



KEEP
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BREAKING BARRIERS

.....
How to get people
involved in their
community

Breaking Barriers:

How to get people involved in their community

For nearly 60 years, Keep Britain Tidy has inspired people to take action in their communities.

At a time when public services in the places we live and work are being severely cut, we decided it was more important than ever to find out what motivates people to get involved in improving the places they love.

Our aim was to understand the nation's feeling of responsibility towards building and supporting their local community.

So, in 2011, we launched a research programme to find out what factors genuinely trigger or prevent people from getting involved. We wanted to understand and explain why some people have no interest in their community, while others will dedicate their lives to improving it.

We also wanted to know what motivates some people to become community leaders and how to encourage others to follow them.

Our research shows that people view 'engagement' very differently. We were quickly able to identify six different groups of people within the community. These range from our heroes – the community activists – to those who don't really have any interest in getting involved. By gaining a better insight into their personalities we have been able to create a guide to each

of the groups. Through in-depth research, we have been able to identify the true triggers and barriers to people participating in their area.

Our guide shows the types of activities and initiatives that will appeal to each group. It demonstrates the most effective messages and approaches to mobilise each segment of people. It also looks at the best ways to minimise their fears and concerns.

With this greater understanding of the different groups of people, it is far easier to target each segment in order to maximise involvement. It also helps us to understand how we can inspire

and encourage people to take a leading role in projects. It has enabled us to provide our top tips for mobilising each part of the community.

Our research and recommendations will enable you to break down the barriers and get everyone involved in their community.



The story so far

By conducting this research in 2011, Keep Britain Tidy aimed to build an accurate assessment of people's feelings towards community involvement. We wanted to see how likely members of the public were to get active in their neighbourhoods.

We very quickly came to understand that 'engagement' does not necessarily mean the same thing to all people. For many, engagement is a simply awareness and understanding of a certain issue. Some don't consider people to be engaged unless they are actively participating in tackling an issue. For this reason, we wanted to examine everything a person could consider to be an act of 'engagement'. Central to this was giving the people we spoke to a chance to define it for themselves.

We very quickly came to understand that 'engagement' does not necessary mean the same thing to all people.

In the first stage of our research we used a 'quantitative segmentation' approach. This method enabled us to identify adults across England according to their likelihood to get involved in their community. This approach divides target audiences into groups that have common needs or shared desires. Activities or services can then be designed that appeal specifically to each group. This significantly increases the likelihood they will be successful and improves an organisation's ability to effectively communicate with their target market.

At Keep Britain Tidy we really value this technique. It helps us to understand all our audiences and how to talk to them. We can use this approach to increase community engagement. By targeting and tailoring our approach for each group we can increase our chances of getting people involved.

Defining 'engagement'



How we started

After studying a nationally representative sample of more than 900 people across England¹ we identified six different groups of people. We then gathered detailed statistics so we could create comprehensive profiles of each group.

Overwhelmingly, this initial exercise told us that people were motivated to get involved in activities when they were asked by people they already knew. This 'human touch' was vital in getting people to participate².

But we still wanted to know *why* people feel the way they do about participating.

So, in spring 2012, we decided to build on the existing research. We wanted to understand people's motivations and their fears, their rational and emotional explanations. This would equip us with the knowledge of when and where to target our efforts.

We also wanted them to find out what makes somebody a community leader. What makes someone organise and lead activities, as opposed to just joining in?



What happened next?

One of our priorities was to understand the community leaders – our heroes – a little better. We wanted them to share their stories with us in their own time and at the exact moments when they felt like talking. To do this, we asked a number of leading community figures, who already worked with Keep Britain Tidy in some capacity, to use a smartphone application that allowed them to record their thoughts and observations at any time.

For about two weeks, we remotely followed these people. This method allowed the participants to focus on their experiences in the moments that held the most meaning for them. They were also able to upload video and audio diaries while they were working in their communities. They took pictures of the people or things that frustrated or motivated them most. They interviewed friends and family.

In the end, they told us everything we needed to know about what inspired them to lead activities in their community.

