

A Bigger Boat

For Open Government



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The views, analyses, conclusions and recommendations
expressed in this report are solely those of the authors and
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in this document.

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To prepare this report, our team interviewed over 40 pioneers across the field of Open Government to discover the world through their eyes. The insights here reflect their understanding of the challenges they face, as well as the vision they hold for what is possible.

Our approach is to listen deeply, and turn the wisdom of those who are closest to a problem into new and never-considered ways to take collective action. This is not a report. It is a call to action from those leading the way in the sector who are ready to step into their true potential.

Bigger Boat would like to thank Panahpur for their funding of this project.

Executive Summary

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Our approach is to listen deeply, and turn the wisdom of those who are closest to a problem into new and never-considered ways to take collective action. This is not a report. It is a **call to action** from those leading the way in the sector ready to step into their true potential. The focusing question for these interviews was:

How can we get more people involved, in more meaningful ways, in the governance of the public realm?

This report illustrates the how individuals and organisations working in the realm of open data, citizen participation, and governance lie in the sector landscape and highlights opportunities for new, or renewed, interventions to further current efforts and energies for change. To create this overview our interviewees helped us identify the **overarching problems (Barriers)** they face and the **underlying strategies (Design Principles)** they adopt in their work.

Interview respondents were united in seeing the current political system as broken, and in itself a significant barrier to change. The system was seen as being dominated by an entrenched elite, with the need to defend positions and retain power squashing opportunities for reflection, collaboration, or innovation. The long shadow of corporate power was thought to further alienate citizens, and the complexity not only of political issues but also our new globalised world further overwhelming people and stimulating ambivalence and apathy. Within the space of Open Government, new models (often digital) were not viewed as being transformative, but rather reinforcing old systems as they still fail to reach those who are disconnected from political discourse, and encourage others to merely “demonstrate” participation rather than understand the true meaning of engagement. In addition, the Open Government movement itself was seen as remaining well within the system, using language and modes of operation still exclusory to the majority of the population.

Given these insights a final key barrier, which serves as an important starting point for this whole study, is that political reform itself is the wrong target. When trying to work with a population so disengaged, disconnected, and disappointed with our political system, it doesn't make sense to keep talking about politics. Rather, we must swing the focus back to the population, and look at ways to re-engage with people.

In response to this, it is perhaps not surprising that the leading solution identified by many interviewees was the value of face-to-face engagement. Many individuals and organisations identified ways in which they are investing in relationships and personal development. This sometimes manifested in a focus on education and skill building both in young people and in adults, or in promoting more empathetic relationships across society as a whole. Starting locally and devolving power were also seen as a crucial part of this, empowering individuals and local communities to be change agents themselves. Many interview respondents also cited personal transformative meetings or experiences, and recommended shining a light on the beacons of inspiration (individuals, events, organisations) already present within the system. As such, fully understanding the landscape and the people within it was seen as crucial, as well as developing new, innovative tools to empower people to more effectively understand issues, communicate, and take action.

A final design principle articulated by a range of interview respondents was the importance of focusing on interventions that not only had a high probability of success, but are also meaningful to those involved. As the Scottish Referendum demonstrated, issues that are seen to directly effect people's lives stimulate engagement, and the possibility of achieving success drives energy.

Through a process of analysis and comparing these barriers and design principles, we created identified six initial areas where new energies and resources could be directed to either strengthen and maximise existing activity or develop new and important strands of work in the field. These areas are:

- Identify and create points of light and inspiration
- Foster intimacy in human interaction
- Go for meaningful things you can win in non-political areas
- Target organisations seeking to fix the various axes of government and support them in working more locally and at a more human scale
- Use an understanding of the landscape and the new tools available to target shadow power
- Create a range of ways promoting disruptive innovation – on the level of personal development, social development, going through right into civil society institutions and government.

Further specific ideas have been offered in each area to give examples of how these opportunities might be pursued. Any of these opportunities can be refined into specific projects. While more research is necessary to fully flesh them into designed programmes, the kernels are already developed. This call to action intentionally lays the groundwork for next steps and aims to be a jumping-off point for further collaboration, and design for change. While this report is being circulated electronically, we strongly recommend in-person meetings to collate feedback, and discuss future priorities. In the words of Charles Dickens:

“Electric communication will never be substitute for the face of someone who with their soul encourages another person to be brave and true”

Introduction

How Our Process Works

The effectiveness of our approach is derived from the combined 20 years of experience in complex systems analysis of the team that designed it. Its attributes include:

It is inherently optimistic.

Our analysis begins by identifying what is working and succeeding in a given space, and then we look for ways to build on that success.

It relies on the wisdom of those in the trenches.

The gap is significant between the theories of academics or consultants, and what is practiced as a solution on the front lines of the fight to solve any environmental or social challenge. Within that gap are insights and adaptations - flashes of brilliance - that often do not get captured by high-level views of the system.

It distills patterns not otherwise visible

Those insights and adaptations from the field, when knit together, provide new possibilities: ways for players working on entirely separate aspects of a multidimensional challenge to potentially collaborate; segments of the problem that have been inadvertently ignored; successful insights that could be more widely applied.

It reframes challenges to allow for new thinking and new participants.

The definition of a problem shapes not only the types of approaches applied, but also the expertise invited to the conversation. Ultimately, multiple framings are necessary and compelling. This report represents just one of these framings with the underlying data from the interviews available for further reframing.

This report is the first phase of our approach, which encompasses later phases of strategic design and collaborative incubation. The analysis here sets the stage for these next steps and provides those interested with multiple options. Our analysis is qualitative in nature,

not quantitative. It is meant to generate a framework for understanding a set of viable assumptions to shape the path forward, rather than a statistically derived proof.

Project Scope

The Panahpur Charitable Trust commissioned Bigger Boat to analyse the current state of the Open Government sector in the UK in order to identify opportunities for transformative interventions to radically improve public participation in the governance of the public realm. The objective of this first-stage analysis was to provide entrepreneurs, campaigners, investors, philanthropists, and public agencies a framework through which they can identify and foster unique opportunities to drive change in the field of participatory approaches to governance of the public realm. By understanding the patterns of innovation that are emerging we have then been able to identify unexploited opportunities for strategic leverage.

The question, central to all research and interviews was:

How can we get more people involved, in more meaningful ways, in the governance of the public realm?

The Landscape Map: Understanding Crowd Wisdom

The Landscape Map is an integrative approach to understanding the multi-faceted nature of a problem and how its different components (Barriers) might be overcome. By segmenting the problem into Barriers, we acknowledge the complexity of the challenge and the need for strategies on several levels (Design Principles) to engage with those problems. The Landscape Map highlights how these varied solutions work in concert across the dimensions of a problem to bring about real and lasting positive change - much like success in extinguishing a forest fire requires complementary, but diverse, tactics on multiple fronts.

We began by reviewing a variety of documents and reports that provided historical and contemporary context. We then interviewed more than 40 field leaders and experts. We scoured the reports and interview notes for explicit and implicit problems and successful

Our criteria for a successful solution was that it needed to entail progress toward its intended goal, and that it needed to contribute toward the ultimate goal of large-scale and widespread positive transformation in the field of Open Government in the UK. The insights presented are based on the apparent success of solutions included in our analysis, rather than on statistical significance or impact metrics.

We sifted through the problems and solutions, clustering them into related themes. We then looked for patterns that pointed to overarching problems (Barriers) and the underlying strategies (Design Principles) used to solve them. These Barriers and Design Principles frame the Landscape Map.

The opportunities we present in this report identify some specific paths for consideration by actors looking to continue their efforts to build a flourishing ageing and dementia care sector.

Barriers

Barriers are the core challenges of a problem, which if successfully resolved could pave the way for real progress. They are not immutable conditions or context; they must be moveable and changeable within a defined time horizon.

01.

POLITICAL REFORM IS THE WRONG TARGET

Enlightened politicians, think tanks, open government activists all are focused on reform of our political institutions. However for the general populace, changing political infrastructure is the last thing of concern to them. Immigration, public services and overall standards of living are the burning issues of the day. Political reform is not the problem people want addressed!

Broadly, interviewees could be split into two camps: those using politics where necessary to address an apolitical issue such as housing, health or crime; and those attempting to affect systemic political change. The former had clear focus and often reported gradual and positive progress being made. The latter often detailed work abstracted from reality, lacking meaningful engagement with their target audiences and with little progress towards objectives being made. This lack of progress was explained in a variety of ways:

- There are no coherent ways for people to either be civically active across different activities or to maintain the different identities needed to engage meaningfully with different aspects of government
- The “absorptive capacity” of political systems to really engage with the public is very low: it simply does not have the structures in place to listen to people
- The political system is too complicated for a single intervention aimed at political reform to work.

It seems counter-intuitive to focus on apolitical subject matter as a route to creating meaningful political change. However the combination of a disengaged and disaffected population and a complex and well-defended status quo suggests that the best

pathways to change are not by targeting existing political infrastructure. Creating positive interventions on the issues closest to people's hearts is the most powerful route to change.

02.

