritage	Working with local schools
centre/museum/other	Local lists
Hosting or organising exhibitions	Community events
Research and publish books	Heritage Open Days
Information leaflets	Archaeological excavation
Own and care for buildings	Other (please specify)

29. Has your group previously undertaken any training?

Yes   No

If 'yes' please answer questions 30-32:

30. What training has your group previously undertaken?

Where possible please outline area of training, what the training consisted of, and who provided it. For example: Free Neighbourhood Plan workshops provided by Civic Voice, IT training or training on how to fundraise.

31. Did you find the training useful, and applicable to you and your group's needs?

        Yes   No

If No please also answer question 32.

32. Could you please explain why the training you undertook was not suitable?

33. What are the areas of training that you think would be useful for your group at present, but which are either:
    1. unavailable locally
    2. available locally, but considered to be too expensive.
    3. available locally, but considered to be at inconvenient times.

	Research and publish books
Planning applications	Information leaflets
Neighbourhood Plans	Own and care for buildings
Conservation of artefacts	Own and care for open space
Conservation of a structure	Historical Research
Commemorative plaques	Heritage based award schemes
Operating a heritage	Organising talks and lectures
centre/museum/other	Historical walking tours
Hosting or organising exhibitions	Restoration of historical fabric

Working with local schools	Heritage Open Days
Local lists	Archaeological excavation
Community events	Fundraising for a heritage project
Have a table at a local history fair	Other (please specify)

34. Overall how satisfied would you say you are with the level of training and funding available to your group?

Not satisfied at all
Fairly satisfied
Indifferent
Satisfied
Fairly satisfied
Extremely satisfied

35. Besides funding and training, are there any other barriers to you and/or your group which deter you from taking on more projects?

Not enough members to take on the porjects
The memebrs are to busy to take on more projects
No interest from the group
We don't know of any other projects that we could take on
There are other local groups that will take them on
Lack of other resources, such as technology
Other (please specify)

Protect our Place website

36. Have you used the Protect our Place website before?
Yes   No

If 'yes' please answer questions 37 and 38:

37. How did you hear about the website?
Online   At an event
Newsletter   Leaflet
Local or national Press   Word of mouth
Direct from the project team

38. Have you uploaded your projects information onto the interactive projects map?
Yes   no

The Protect our Place website is a community resource to support voluntary groups throughout England. Users can search the interactive map by location or theme to discover what groups there are and what they are undertaking, across the country. There is also a wealth of resources and support available, and the site is free for all to use.

If you have not already uploaded your groups information but would like to do so, you can visit the Protect our Place website at www.protectourplace.org.uk

39. What is your email address?

40. Can Civic Voice contact you again regarding the Protect our Place campaign, or other campaigns relevant to your group?

    Yes   No

Civic Voice will not share your information with any other organisations. The information in this survey will also remain strictly confidential.

41. Would you be willing for the Protect our Place team to conduct a visit to you and your group to include in the project?
    Yes   No

Thank you for taking the time to complete this survey, your answers will help to inform a vital piece of research into community volunteering.

Appendices 2- Volunteer Events Agenda

A report from the volunteer events can be found at
http://www.protectourplace.org.uk/projects/case-studies/summary-report-of-volunteer-events-november-2012

Session 1: You and your group

Aim of the session: To help promote volunteering by better understanding why people volunteer, and why groups form.

Session 2: Your group's projects

Aim of the session: We want to get a clear idea of how and why you take on projects so that we can make recommendations for what area of projects should receive more attention from English Heritage and other organisations in the future.

Session 3: Barriers to volunteering

Aim of the session: To understand if the current funding, training and support available matches with what groups need. We want to know if there is an area that needs more support both now and in the future to help volunteers and groups alike.

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