We followed this fortnight of in-the-moment research with six creative workshops - one with each of the six groups already identified. Using a good mix of people, from a wide variety of backgrounds, we talked at great length with each of the groups about their own experiences and what, if anything, was currently holding them back from getting involved. We played some games to tease out more emotional responses and we listened as they spoke to one another about their experiences.

All of this culminated in a richer and deeper understanding of each of the six groups or segments.

¹ 903 telephone interviews were conducted with the adult population of England during March 2011. Nationally representative quotas were set on age, gender and working status.

² The most fruitful sources of information for encouraging engagement: 92% said that hearing about opportunities from someone they know would be most likely to encourage them to get involved. 81% agreed that someone else who lives/works in their local area would encourage them to get involved. Following this, TV/radio was the most popular source of information at just 62%.



What do people really

think of community engagement?

An important exercise for us was to find out how people define the terms ‘community’ and ‘engagement’. We deliberately separated the terms to enable participants to arrive at their own definition of ‘community engagement’.

“Getting involved and sharing the benefits of interacting together.”

Descriptions of community range from the tangible - a group of people, friends and neighbours that you know - to something more akin to a feeling, a spirit or a sense of belonging. It is the latter that proved to be more of a hook for people.

It is this feeling that people aspire to and it is this feeling that people tend to long for when

they feel like they don't have it in the places where they live. And it's this feeling that can become addictive.

What we discovered is that, for most people, the true definition of community engagement involves participation. It is very firmly about doing something together with other people. It starts with a desire to get involved and to make a positive difference.

“Active involvement in a community.”

Community engagement is something that happens locally for most people. This is usually in extreme micro-localities or ‘comfort zones’.³ In short, community engagement is something that happens ‘on my doorstep’.

“Engaging positively with your local community.”

The more people participate, the more likely they are to take part in activities outside of their neighbourhood. For example, in communities of interest such as schools, religious organisations, sporting associations or even work.

“I'd only really get involved in something happening where I live. If I can't see it from my house, it's not really a concern for me.”

³ A particularly useful publication to read in conjunction with this research is Keep Britain Tidy's Perceptions of Place report, Whose Reality is it Anyway? Understanding the Impact of Deprivation on Perceptions of Place. This report talks in depth about the definition of community and the impact personal definitions of community have on engagement and likelihood to engage. See page 31 of this report for a discussion of micro-localities and their impact on feelings of responsibility.

How people get involved



“Once I'm over the initial barrier of confidence in myself, it's a case of having the knowledge and finding out more.”

For some people, engagement is a mindset. It is about demonstrating a level of awareness of the issues by not negatively impacting on them. Usually this would be done by maintaining acceptable behaviour e.g. not littering. On occasion, it might also extend to encouraging others to change their behaviour⁴.

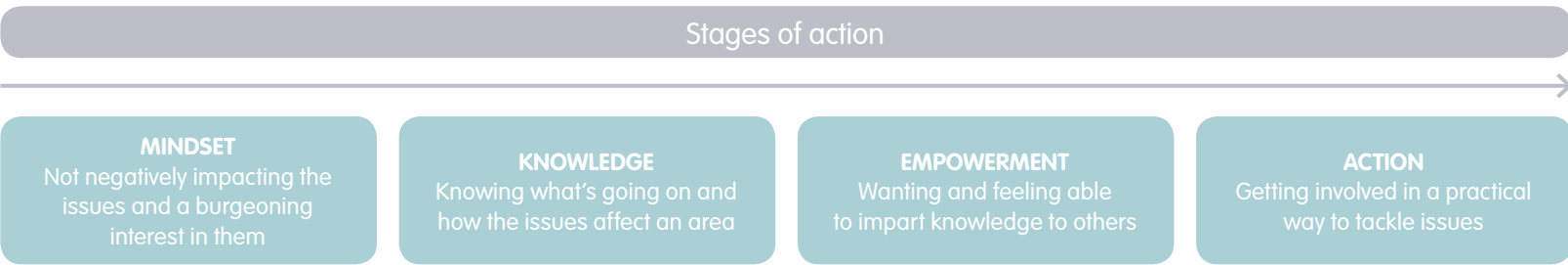
For others, engagement is about knowledge or access to information. People generally

agreed the more informed they felt on key issues the more they understood how they could help. Some of this relates to people's sense of confidence that they have something to offer.