NEW MODELS REINFORCE OLD

The Open Government movement is often aligned with digital innovation; finding ways to capture, understand, and use data as well as promoting citizen engagement through websites and applications. These new models, however, rarely disrupt existing systems and institutions, but rather serve to reinforce them. Reliance on digital engagement and reduction of face-to-face interaction further removes politics from the people. Likewise, access to big data gives government additional excuses not to engage. As one interviewee commented; *"Why do you need to consult with people when you have user data?"*

Social media and digital campaigning is too easily confused with genuine engagement. Hailed as the way of lowering barriers to entry, clicking "like" and signing online petitions are presented as participation. However in reality and for most of us, these actions merely offer a means to visually "demonstrate" engagement, while doing little to help individuals understand what is involved in really making change on issues that matter to them.

As such, the approach of digital engagement is little more than a squirrel - a distraction that encourages a group of enthusiastic people to run off in the wrong direction while current systems remain unchanged. Similarly, focusing attention on participation in general elections can be likened to a *"year-long squirrel"*. Encouraging the populace to take one, ten-minute action does not result in an engaged population. People return to their sofas.

Of course, as identified by a range of interviewees, there are instances where digital engagement does make positive inroads. There are some petitions that government cannot ignore. However, as one interviewee said *"often small amounts of engagement in this area can easily white-wash regressive steps."* In addition, as MPs inboxes become flooded they develop their own digital strategies to engage with constituents and the *"anti-bodies"* of standardised responses and automation discourage meaningful engagement.

The use of innovative digital techniques to better engage the population appears to be slanted towards engaging with individuals who are assumed to be interested in connecting with the current political system as a way of expressing their ideas or concerns. In better engaging with those who are already engaged, the digital world is further distancing those who cannot, or will not, connect with the current political system. There is little evidence to demonstrate that these initiatives are either a) actually reaching those people who are not interested in engaging with social issues or b) attempting to create bridges from general

issues to social / political issues. A quote from an interview summed this up nicely: *“Open Government isn’t: it doesn’t engage people where they are”*. In this way Open Democracy is risking turning the key to lock an already closed door.

The result of this misunderstanding of these new models is that they simply serve to reinforce what’s already there. In addition, as a huge amount of data, chatter, opinion, and content are produced, government are ever more reliant on service providers to interpret, analyse, and channel the information. The actual interface between the people and the government has become professionalised. In some areas of government these individuals or organisations who mediate between the digital engagement sphere and government are presented (and present themselves) as “unusual” “separate”, and even “weirdos”. In reality, they are mainly white, middle class intelligentsia operating well within the current systems and structures. The language they use, their modes of operation, and the circles in which they operate are still exclusory to the majority of the population. The “unusual” suspects are just the usual suspects.

03.

INTOLERABLE UNCERTAINTY, OVERWHELMING COMPLEXITY

The information age, the digital age, the networked age. Whatever you want to call it, the new world that is unfolding is heralded by uncertainty and complexity brought about by a fundamental disruption in the hierarchies and information economies that have defined our social and economic systems since the renaissance. What previously was certain now is no longer so. What previously was simple now is complex.

Uncertainty and complexity stimulate anxiety in individuals, as well as in organisations, as a response to the unknown that accompanies both¹. As a result individuals can find themselves in denial of evident uncertainty and avoiding complexity, so much so that the subject matter becomes unthinkable². We become unable to hold related thoughts and

1. Best explained through the work of psychologist Melanie Klein whose theories, building on Freud, explain how the unknown creates anxiety as it is associated with death and as such is something that humans inherently avoid. You can find out more about her central theory, called Object Relations Theory, in the accessible and well written paper on the subject here: http://www.academia.edu/1153609/The_Life_and_Death_Instincts_in_Kleinian_Object_Relations_Theory

2. Christopher Bollas explained such phenomena as “unthought knowns” where trauma causes individuals to suppress thoughts that were previously in the conscious realm in an attempt to prevent further disruption from these phenomena. A brief explanation of this is available on Wikipedia here: http://en.wikipedia.org/wiki/Unthought_known

rush to find quantifiable, reductionist solutions.

There are a number of ways, identified during interviews, through which this twin denial manifests:

- Across the board society needs outputs and outcomes. Funders, campaigners, government, and citizens all focus on achieving outcomes that deliver a sense of certainty, reinforcing 20th (or even 19th) thinking and structures
- Campaigns only succeeding when focusing on single issues
- Policy being the construct of “focus group tested, digested policy bites for the media”
- The rise of the attention economy, where exponentially increasing amounts of information compete for our increasingly fragmented attention, devaluing important messages.

This results in an increasing narrowing of attention and thinking about outcomes to such a degree that individuals are unable to engage with complex and uncertain subject matter. Innovators increasingly jump to solutions rather than think about asking the questions that will open their field of vision as well as the community they will need to build to tackle complexity and uncertainty.

Another way this phenomenon is manifesting is through the ubiquity of the concept of the consumer. Society and government see individuals as consumers rather than citizens and only engage through this lens, creating commodities out of common goods and “financialising” everything we touch. The realm of politics is seen as being about collective efficiency and maximising individualism, thus reducing opportunities for individuals to create the requisite space needed to embrace the uncertain and complex new world we actually exist in.

As a result, we, the consumer, become increasingly disengaged in the civic space, and ever more reliant on heroes, on the political establishment, and on third party campaigns to solve everything. A manifestation of this discussed by interviewees was the spectacle of Russell Brand currently proposing revolution through his book while arguably disincentivising individuals through his leadership style.

Even if individuals or organisations can manage to hold in mind this intrinsic and system wide uncertainty and complexity it often creates increasing ambivalence, at individual and societal levels. This manifests as mass public apathy towards politics and a feeling of being anchorless within, or having no purchase on, the existing political system.

04.

CONCEITED AND DEFENDED EGO MAINTAINS STATUS QUO

“Power is held because it’s what you defend.” While many interviewees identified the current system as “broken”, there was seen to be little potential for wholesale as it is necessary to achieve a position of power within the system in order to change the system. In this way people’s careers depend on the continuation of old cultures, creating an aversion to risk, and a resistance to change.

It is difficult to reflect on actions and opinions when you are continually required to defend your position. This results in a lack of reflection and a huge fear of failure. Interviews described British political culture as being dominated by feudalism, fragmentation, and a lack of cooperation. At best, this culture sustains archaic hierarchies and smothers opportunities for innovation and reform. At worst, it results in people pulling levers for personal gain, using the current system to prop up their own egos as well as their own bank accounts. Such intransigence compounds the feeling of powerlessness amongst citizens - identified above. It propagates an atmosphere of apathy and ambivalence. In one interview, related to the Scottish referendum, the interviewee explained the high levels of political engagement as people becoming active when they can see a) that they have a chance of changing the status quo and b) when they see that their vote or their involvement matters and will make a difference. Set within this light and in the context of the above points one is able to understand why the general public do not engage in the political realm. Their voices do not generally change the status quo and, individually or collectively, it is rare that these voices matter.

05.

DEMOCRACY IS OLIGARCHY IN DRAG

Plagiarised from an article in The Monthly by Peter Cooke³, an Australian publication and website, the idea that democracy is oligarchy in drag succinctly encapsulates one of the structural barriers to increasing public participation in government and politics. Corporates and the finance industry have disproportionate influence on the political system when compared to the influence of civil society organisations, who may be said to represent the

3. <http://www.themonthly.com.au/issue/2014/june/1401544800/richard-cooke/people-versus-political-class>

interests of the general public.

The relationship between the world of finance and that of politics is deeply lacking in transparency, and information that is available is not easily understandable for most people. While some may be aware of the shadow power behind government, there is no clear sense of who the key players are, what their agenda might be, and the real impact that this eventually has on our everyday lives. This again feeds into the lack of agency of citizens as there is the sense that government is merely puppetry and that political engagement does not address the issue of who is pulling the strings. People rightly perceive they have little or no purchase on the system, engagement becomes a hollow act and is no foundation for building on.

06.

ENTRENCHED ELITE

Only 23% of MPs are female. Only 27 MPs in The House of Commons aren't white (we need 117 black and minority ethnic MPs to reflect the population). 59% of cabinet ministers attended Oxbridge.

Britain's representatives are not representative. They function inside buildings, institutions, and systems that were established by an even more protected elite hundreds of years ago. The weight of history, empire, and wealth is oppressive within the British political culture and alienates citizens. Interviewees suggested that within the system there is little understanding of where the opportunities are to create change. Age-old systems are ill fitted to take advantage of new tools and hierarchical structures block innovation. In such settings, it's much easier to run closed government and there is little incentive for change.

One outcome of this is that politics and politicians are seen by many British citizens as irrelevant and boring: a relic of another era, sombre, and without fun.

None of the individuals interviewed for this project characterised themselves as part of this elite. Yet all - including the authors of this report - undeniably are. Populated by white, middle and upper class (mostly male) intelligentsia, the Open Government movement is not yet acknowledging its own identity as a barrier to the very problems it is trying to address.

07.

THE AXES OF GOVERNMENT ARE BROKEN

“Bi-partisan politics doesn’t work”

“The political system was designed when the only way to get to Westminster was on a horse”

“The party political system is set up to talk about winning and losing - not about moving forwards”

“Party politics is about disagreement and confrontation, whereas in our personal lives, with our families and our friends, we tend to look for agreement and seek harmony.”