Many of the descriptions we collected suggested that feelings of empowerment are essential to getting people to act. Education or increased awareness took people to a level where they showed real interest and

desire to get involved and make an impact. Empowerment also led people to involve others, such as friends and family.

Engagement is primarily about action. Having the right mindset and knowledge, this leads to people feeling empowered and taking action.



⁴ This doesn't happen very often due to a fear of retribution rather than a lack of desire.

Triggers and barriers to engagement

With all the research participants, we explored how they became involved. This enabled us to uncover the triggers and barriers to participating in community activities.

It is essential to have a good understanding of these factors if we are to encourage and motivate people to get involved. It also means we can address any concerns or fears they may have.

“It’s the difference between expectations and choice. For me expectation says, ‘this is a job’. Choice tells me. ‘this is volunteering!’”

“If someone I know asked me to help, I would.”

“If you are part of a bigger group you can get more done. It makes you feel part of something. It makes you feel like you are being responsible.”



Triggers

- 1. Fun!**
Getting involved can create a buzz people get addicted. It is a feeling which people enjoy and triggers them to come back for more.
- 2. Easy access**
Community action is something that happens locally. People are far more likely to feel motivated if an event is on their doorstep or at least near where they live.
- 3. Incentives**
This could be anything from getting to enjoy the outcome of their work, a cup of tea or gaining a skill.
- 4. Interests**
People are much more likely to get involved in activities that feel like a small extension of something they do already. For example, litter picking while walking the dog.
- 5. Networks (social)**
It’s all about who you know. People are much more likely to get involved when they know other people or when they can go with people they feel comfortable with.
- 6. Sense of belonging**
Community action gets people working together. People feel part of a movement which they can be proud of.
- 7. Recommendations**
The human touch is a key trigger. People are far more likely to get involved when they have been asked by somebody they know.
- 8. Well-organised**
Time is precious. Think about the logistics that people need to know. Without knowing the details, people may be reluctant to turn up.

Barriers

“These people are just trying to boost their own egos.”
“I don’t want to be seen as a do-gooder.”

- 1. Perceptions of time and commitment**
Many agreed that if they really wanted to engage in activities they would make time.
- 2. Stigma**
There are poor perceptions of those who engage in community activities. This can act as a significant barrier to getting involved for many.
- 3. Fear of failure**
Self-doubt can put some people off getting involved. The fear of having nothing to offer makes some potential volunteers stay at home. Organisers need to reassure participants that they have something valuable to offer.
- 4. Apathy**
People need to have a genuine interest in a project or initiative. Without this it is very difficult to inspire them to get involved. Often people will only participate if they stand to gain or lose something.
- 5. Red tape**
People tend to believe that in order to conduct (and sometimes participate in) community engagement activities you will need to jump through a lot of hoops.
- 6. Not connected to community or issue**
If people don’t feel part of their community or affiliated with an issue, they will not be motivated to get involved.
- 7. Unrealistic aims**
Organisers need to set achievable aims. People are far more likely to get involved if they think they can make a real difference. A specific and realistic target allows people to see their success.
- 8. Lack of clarity/organisation**
Poor organisation and lack of detail puts people off.





“I don’t want to be seen as a do-gooder.”

An image problem

As mentioned, one significant problem to getting many people involved in their communities is image. There is a poor perception of those who participate in projects in their neighbourhoods. To some, those who get involved are seen as ‘do-gooders’. Others worry about what people will think. Young people may see community activities as ‘uncool’. There may also be a stigma attached to wearing a tabard, as it can often be confused with Community Punishment.