Interviewees were unanimous in their opinion that the party political system is failing. Centre-grabbing, in-fighting, and a loss of party identity has left people both inside and outside the system disillusioned. However even those disillusioned with the status quo are identified as constrained and unable to act to create change. For those promoting open governance, there is no coherence to the alternatives provided, no uniting theory of change, no shared understanding of democracy, no common lexicon.

In addition to the party political system, our political leaders are also seen as irrelevant and out of touch. Lack of transparency, accountability and, most importantly – empathy, means that trust in politicians is at an all-time low. Corporate power casts a long shadow over the credibility of government and leadership. Politics is perceived as little more than managerialism and managing money. The idea of shared values has retreated. The relationship between public and politics is disintegrating. The social contract is broken.

Civil society is suffering similarly. Perceived as bureaucratic and hard to influence, rather than serving the people, institutions have come to represent just another barrier between the people and decision makers. While this study found bursts of imagination, engagement, and initiative on a local level, the reach of such initiatives is often blocked by regional and national bodies. The multi-tiered system constrains local innovation, and further challenges any sense of agency that individuals and communities might try and create.

Design Principles

Design Principles are the underlying ideas or observations beneath the surface of a solution. Principles are not tools or solutions themselves, but ways to understand the mechanism a solution is utilising. They reveal truths about a system and insights to address longstanding stuck points.

01.

FOSTER INTIMATE HUMAN RELATIONSHIPS

In an age of digital connectedness, nothing beats face-to-face working: investing in people. Creating opportunities for people to come together helps build relationships and fosters cooperation and partnerships. Street parties, coffee-shop meetings, dinners, and community events bring “politics” into the realm of everyday life. Discussion of societal issues then seems normal, sociable, and fun to engage with.

However, the capacity for our leaders to understand how to absorb, understand, and respond to such engagement must be built concurrently. Interviewees emphasised that the same investment in people (not in systems) is needed within government at a local, regional, and national level, as well as with citizens. Key themes identified in this area included:

- Empower staff, develop their appetite and capacity to be reflective, and to create change. Solve internal problems first by encouraging disruption and innovation
- Ask people to make a difference
- Attract people, don't just contract them.

Interviewees also highlighted the importance of addressing how we think and talk about democracy and civic engagement within our education systems. School is a key realm to socialise people, and to help them understand they are agents in their own development, and in their community's development. Ensuring young people have the critical thinking capacity, the communication skills, and the sense of value and self-worth to be active citizens will support the development of a socially active nation.

As we begin to rebuild relationships between the general public and civil and political bodies, it's essential to keep the focus intimate and human. To do this, interviewees recommended:

- Keep teams small, scale down, keep a local focus
- Replicate instead of expanding. Let 1,000 flowers bloom
- Blur the boundaries between public and civil society
- Bring people together who wouldn't usually connect. In order to foster strong relationships, build surprising one!
- Look at making inter-generational partnerships, and be mindful of ensuring gender balance, racial balance and inclusion
- Engage with respect. Move away from the aggression of party politics and don't attack others, but rather demonstrate respect when they change their minds
- Ask questions, don't provide all the answers
- Support self-governance.

02.

START LOCALLY

Engaging people in their immediate locality, where much of the meaning they construct is located, maximises the potential for political action to be relevant to people's lives. Eloquenty described by one interviewee: *"lost cats are our biggest recruitment tool"*, it is clear that the motivation for political action is most easily found locally and in issues of meaning. By showing what change they can make on and in their localities, it is possible to engage people in increasingly political activities. One interviewee described this as *"doing what people do anyway and then building on it"*. Clearly community as a frame trumps politics as a frame every time.

Asking *"what on your street do you want to change"* and then supporting people to take local action becomes an impetus for wider action and leads to, for example, changes in local commissioning of services, increased local campaigning, and new community organising infrastructure such as new parish councils or the establishment of Transition Towns.

Economic localism can flow from starting locally, with some interviewees reporting this activity contributing to changes in councils' approaches to budgeting and their

engagement with corporations in attempts to strengthen local economies. Starting from a position where individuals are seen as having positive intent, and where local community resources are seen as assets, drives local engagement as within this frame the benefits of such an approach are clear.

03.

UNDERSTAND THE LANDSCAPE AND ACT WITH NEW TOOLS

Organisations that spend time understanding the historical context, the networks of stakeholders, the assets available and the management systems in place are able to apply themselves to greater effect than those who do not avail themselves of such information. Within this context and by really thinking through how to do things they are then able to develop new tools and new approaches and deploy them in powerful ways that, previously, would have made little difference.

An oft-reported new approach was to draw on methods of working found in tech start-ups, rapid prototyping, and allowing projects to fail. *“Do your way into thinking rather than think your way into doing”* was how one interviewee described this approach.

Creating spaces that allow for meaningful interaction between citizens and the political establishment was also described as a tool that was useful in understanding and bridging the gap and between formal politics and the various relevant informal realms. Promoted and used by a number of organisations interviewed, safe spaces, either physical or digital, help expose problems and challenges to groups of people with a common bond so they can think and then act to address the presenting issues.

Organisations reported using a range of new tools to engage: open space and unconference conference techniques¹; using design approaches to solving challenges; commissioning challenge competitions to source new ideas; creating platforms where actors share digital resources and creating a training programme for local authorities.

In addition new systems are being deployed that can also be seen as new tools. Citizens’ juries and mayoral discourses, pioneered by Independents for Frome where groups of individuals are convened by the mayor to discuss local topics, are being used to understand the needs of communities and engage people in taking action. Local authority meeting structures are being reformed to make them more accessible and responsive.

1. Two approaches to managing dialogues, meetings and conferences that places the agenda into the hands of the participants. For more information visit Wikipedia here: http://en.wikipedia.org/wiki/Open_Space_Technology and <http://en.wikipedia.org/wiki/Unconference>

04.

IDENTIFY POINTS OF LIGHT: INSPIRATION THAT WILL DRIVE CHANGE

There are many inspirational people, organisations, and communities currently driving change. Often they don't get seen or heard above the noise of disenchantment. However, it doesn't need that many points of light to flood an otherwise darkened room. Throughout the interviews conducted for this study many interviewees spoke of the events or individuals that were catalysts in their life and that had inspired them to believe in social change.

Identifying sparks of inspiration is a key way to stimulate leadership, and to provide positive examples for people to follow. As one interviewee commented "*Seize on the energy within the system and then release it.*" These sparks may be individuals at a local, regional, or national level. They could be disrupters within a system, or those well connected to a range of groups. They could be edge nodes - those on the peripheries of networks that provide connecting points to new and different groups of people.

While Open Government and participatory democracy professes that to involve the majority of people in politics and government is a good thing the reality would suggest that this is not the case. Various projects interviewed found they succeeded through the aggregation of the 3-4% of the population that are lay experts on a particular subject and then by creating structures that allowed transparency and engagement opportunities between the remaining population and these lay experts as a way to move forward to shape a particular part of policy.

Interviewees suggested identifying and working with high profile public organisations to transform their engagement with citizens and open up their governance. In this way the main barriers associated with engaging with the political realm are avoided and an alternative is developed, at significant enough scale to showcase what an alternative governance system in other spheres might look like. This approach also has the benefit of meeting the public within the organisations they are already engaged with. The best example of this identified during interviews was the work of the New Citizenship Project on My Farm², in partnership with the National Trust.

Sparks may also be catalytic events - symbolic issues that unite people in shared values and encourage them to work together. Interviewees also talked about sourcing inspiration

2. <http://www.nationaltrust.org.uk/what-we-do/big-issues/food-and-farming/myfarm/>

and ideas from other countries and continents; ideas borne from different cultures that can create surprising change when applied in a new environment.

Once such points of light have been identified, it's important to understand how to work with current media channels to make them more visible. Avoid falling into the trap of diluting a message through shareable, fun, snackable new media content and instead use old media in new ways. Develop a powerful fact-base and information flow to comedians, dramatists, and musicians, and work with relevant distribution channels already in place. Instead of trying to make politics engaging, let those who are engaging by nature bring ideas and issues into people's imagination.

05.

GO FOR MEANINGFUL THINGS YOU CAN WIN

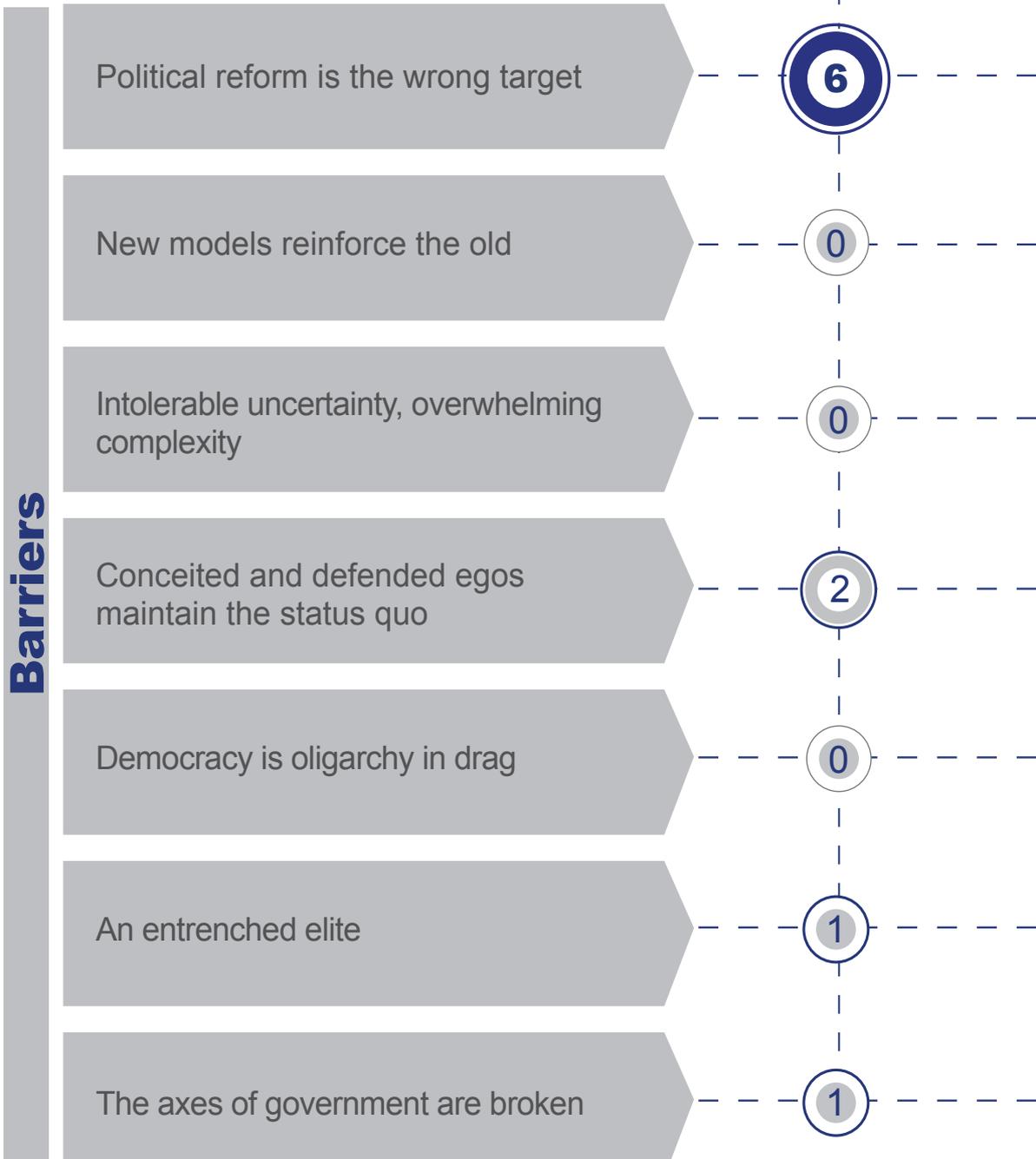
People engage in politics and with challenges when they have a chance of winning. And people increasingly engage when they can see that their involvement will make a difference to the outcome. This is a headline lesson learned from the Scottish Referendum, reflected in a number of interviews, this report would be remiss in leaving out. The fact that people engage when the issue matters to them defines the starting point for meaningful political engagement. However, without being able to win it is impossible to build momentum and incrementally increase people's political engagement. From this observation we have combined a focus on meaningful subject matter with achievability into this design principle. In many ways it is the foundation of any future action as without initial engagement and incremental increases in momentum all is lost. Arguably it matters not where we start in engaging people. As two interviewees said *"just find gaps and run to fill them, excellently"* and *"you can innovate anywhere so just pick the opportunities that arise"*.

Landscape Map

(Next page) Each circle represents the number of solutions employing the given Design Principle to address the specific Barrier. Each interviewee's organisation/project was plotted as to where it foremost sat within the barriers and design principles. If one organisation had two clearly defined projects, they were mapped separately. The numbers are the aggregates of where projects lie. The Landscape Map is a visual tool to assist understanding of sector wide dynamics and opportunities that arise from these patterns.

Landscape Map

Foster intimate human relationships



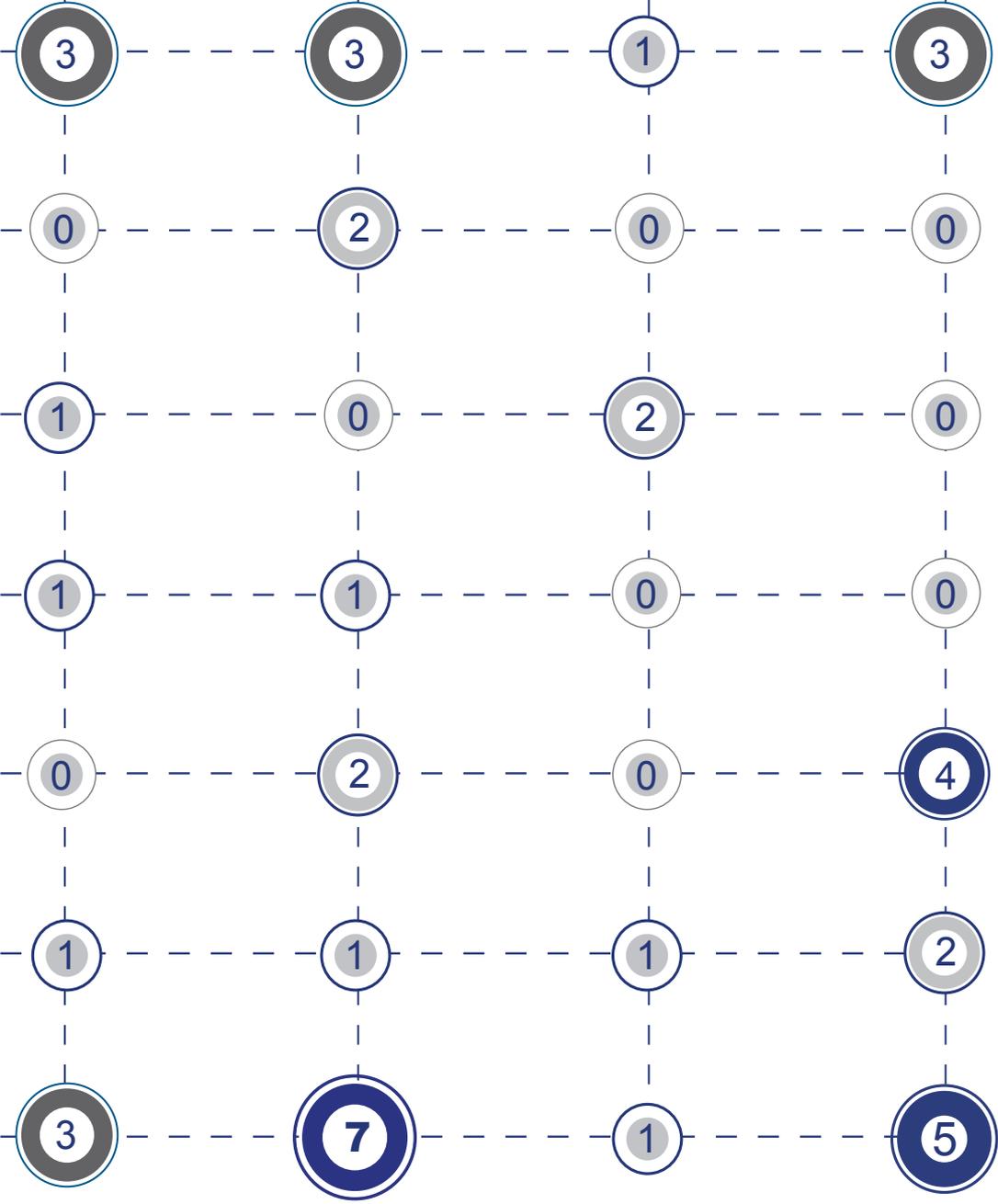
Design Principles

Start locally

Understand the landscape and act with new tools

Identify and create points of light: the inspiration to drive change

Go for meaningful things you can win



Opportunities and Ideas

Our research focused on identifying and distilling the experiences of people on the ground and pioneering in the field of Open Government in the UK: Who are they? What defines their work? What obstacles have they encountered? How have they developed solutions? From this process, we synthesised our findings into seven Barriers that constrain efficiency and effectiveness in the field, and five Design Principles that can successfully overcome those Barriers.

We explored the map this created and identified six initial areas where new energies and resources could be directed to either strengthen and maximise existing activity or develop new and important strands of work in the field.