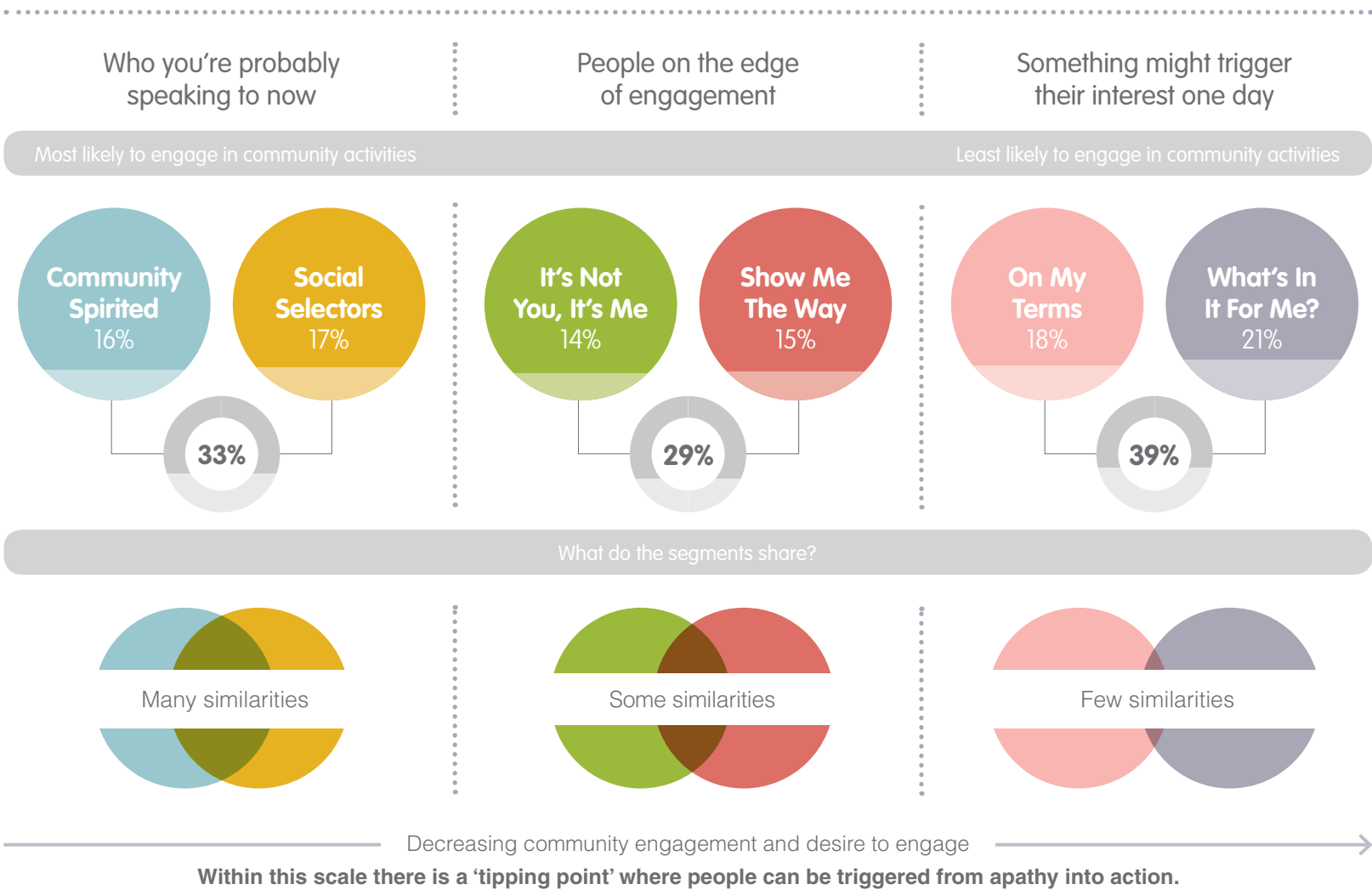
Meet the different groups

The six different groups all demonstrate varying levels of involvement. From those who engage a great deal in activities to those who don’t unless, perhaps, there is something in it for them.

Although the six groups are all distinct, our research shows some of the groups share some characteristics. The diagram below shows how some attitudes and behaviours overlap. This means

we can simplify our communication strategies around three main approaches. Broadly-speaking, messages and appeals can be targeted to:

- 1. Those who are already open to engagement
- 2. Those who are ‘on the edge’
- 3. Those who do not generally think about getting involved



Community Spirited



Here is our quick guide to each of the groups. It tells you what you need to know to ensure the community activities you are organising will appeal to each of them. It will also allow you to target specific initiatives at the most appropriate audience, maximising your chances of success every time.