Through conversations with experts in the field, and idea generation sessions from within our team, we looked for the biggest challenges and the changes that would yield the greatest impact. Together, we devised 24 ideas - some realistic, some shoot-for-the-stars - that could help to advance the field. We clustered those into six broad Opportunities, each representing an area of the Landscape Map pictured above:

- **Identify and create points of light.** Throughout this entire design principle we identified this as an area deserving of resource and capable of making a big difference quickly.
- **Foster intimate human relationships in non-political areas.** By working outside of the political arena to foster intimacy in human interaction – and then consciously moving this into the political realm through clear messaging we identified that our capacity to tolerate uncertainty, and not be overwhelmed by complexity, will improve.
- **Go for meaningful things you can win in non-political areas.** By targeting low hanging fruit in areas that are important to people's lives we may be able to increase societal capacity to engage with important subject matter. And with the right messaging and signposting we might move people towards increasingly meaningful engagement in the political realm.
- **Targeting organisations seeking to fix the various axes of government and support them in working more locally and at a more human scale.** In so

doing their relevance and impact to people's lives will increase and as a result they'll get additional traction.

- **Use an understanding of the landscape and the new tools available to target shadow power.** By exposing the reality of the oligarchic tendencies inherent in the existing system, and then deploying new approaches to highlighting and addressing them, we may begin to decouple democracy from its current restraining forces.
- Right across the barrier of **conceited and defended egos** maintaining the status quo if we work to make a more transparent system where actors conduct themselves with humility we'll create a system that is fairer, more accessible and one that people may actually choose to engage with.

All of the specific ideas offered in each area are examples of how these Opportunities might be pursued. All of them would require further research to customise and fully develop.

This call to action intentionally lays the groundwork for next steps. Any of these Opportunities can be refined into specific projects. While more research is necessary to fully flesh them into designed programs, the kernels are already developed.

Identify and create points of light

Idea 01.

Convert an MP

We've recently seen the defection of two MPs to the UK Independence Party, triggering two bi-elections in quick succession. But what if we could stimulate the conversion of one or more existing MPs to a set of open and participatory principles that, while allowing them to remain in their party and in parliament, fundamentally changed the way in which they work in government and challenging the model of behaviour endemic in Westminster?

Idea 02.

International cultural exchanges

A plethora of initiatives exist overseas that we might take inspiration from. From Podemos in Spain, which has, since its inception little more than nine months ago, become the

second largest party by membership number, to Germany's Mittelstadt phenomena, where medium sized towns with strong local economic determinism are the backbone of the country's economy, examples of excellence are within reach. However we in the UK, surrounded by water, know little of them and are not equipped to access such inspiration. What we need is a coordinated programme of cultural exchange to inspire a new wave of activity on these shores.

Idea 03.

Hijack Nesta's New Radicals

For the last two years Nesta, the UK's main innovation actor, has partnered with the Observer Newspaper to select and showcase the UK's most radical thinkers. Imagine this initiative broadcast out through more accessible and diverse media channels. And imagine the majority of those radicals in 2015 and beyond being set within a politically informed frame of reference, thus allowing the general public to understand how these radical thinkers are shaping the political environment for the better.

Idea 04.

A comedy fringe on the election

When we laugh we connect with the subject matter in question. What better way to shine a political light into people's worlds than through the medium of comedy? Comedians get it: Armando Iannucci, Ian Martin, Mark Thomas, Marcus Brigstock and Russell Brand are a few of the more notable names in British comedy whose humour is inspired and informed by both current and historical politics. And if the sum of the whole is more than the sum of the parts surely the coordination of research to inform their acts alongside a concerted effort, pre election, to gain more coverage might make a strong contribution to changing perceptions and inspiring people to take action.

Idea 05.

Convince great British institutions to transform projects and governance in ways that meaningfully involve the public

Building on the example of MyFarm, which gave 10,000 members of the public the opportunity to decide how a National Trust farm was run, stimulating British institutions to develop parts of their organisations as beacons of engagement and open decision-making could fire up hundreds of thousands of us to engage in other walks of life. Imagine a world where our membership of the institutions that make up what it means to be British mean

we have a real say in how they are governed and managed and what this would mean in terms of our individual and collective engagement with the political realm.

Foster intimate human relationships in non-political areas

Idea 06.

Repurpose the IDEO Human Centred Design course for the UK

IDEO, the international design consultancy, recently partnered with Acumen, the developing world social investment fund, to deliver a Massive Open Online Course in User Centred Design . In its first iteration 12,000 people from 148 countries registered for the course. At its core is the approach of putting user needs at the centre of the design process to solve local social problems. Repurposing this for the UK and allowing participants to set the agenda, but keeping it within a politically informed framework, could simultaneously foster real local human relationships as well as increased interest in the political realm – at scale.

Idea 07.

Massively scale the democratic schools movement

At its heart the democratic schools movement has the potential to give to the world thousands upon thousands of young adults capable of maintaining intimate relationships. On the surface, regulation and standardised curriculum hold this movement back from scaling. But when you dig a little deeper you find many democratic schools are performing to excellent OSTEAD standards. What the democratic schools movement needs is a strategy to turbo charge its activity and so bring children, our country's future, experience of taking agency inside our educational system.

Idea 08.

Cultural exchange in your neighbourhood

Building empathy within neighbourhoods is a key step to fostering engagement in wider societal issues. Focusing on the issue of immigration, which is such a controversial and divisive issue in the UK, we could support and develop initiatives that allow for people from different backgrounds to meet and understand each other. This could be achieved through street parties, dinners, movie nights, bake-offs, and then potentially shared, replicated or scaled to regional and national levels. In addition, existing community and relationship

campaigns could be replicated / scaled across country, such as The Big Lunch and Talk To Me London.

Idea 09.

Staff development and peer mentorship in local government - take Devon County Council's Change Academy and make it a national institution

Simulating an appetite for change and engagement in civil servants is just as important as trying to engender change and engagement in the populace. Devon County Council realised that underlying training systems were essential for effective change management and are focusing on skills development in middle and senior management in order to ensure the council can be responsive and adaptive to innovation and change. This model can be repeated across other councils and civil society institutions.

Idea 10.

Engage with MPs (and key political actors) not with the public

The majority of initiatives are focussed on enabling the public to get them more engaged in various aspects of our democratic system while there is little activity in supporting the existing structures and incumbent individuals to better engage with these new channels. As a result the existing systems often parry efforts and result in frustrations felt by both sides.

An opportunity exists to increase the absorptive capacity of our existing systems, in particular increasing the skills and engagement of the incumbent individuals. Giving civil servants and parliamentarians support to better use tools for ICT engagement may lead to increased engagement from both sides. Two ways to do this identified via interviews are to a) foster a network of tech-savvy civil servants and parliamentarians as champions and b) to provide training and support alongside evidence of benefits to later adopters in government and parliament.

Go for meaningful things you can win in non-political areas

Identifying the issues that have meaning for people requires not only facilitating conversations with individuals and communities, but also working with sector professionals to identify where the opportunities for success are within those priorities. Interviewees provided a range of inspiration for how to achieve an understanding of local priorities.

However, rather than second-guess what these local priorities might be we propose engaging with three constituencies so that THEY generate these ideas:

Idea 11.

General public

Selecting groups of individuals within a local community, from a variety of backgrounds, who have never met before, to come together to discuss a specific topic (i.e. healthcare), as pioneered by Independents for Frome through their mayoral discussions.

Idea 12.

Politicians

Convening groups of politicians to identify, and then act on, non-political priorities that are achievable – and then supporting them in reaching out to the relevant communities to build movements of people around these issues. This would serve the dual purposes of sensitising politicians to the realities outside of their political realms and give political access to communities of interest who would otherwise not have such access.

Idea 13.

The Open Government sector

Convening groups of people in unconferences, allowing issues people care about to naturally rise to the surface and be acted upon.

Support organisations seeking to fix the various axes of government

Idea 14.

Strategy advisory

Clearly many initiatives are being conceived without a comprehensive and coherent understanding of the socio-political context they plan to operate in. There is also a notable lack of delivery acumen across many initiatives surveyed. Both new and existing

organisations would benefit from access to development support as well as a better overall view of the dynamics at work in the sector.

Idea 15.

Decentralise or franchise currently centrally focused structures

National bodies tend to be based in London, with little connection with the rest of the country. Support these organisations in creating franchising structures that see their work devolved down to the local level.

Idea 16.

Convene a funder group to assess and coordinate funding for the field

Many organisations within the open government space are grant funded, at least in part. As such, in order to prioritise strategies focusing on local solutions and intimate engagement, funders need to understand and unite behind this shift. Funders can also be more effective when they collaborate, co-fund projects, and pool skills resources and expertise to ensure the right organisations are engaged on the right projects with the appropriate support. Such a convening would also serve to promote accountability, transparency and cooperation within the Open Government movement.

Idea 17.

Mentorship of national bodies by local initiatives

National bodies have the skills base, connections, and resources to stimulate change, but can be disconnected from local priorities, and have limited understandings of the issues affecting local communities in Britain. In order to address this we could match national organisations with local organisations, developing a reverse-mentorship model, where local organisations guide national strategy and interventions.

Idea 18.

Supercharge Full Fact

Full Fact is the UK's independent fact-checking organisation. The team follows up on statements and speeches by politicians and influential organisations, ensuring that all claims are grounded in fact, and exposing fabrication, exaggeration, or outright untruths. Resource bases like Full Fact could be critical in helping citizens better understand the issues they are facing. With additional resources both to cover a wider variety of areas, as well as disseminate information in a more accessible, relevant, and timely manner, the Full Fact model could be a starting point for a range of initiatives aimed at disrupting and exposing shadow power structures.

Idea 19.

Campaign for transparency in public life

A small number of public figures publish their accounts and annual reports of their activities. Two notable people are the MP Jesse Norman and the journalist and campaigner George Monbiot. Imagine a world where this was the norm! Now let's imagine a campaign that realised this.

Idea 20.

Adopt the Participant Media model

One of the tricky things about shadow power is that it's difficult to see. That makes it difficult to talk about. Participant Media fund mainstream media projects focused on challenging social and environmental issues alongside grassroots and activist communities who work in parallel to raise awareness and galvanise positive action. Working with such a company to tell the stories of the impact and reality of shadow power, is a way of putting a human face to such issues, making it something people can understand and relate to - and therefore giving them a better position from which to think about how to take action.

Idea 21.

Design week looking at open data to foster transparency and action

Exposing shadow power and promoting transparency are areas in which new digital tools could really help people gain access to data, and interpret that data more effectively. As such, running a design workshop with a range of individuals from within and outside the UK to identify new ways and systems to expose and track corporate power would provide a starting point for gaining access to the relevant information.

Challenge conceited and defended egos

Idea 22.

Coordination of disparate campaigns to weaken defences and open up interaction

Various campaigns approach different aspects of reform of the political system, specifically working to increase transparency, fairness and accountability in the system. Two notable recent campaigns are the recall law and a call to limit prime ministerial office to two terms. Coordinating these campaigns might mean we move more quickly to a system that is fairer, more accessible and one that people may actually choose to engage with.

Idea 23.

Take Independents for Frome on tour

Independents for Frome (IfF) believes in handing control of decision making back to local people. IfF have tried and tested strategies not only for backing independent candidates in local elections, but also for running the resultant council structures in a democratic and cooperative manner. Introducing more local leaders to the ideas behind this initiative, and supporting people to take similar action is one way to bring in new blood to local politics and breathe life into tired systems.

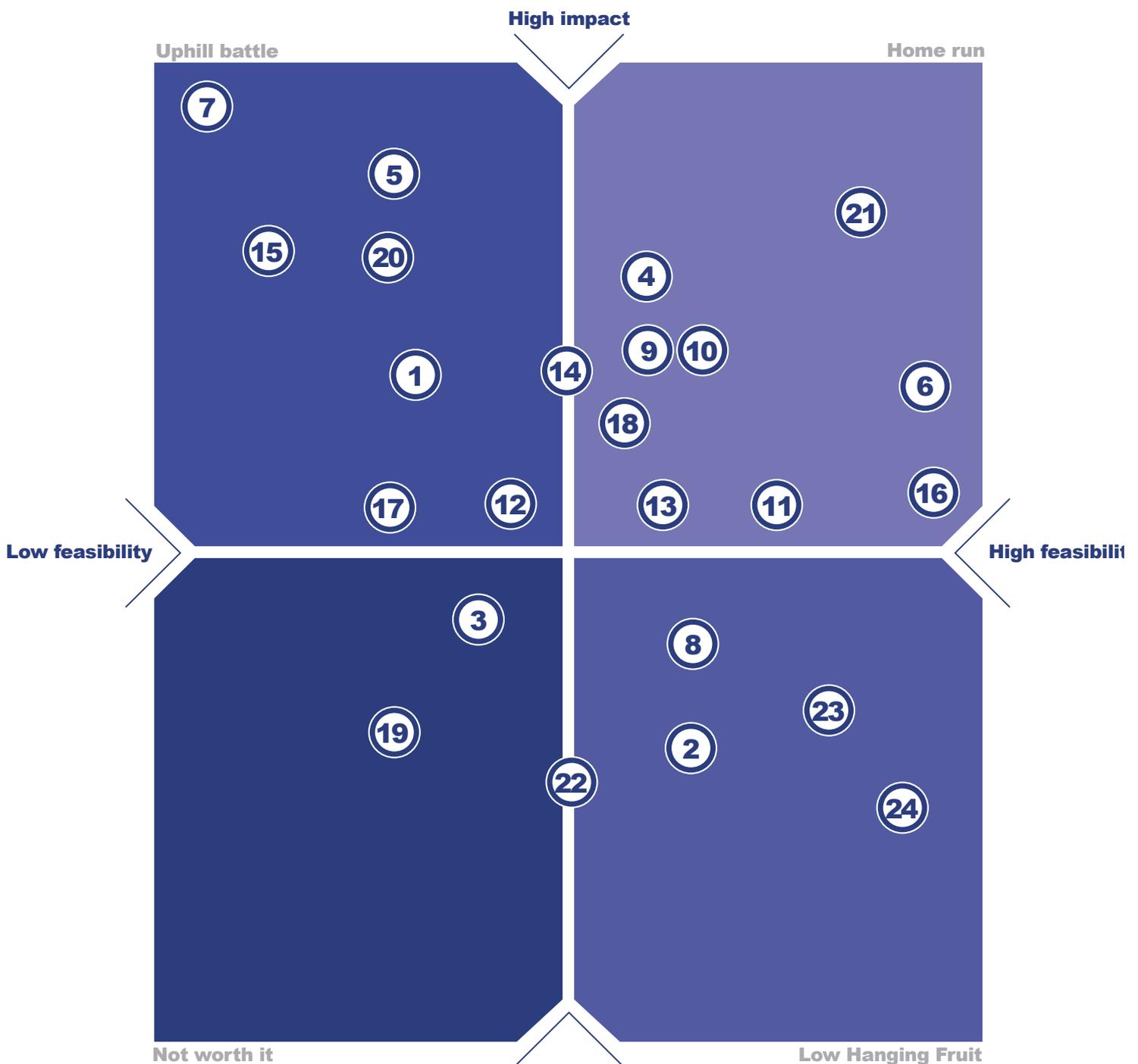
Idea 24.

Viral “wear odd socks” campaign within LA officer circles

“Disrupt yourself” was a key theme of this Bigger Boat project. Inspired by one interviewee, who wears odd socks as a way to remind himself to challenge norms and status quos, his idea looks at marrying the key themes of breaking down entrenched hierarchies, and focusing on self-development and intimate face-to-face changes. The interviewee talked about how he started wearing odd socks (he had never done that) as just one small way of changing his routine to see what effect that had not only on himself, but on how people responded to him. This idea could be brought gently, with humour, into local government. Give people fun ways to rethink their old routines (again, keeping the focus outside of politics and “issues”) and it fosters cultures of openness and breaks down resistance to change.

Opportunity Mapping

We evaluated these Opportunities along two important continuums: feasibility and impact. Feasibility is the likelihood that the idea can be implemented given resource requirements, regulations, social norms, learning curves, and other practical realities. Impact captures the ability of an idea to make a significant difference, through widespread adoption or influence. Together these assessments provide a rudimentary framework for identifying whether or not to move forward with the various ideas.



Funding Landscape

The project has examined a selection of 35 organisations working to engage people with social issues – some directly aimed at better engaging the public with government and policy. It should be noted that three of these organisations are sub-projects under a larger organisation umbrella (mySociety). Each has been counted separately as they have separate partnership funders.

Out of these 35 organisations:

- 11 (31%) generate their own income through providing business services. These services were often consulting or memberships / subscriptions
- 13 (37%) are fully funded through foundations or other investors
- Five (14%) have a hybrid funding model, where a portion of their income was generated from selling services, and the rest was funded by foundations or investors
- One organisation has a hybrid model of grant-funding and crowd-sourced funding
- One organisation offers consultancy services, receives grant-funding, and conducts crowd-funding campaigns
- One organisation was almost fully financed through fundraising from the general public
- One organisation has its own source of funds through an endowment
- For two organisations it is unclear how they are funded – being potentially self-funded / voluntary.

The main funders in this landscape include:

- Barrow Cadbury Trust
- Esmee Fairburn Foundation
- European Commission
- Government Offices (i.e. Cabinet Offices, Deputy Prime Minister's Office – although many of these grants seem to have ended)
- Joseph Rowntree Charitable Trust
- Joseph Rowntree Reform Trust
- Omidyar Network
- Open Society Foundations.

Observation From Reviewing Funding Sources

What is clear from investigating the funders working in this space is that they are contributing to the “top down” nature of much of the activity in the space through a lack of depth and breadth of sight across the sector. This project's remit falls short of making recommendations to funders as to how to act but the convening of a forum that allows them access to more and better knowledge as well as to share experience and potentially collaborate would be a positive development for the sector.

Next Steps

This research project has constructed a lens through which we can see the field of Open Government in the UK. Opportunities and Ideas apart it is simply a tool, which can help us make better sense of the sector. It sits alongside, and can be used in concert with, other attempts to coordinate and make sense of Open Government.