“I find it quite difficult to say no. I get dragged into organising things. People start to expect you to do it”

HEADLINES:

- Always responsive, but not always actively seeking
- Find it hard to say ‘no’
- Strong sense of belonging / community
- Feel a responsibility to ‘give back’
- Already busy!
- Lots of interests or ‘passions’ to link in with
- Guilt a strong motivator

Communications and messages

- Tap into the ‘guilt’
- Appeal to ‘buzz’ of being involved - make them feel critical and valuable

Recommended approach

- Align with lifestage
- Align with existing social activities
- Tap in to passions and interests

Social Selectors

“I would like to walk through the park everyday and be able to enjoy the benefits of my labour!”

HEADLINES:

- Have time on their hands...
- ...but more selective about activities
- Limited interests or ‘passions’ to tap in to
- Like to ‘give back’
- Seeking to strengthen sense of belonging...
- ...and engagement breeds sense of ‘togetherness’
- Social aspect is a strong motivator (emotional)
- Being able to benefit from an activity is important



Communications and messages

- Emphasise social aspects and ‘togetherness’
- Use a social element as an incentive e.g. BBQ, tea and cakes
- Keep it local
- Tap into how participants will benefit from the activity

Recommended approach

- Be selective - align with limited passions and interests
- Make it social - meet people and make friends

It's Not You, It's Me



14%
of the population

HEADLINES:

- Open to engagement
- Significant confidence issues – fear of failure
- Likely to want personal benefit (e.g. social, reward)
- Needs clear parameters and instructions
- Need reassurance (e.g. personal contact)
- Easy and enjoyable activities are most attractive
- Competitive angle could increase interest

“I’m interested. I’m just not quite sure what role to take and where to start”

Communications and messages

- Reassuring with explicit expectations
- Be encouraging – You can do it!
- Appeal to desire for competitive and fun activities

Recommended approach

- Offer something with reward or recognition
- Be prescriptive and make it easy

Show Me The Way



15%
of the population

“There’s a grey area. A lot of people just aren’t very informed. A lot of people aren’t thinking. They’ve got busy lives”

HEADLINES:

- Need charismatic and engaging leaders
- Poor perceptions of those who engage are off-putting
- Keen to align with current passions and interests
- Competitive angle could increase interest
- Highly unlikely to go to an activity alone
- Opportunities should be prescriptive
- Recognition is a key motivator