In terms of next steps for A Bigger Boat For Open Government we suggest the following modest initial steps:

- Convene a design day. A two-day design session would normally be used to kick off the 18-month incubation phase that follows mapping undertaken so far and presented in this report. In this case use of a single design day would be useful in terms of both testing the map amongst the individuals who have been more engaged with Bigger Boat to date and in building on the momentum already generated from meetings of these individuals.
- Hold a small number of one to one meetings with key stakeholders. Useful as a way to test the research findings, gauge future use of the work as a decision making tool and to assess whether funders might resource future incubation or advisory work that builds on the research, we will seek to meet with no more than six key stakeholders to present the research findings.
- Convene funders. We'd like to see a group of funders convene to discuss the research and to explore what use they might make of it. Ideally this will be led by a funding body, perhaps Panahpur who is the original funder of this Bigger Boat initiative.
- Support uptake by existing constituency. Many existing actors in the field would benefit from seeing the sector afresh through the lens of the landscape map. We will seek to meet no more than six organisations to present the research and work with them to interpret their existing activities and future plans through this lens.

Beyond these small steps, all of which can be undertaken with little additional resourcing, there are two more substantial activities that we see as worthy of development:

- **Develop an advisory function.** A mere glance at the landscape map reveals a lack of strategic thinking and coordination across the sector. Developing an advisory function, effectively a strategy and business development unit for the field, available to existing actors and new entrants could potentially improve and coordinate activity across the sector to realise increased efficiency and impact; and
- **Continue the work into the incubation phase of Bigger Boat.** In-depth work over time to adapt and develop existing initiatives as well as to incubate some of the ideas identified in this work is naturally how the Bigger Boat process develops. If broadly acknowledged as a good idea by the above-outlined initial next steps we will seek substantial additional funding to run A Bigger Boat for Open Government as a collaborative incubator for at least 18 months.

Appendix: Interviewee Profiles

Profiles of interviewees are presented chronologically in order of interviews. Interviews were conducted between mid June and late October 2014.

Richard Wilson

OSCA - <http://osca.co/>

Richard is the director of Osca, and is currently working with the UNDP, the EC's Digital Agenda programme and leads the Digital Organising element of the UK Governments Community Organising Programme. Richard founded the public participation charity Involve.org in 2004, and social technology company Izwe in 2008. He is a Clore Social Fellow and has produced four publications - most recently Anti-Hero, in which he explains why traditional heroic leaders are failing our modern world, and that "anti-heroes" - individuals imbued with characteristics such as empathy and flexibility - must be allowed to emerge to solve global problems.

Anthony Zacharzewski

DemSoc - <http://www.demsoc.org/>

Anthony Zacharzewski held a number of positions within local and national government, including a role as Head of Policy for Brighton and Hove City Council. He co-founded DemSoc in 2006 and has run the organisation full time since 2010. Demsoc works to promote active citizenship and better democracy through projects including open policy initiatives and citizen participation strategies.

Mikey Weinkove

The People Speak - <http://thepeoplespeak.org.uk/>

Mikey is an artist, inventor, and chat show host. He is also co-founder of The People Speak, an innovative social art group that encourages people to engage with each other to instigate fun, creative, discourse. Mikey has toured the world with projects such as Talkaoke, promoting a culture of participation, and has developed a range of technological approaches to further promote participation and open democracy.

Matt Leach

The Housing Association's Charitable Trust (HACT) - <http://www.hact.org.uk/>

A fast-stream civil servant, Matt Leach worked in a range of areas within government, before specialising in the housing sector, through roles with the Housing Corporation and Republica, and as a board member with Accord and Caldmore Area Housing Association. Matt joined HACT in 2011 to re-launch the charity as a solutions-driven innovator in the housing sector.

Jon Alexander

The New Citizenship Project - www.newcitizenship.org.uk

After working for many years in the marketing industry, Jon Alexander founded The New Citizenship Project in 2013. The organisation develops projects around participation in a range of sectors, especially concerned with examining the idea of the citizen versus the consumer. Jon still works part-time as brand consultant for The National Trust and is currently studying for a PhD in ethics.

The Speaker's Commission on Digital Democracy

Set up by the Speaker of the House of Commons, the Commission is investigating the opportunities digital technology can bring for parliamentary democracy in the UK. It will make recommendations in January 2015 and welcomes views from everyone. The Commission has divided its work into the following five themes and is concentrating on them in turn: making laws, scrutiny, representation (electronic voting is being considered separately), engagement and facilitating dialogue amongst citizens.

Neal Lawson

Compass - <http://www.compassonline.org.uk/>

At the end of 2004, Lawson gave up his job as a founding director of public affairs company LLM Communications to focus full-time on writing and activism. Neal is chair of the pressure group Compass, whose goal is a more equal and democratic world, and also serves on the Boards of UK Feminista and the AV Referendum Campaign. Neal writes for The Guardian and the New Statesman about equality, democracy and the future of the left is also managing editor of the quarterly progressive policy journal Renewal. He was formerly an adviser to Gordon Brown, Chancellor of the Exchequer and before that a researcher for the Transport and General Workers' Union.

James Smith and Amanda Smith

The Open Data Institute - <http://theodi.org/>

The Open Data Institute aims to catalyse the evolution of an open data culture to create economic, environmental, and social value. They convene world-class experts to collaborate, incubate, nurture and mentor new ideas, and promote innovation. Amanda Smith is ODI's Community Engagement Officer, managing the dissemination of two projects, which create technology platforms to help policy makers, developers and start-up companies. She was first involved in Open Data when working in policing and government and was part of developing the national crime mapping website, Police.uk and its data site Data.police.uk. James Smith is a web developer, with an interest in environmental issues who worked on projects such as starting with behaviour change projects such as The Carbon Diet, Green Thing, and AMEE. He continues this work as lead organiser for Cleanweb UK, a community group that inspires and helps developers to build web applications that deal with sustainability issues.

Peter Macfadyen

Independents for Frome / Flatpack Democracy - <http://iffrome.org.uk/> and <http://www.flatpackdemocracy.co.uk/>

After working with Comic Relief for over 20 years, Peter began to create change in local politics in his home town of Frome. Independents for Frome (IfF) is an exciting project trying to make local politics interesting again, which succeeded in getting 10 independent

individuals elected to the town council. IFF is based on the idea that national party politics are unhelpful on a local level and more can be achieved through a group of independent individuals working together. Peter is also author of the book Flatpack Democracy.

Paul Hodgkin

Patient Opinion - <https://www.patientopinion.org.uk/>

As well as being a GP, Paul is a graduate of the School for Social Entrepreneurs. He has written more than 30 articles and papers about the future of medicine and how the web is changing health care for the British Medical Journal, The Lancet, the Guardian and The Independent. Inspired by eBay, and a course at London School for Social Entrepreneurs, GP Paul Hodgkin founded Patient Opinion - a platform for carers, patients and staff to share stories of care.

Danny Kruger

Only Connect - <http://www.onlyconnectuk.org/>

Danny Kruger was Policy advisor to the Conservative Party and David Cameron's special advisor in opposition. He left party politics in 2008 to found Only Connect - a creative arts company and resettlement charity for prisoners, ex-offenders and young people at risk of crime and exclusion.

Caroline Macfarland

CoVi - <http://covi.org.uk/>

After moving up the ranks within Respublica to become Managing Director, Caroline established CoVi in 2013 as a new visual think tank, which uses film and interactive media to produce innovative, shareable ideas about politics, economics and society. Caroline "decided to establish CoVi in the context of declining public engagement with political parties and widespread distrust in civic and corporate institutions. Her prior experience communications and PR contributed to her ideas for a more accessible, interactive way of engaging people with important policy ideas, beyond traditional left and right-wing politics."

Toby Blume

<http://tobyblume.wordpress.com/>

Toby Blume's work includes "influencing public policy, community engagement and self help, grant-making and helping community groups to make sense of government policy and practice in regeneration, local government and empowerment". Toby used to run two national charities Groundswell UK and Urban Forum and currently works with Lambeth Council, the Nominet Trust (on Data Unity), Move Your Money Campaign, Clear Village and is founding a new free school.

Giulio Quaggiotto

UNDP - Global Pulse project - <http://www.unglobalpulse.org/jakarta>

Giulio has worked for WWF, UNU, and the World Bank, as well as the UNDP Innovation Lab in Eurasia, focusing on researching and embedding innovation approaches into development programs. He recently joined the UN Global Pulse Lab in Jakarta an innovation initiative aimed at harnessing the power of new digital data sources and real-time analytics for development.

Andy Williamson

<http://www.andywilliamson.com/>

Andy Williamson is the founder of Democrati.se, Chair of Do-it UK and is involved with a range of other political change organisations including Involve and Who Funds You? Andy works with government and public agencies to “transform their engagement strategies to support new digital and social channels.” He recently put forward a submission to the Speaker’s Committee on Digital Democracy on the public’s relationship with parliament and the law-making process.

Catherine Howarth

ShareAction - <http://shareaction.org/>

Catherine joined ShareAction in July 2008, having previously been the founder and lead organiser of West London Citizens. Earlier in her career she was Senior Researcher at the New Policy Institute. Catherine is a board member of Green Alliance. She was a Member Nominated Trustee of The Pensions Trust (the multi-employer pension scheme for the UK’s not-for-profit sector) for five years until Spring 2013. ShareAction is a charity that promotes responsible investment by pension funds and fund managers, advocating for shareholder activism.