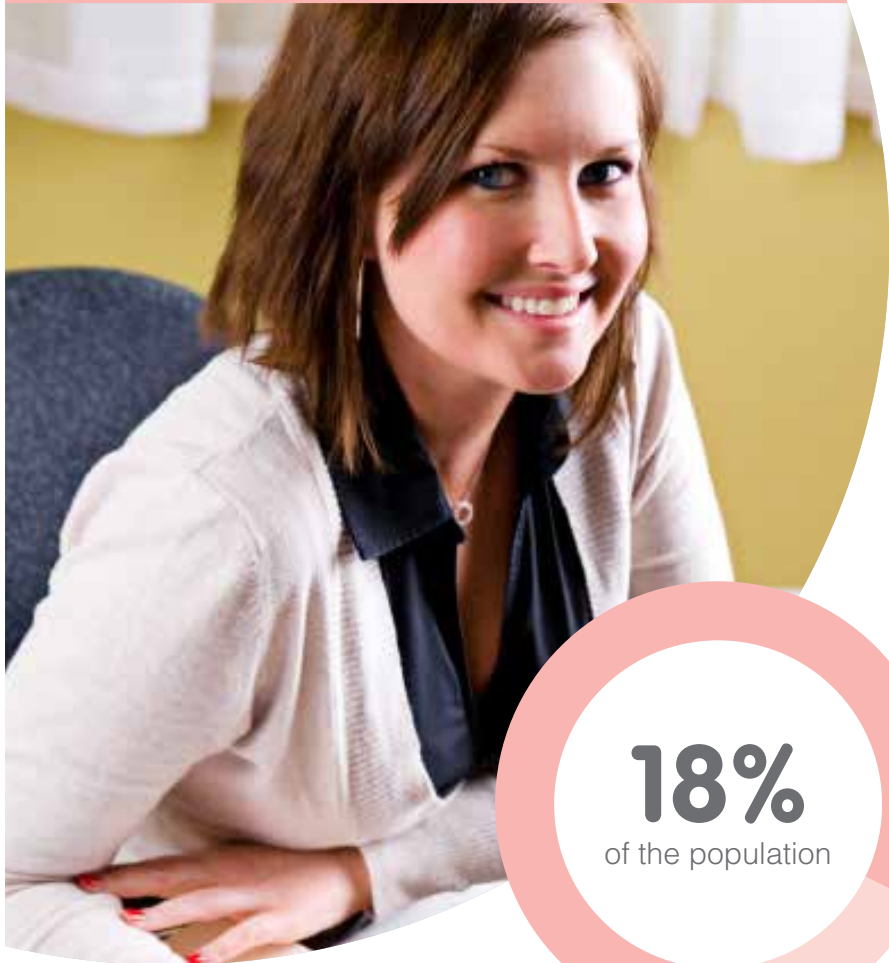
Communications and messages

- Challenge poor perceptions of ‘engagers’
- Describe (personal) benefit of engagement clearly
- Make it simple and fun

Recommended approach

- Be prescriptive and ensure it is well-organised
- Smaller, less well-established groups are preferable
- Try to incorporate existing social networks

On My Terms



“I work. I haven’t got much time to give to anything else. The issues my local community raise I believe are petty and I can’t support them”

HEADLINES:

- Unlikely to get involved
- Engagement is reactive rather than proactive
- Only interested in things that impact them
- Urgency is key motivator
- Inspired by potential loss rather than opportunity
- Let people dip in and out
- Hold negative views of those who engage
- ‘Productive’ outcome essential

Communications and messages

- Challenge poor perceptions of ‘engagers’
- Show they will lose something if they don’t engage
- Well timed communications can get a quick reaction
- Everyone has a role, everyone is guaranteed feedback

Recommended approach

- Remember they are drawn to activities that tackle loss
- Demonstrate negative personal impact if they don’t get involved

What’s In It For Me?

“If it’s out of sight, you’re probably not going to get involved are you? You’ll be thinking I shouldn’t need to do that”

HEADLINES:

- Cynical – “What’s the point?”
- Need to witness impact of engagement
- Need to maintain momentum
- Incentives are the main motivator
- Some confidence issues
- Want engagement to feel good
- Unlikely to seek opportunities
- Social aspect is appealing for some



Communications and messages

- Challenge poor perceptions of ‘engagers’
- Be reassuring and prescriptive
- Promote the benefits of work that’s already begun