Shelagh Wright and Peter Jenkinson

<http://www.john3shelagh.com/> and <http://creativeconomy.britishcouncil.org/people/peter-jenkinson-obe/>

Peter Jenkinson works as an independent Cultural Broker. He founded the Creative Partnerships program, and is co-creator of Culture and Conflict. Shelagh Wright is a Director of Mission Models Money, an Associate of the think tank Demos, a Director of ThreeJohnsandShelagh and an Associate of the Culture+Conflict initiative. Shelagh has led programmes of work on policy and practice in the UK, was a contributor to the Creative Britain strategy and a member of the EU Expert Working Group on the Creative Industries. She is also on the boards of several UK arts and cultural organisations.

Nick Perks

Joseph Rowntree Charitable Trust - <http://www.jrct.org.uk/>

Nick has been Trust Secretary at JRCT since August 2012, having previously worked for JRCT as Assistant Trust Secretary between 2001 and 2008. Nick is a trustee of the Friends Provident Charitable Foundation and holds post-graduate qualifications in management and consultancy. Nick leads on the JRCT Power and Accountability programme.

Robin McAlpine

The Reid Foundation - <http://reidfoundation.org/>

Robin spent 12 years as head of public affairs for Scotland’s university sector. He is now the Director of the Jimmy Reid Foundation, as well as being editor of the Scottish Left Review and author of No Idea: Control, Liberation and the Social Imagination. The Jimmy Reid Foundation is a think tank and advocacy group focussed on practical policy proposals for transforming Scotland.

Sym Roe and Will Moy

Demo Club - <http://democracyclub.org.uk/>

Sym Roe and Will Moy started Democracy Club in the 2010 election to try and make it suck less. They don't have money, people or a plan, but they're trying to do a similar thing for 2015. Will Moy also runs Full Fact <https://fullfact.org/> which checks facts in the news to make sure they're not being misrepresented.

Tim Hughes

Involve - <http://www.involve.org.uk/>

Tim is Open Government Programme Manager at Involve (a think-tank with a mission to inspire public engagement), with expertise in public participation and open government. Tim currently coordinates the UK Open Government Partnership civil society network. Before joining Involve, Tim worked for the National School of Government's Sunningdale Institute on research projects and was involved in Pathways to Participation publications.

Natalie Evans

New Schools Network - <http://www.newschoolsnetwork.org/>

Natalie became Director of the New Schools Network in January 2013 having previously been Chief Operating Officer. NSN provides free support in setting up and developing new schools, and helping them become outstanding. Prior to joining NSN she was Deputy Director of Policy Exchange, responsible for the output and strategic direction of their research team. Her previous roles include Head of Policy at the British Chambers of Commerce and Deputy Director at the Conservative Research Department.

Carrie Bishop

FutureGov - <http://wearefuturegov.com/>

Futuregov is a user-centred design tech company for public services. Carrie joined FutureGov four years ago, having previously worked for Barnet Council in North West London, first working as a policy officer and then moving into a permanent role in organisational development and change management. Carrie is dedicated to improving public services, making them better and cheaper, and has a geeky obsession with new technology.

Hanneke Hart

Joseph Rowntree Reform Trust- <http://www.jrirt.org.uk/>

Hanneke was formerly to campaign manager and parliamentary researcher for Jeremy Browne MP, and is now Grants and Policy Advisor for JRRT. JRRT funds fund political campaigns in the UK to promote democratic reform, civil liberties and social justice.

Jesse Norman

<http://www.jessenorman.com/>

Jesse worked at Barclays before leaving the city to teach at UCL, and then set up an educational charity in Eastern Europe. He is now is Conservative MP for Hereford and is described as the "preeminent intellectual theorist of Cameronism".

Matthew Taylor

The RSA - <http://www.matthewtaylorblog.com/> and <http://www.thersa.org/>

Matthew Taylor became Chief Executive of the RSA in November 2006. Prior to this appointment, he was Chief Adviser on Political Strategy to the Prime Minister and Director of the Institute for Public Policy Research for 4 years.

Rachel Roberts

Phoenix Education Trust - <http://www.phoenixeducation.co.uk/>

Rachel is a teacher and a confirmed believer in democratic education. As Director of the Phoenix Education Trust, her work is to harness the resources of the Trust to support schools to embed collaborative cultures.

Helen Goulden

Nesta - <http://www.nesta.org.uk>

Helen is Executive Director in Nesta's Innovation Lab, where she oversees the design and delivery of programmes to test new models for supporting and scaling social and environmental innovation with a particular focus on digital and open innovation. Before joining Nesta, Helen worked in the private sector developing digital strategies and solutions for global corporate clients. She spent five years consulting in the Cabinet Office, Office of the Deputy Prime Minister and the Department of Communities and Local Government developing national innovation programmes for local government and leading research and product development for interactive television services. Helen has a particular interest in sustainability, the future of food, agro-forestry.

Paul Hilder

http://en.wikipedia.org/wiki/Paul_Hilder

Paul Hilder is a British-born social entrepreneur, writer and organiser. In 2000 he co-founded openDemocracy.net, a website for debate about global politics and culture. He helped launch the global web movement Avaaz.org in 2007, and served as one of its first campaign directors. In 2010, he became Director of Campaigns for Oxfam, the global development movement. In 2012, he became Vice President of Global Campaigns at Change.org. Paul is also a co-founder and board member of the British campaigning movement 38 Degrees.

Steven Clift

<http://stevenclift.com/>

Steven is Founder and Executive Director of E-Democracy.org, a social entrepreneurship Ashoka Fellow, and recently honoured as a White House Champion of Change for Open Government. E-Democracy builds online public space in the heart of real democracy and community. Their mission is to harness the power of online tools to support participation in public life, strengthen communities, and build democracy.

Carl Haggerty

Devon County Council - <https://www.linkedin.com/pub/carl-haggerty/7/1b2/99b>

Carl is Digital Communications Manager at Devon County Council. He takes a lead role

in championing and developing the digital agenda within the council as well as being responsible for the councils Corporate Website and Intranet. Carl recently won the Guardian Public Service - Leadership Excellence Award. He is also the Chair of LocalGov Digital - a practitioner network created and functioning in the spirit of local government's sector-led improvement agenda.

Tom Steinberg

mySociety - <https://www.mysociety.org/about/team/tom-steinberg/> and http://en.wikipedia.org/wiki/Tom_Steinberg

Tom Steinberg is the founder and director of mySociety. mySociety is an international non-profit group which exists to build and popularise digital tools that give citizens power over institutions and decision makers. The majority of mySociety's work today consists of tools to enable activists, journalists and change-makers to run websites and apps that empower citizens in different ways, and in different countries. In the UK mySociety runs the popular accountability websites TheyWorkForYou and WhatDoTheyKnow and the problem-fixing site FixMyStreet. Tom co-authored The Power of Information: An Independent Review. He was on the government's transparency board for two years before resigning, and also wrote policy papers for both Labour and the Conservatives.

Catherine Howe

Public-I - <http://www.public-i.info/blog/tag/catherine-howe/>

Catherine took over the role of Chief Executive of Public-I in January 2010 moving from the position of Operations Director, a position she had held since 2002. Catherine is a specialist in social media and eDemocracy with a background in technology delivery. She has worked with online communities and social networking tools for over 10 years. Initially developing learning applications at the London Business School she was founder director of Etribes.com – an online community consultancy that specialised in working with third sector organisations such as Christian Aid, YMCA and YHA.

Indy Johar

<http://about.me/indy.johar> and <http://youngfoundation.org/people/indy-johar/>

Indy is Director and Co-Founder at Hub Launchpad, and has co-founded multiple social ventures from HubWestminster.net to the upcoming HubLaunchpad.net. Indy has also co-led research projects such as The Compendium for the Civic Economy, whilst supporting several explorations/experiments including wikihouse.cc and opendesk.cc. Indy was Director of the Impact Hub Association and is a Director of DataScienceLondon and an Advisor to the Earth Security Initiative.

Willie Sullivan

The Electoral Reform Society - <http://www.electoral-reform.org.uk/>

Willie is the Director of ERS Scotland. He has worked at senior levels in the business, voluntary and public sector. He was the Campaign consultant on the successful Fairshare Campaign for introduction of the Single Transferable Vote for Scottish Local Government and was Campaign Director for Vote for a Change, the campaign to secure a referendum on electoral reform. Willie was recently seconded to be Head of Field Operations for the Yes campaign. He also has been a paid political advisor to senior politicians in the UK and Scottish governments.

Appendix: Project Team

Ben Metz

Ben Metz is a psychoanalytic organisational consultant and serial social entrepreneur. He is founder of Bigger Boat. Through Bigger Boat, Ben works with, and creates environments for, leaders and their organisations so they may do good better. Through his consulting work he assists people to improve their understanding of organisational dynamics in order to effect change and instigate new behaviours and innovations.

For more information on Ben visit www.benmetz.org and www.biggerboat.org.

Anna McKeon

Based in Cambodia, Anna McKeon is the lead for a multi-agency project exploring the problems of volunteering in orphanages and advocating for ethical volunteering alternatives. Anna engaged Bigger Boat to work on this project and now also works as an associate on the Bigger Boat for Open Government.

miss the case:
(un)skib (rain)
ce; ~ til sky

genuie
ry, tale; (sag) affa
~ ancient hist
England, English
pretty kettle of f