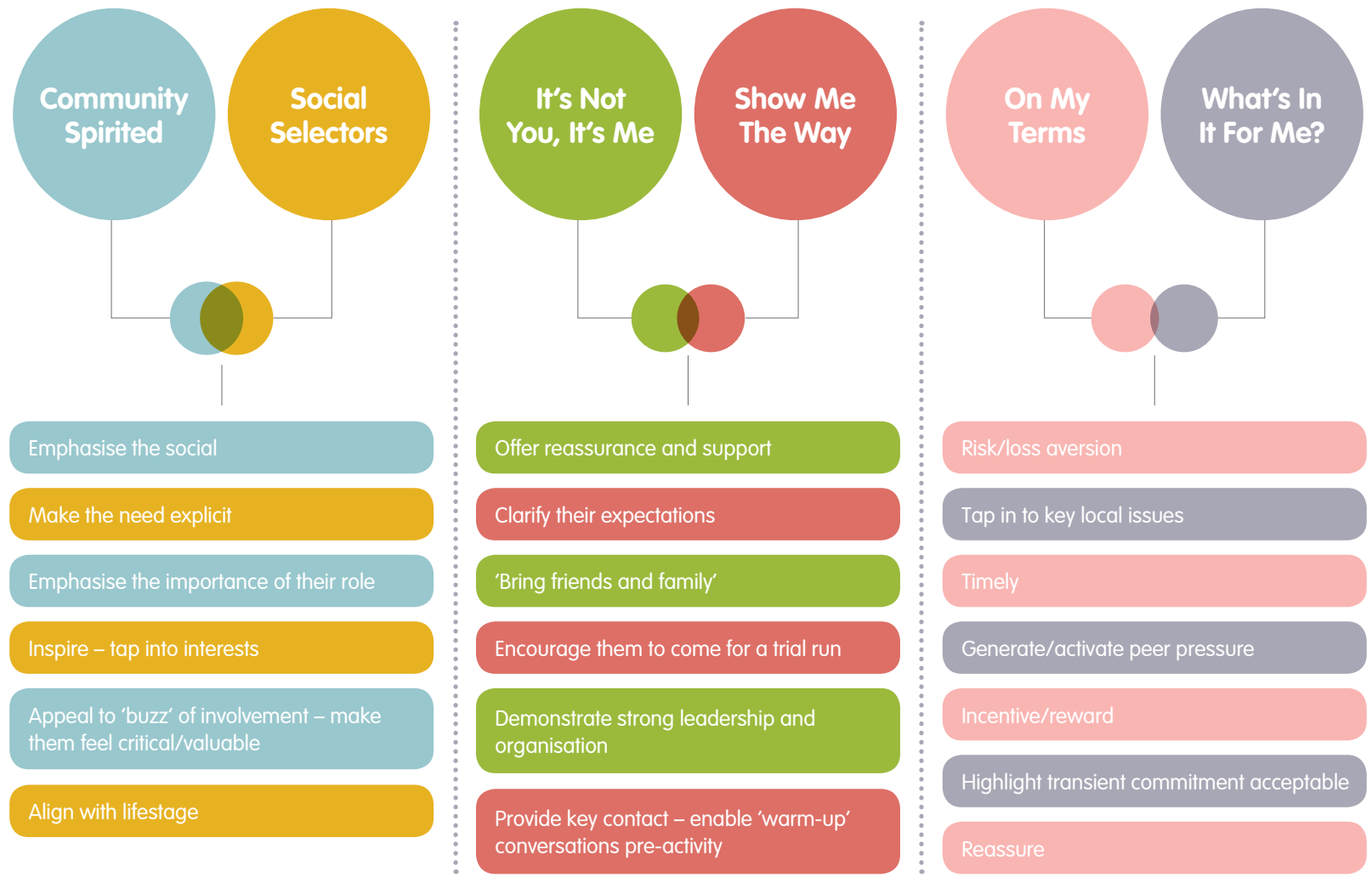
Recommended approach

- Keep it hyper-local
- Offer a reward or heavy recognition
- Ensure there is a personal benefit

How to make it work for you

Communications and messages that work

With each of the groups there are key messages that appeal best to their motivations and that most effectively overcome their barriers. These tend to be the same for the groups which are more involved and similar for those who are ‘on the edge’. There are different triggers again for those who don’t normally get involved. Their involvement is only normally sparked when they stand to gain or want to save something important to them.



← Across the board, logistics are always important →

The snowball effect

Existing social networks are also vital. Community leaders and ‘first followers’ – those who happy to be among the first to sign up to a project – are highly likely to spread the word and bring others with them.

This can have a snowball effect – leaders and first followers can inspire those who are committed to the cause, who in turn bring along people from their own traditional social networks, such as family and friends.

It is important to recognise those further from the centre of the snowball are less likely to be tied to the project. There may be question marks over whether they will continue participating. This may depend upon the person who is acting as a ‘bridge’ to the initiative.

Three key factors to always consider for every initiative are: **incentives, personal benefit and impact**



Incentives

- Help your community
- Tea and cake afterwards



Personal benefit

- Make new friends
- Get qualified
- Enjoy yourself



Impact

- Make a difference
- Have an impact
- Make new friends

The logistics: What people really need to know to make a decision

Always consider who, what, when and where? Make it easy for people to get on board by providing all the information they need.

Our research shows detailed information on the logistics is vital in the decision-making process. The more organised an activity appears to be, the more comfortable people will feel about choosing to participate.

It is therefore essential to provide clear, concise and accurate information as soon as people start to show an interest. Delivered well, this information will build a sense of trust and will make it much easier for an individual to eventually make the decision to participate.

Who?

Knowing who is behind an activity or initiative reassures potential participants. Provide a telephone number, email address and contact name so that outstanding queries can be addressed personally and outside of ‘office hours’.

“Sometimes I think people just think someone else is doing it. You don’t need me.”

What?

What is expected of the participants? What kind of commitment? Will they have to spend any money? Be explicit and promote choice and flexibility.

Where?

Where an activity takes place is likely to have a significant impact on desire to take part – local is king! Not only that, but think about how far the participant has to travel, if at all, to get to

the activity. This is important as it contributes to financial concerns people can have.

When?

When will the activity happen? How much time will they be expected to dedicate? Do they have to come back again or can it just be a one-off?

Providing answers to these questions will alleviate many of the more practical concerns people tend to have about opportunities to get involved in community activities.

Purpose: Why do you need me?

People who are on the edge of getting involved frequently decide not to participate because they lack the confidence to say they have something to offer to community groups and organisations.

People really need a sense of purpose, a call to action.

Our research suggests potential participants benefit from being able to see how their contribution will really add value. With this in mind, organisers of activities need to be clear that a project is not just a concept or idea, but a very real activity with a specific set of tasks. Organisers also need to demonstrate how all of these tasks add up to an extremely positive outcome that will benefit the individual, as well as the wider community. It is also vital to make clear the goals will only be achieved if people participate.

Answering the unasked questions

Organisers also need to answer the questions that people may not want to

ask, but need in order to make a decision whether to get involved. So, how can a wide variety of individuals really help? What mix of skills are you looking for? How can different people contribute? Is what people have to offer going to be enough? Tell them it is! Reassure them.

“Even if they are only going to tell me what’s on the poster again, I’d like to be able to speak to someone.”

Something in return?

Always think about what you can offer participants in return for their time. This may be tea and cake, a new friendship group or a sense of achievement. For some social reward is essential. For others skills development is a major motivator.

Particularly at a time when jobs are hard to come by, great volunteering experiences can make a huge difference to a CV. Community projects give volunteers the chance to learn new skills, which they can put to use in a new job. Don’t forget to think about how an initiative or project may equip people with new skills and trades that can be really useful and valuable to them.

“If I can get something to put on my CV, that would be great. I’d be more likely to do something if I thought I was going to learn something.”

How to spread the word

The main ways to communicate these messages are identical across all the groups. A ‘hands-on’ approach to recruitment is the most successful way to do this. Unless people are actively seeking opportunities (and this is very rare) they need to be alerted to the possibilities of getting involved and that they could have something to contribute through face-to-face encounters.



Word of mouth is key because people are far more likely to engage in an activity if someone in their existing social network is participating, has participated or is leading/organising the activity.



Witnessing the impact of activities encourages people to participate⁵. Community groups should be prepared to converse with interested parties as they work – this is very fertile ground! We call this ‘witness recruitment’.



Local communications opportunities (including local papers, community websites, local radio and so on) will attract those actively seeking opportunities, but this is not a foolproof way to sustain engagement and there is a lot to cover (logistically) if you are to pull in the more hesitant crowd.

⁵See page 24 of Keep Britain Tidy's Perceptions of Place report, Whose Reality is it Anyway? Understanding the Impact of Deprivation on Perceptions of Place for information on the momentum motivator effect.

Inside the mind of a community leader

Community leaders come in all shapes and sizes, but they share some key characteristics:



"Feeling helpless is the worst feeling in the world. Doing something helps."
"You've got to be confident and have organisational skills. It can be stressful!"

Catalysts for action

There are several different 'tipping points' that inspire community leaders into action. While some are driven by experiences, others tend to get more involved at certain lifestages.

- 1 LIFESTAGE:** In particular, retirement and having children
- 2 HEALTH:** Problems with their health can get them more time and more perspective
- 3 DESIRE:** To expand and/or improve social networks
- 4 EXPERIENCE:** Something to bring me closer to a cause that matters to me
- 5 ALIGNMENT:** With existing hobbies and interests

Interestingly, community leaders are more often motivated to maintain rather than create. They want to maintain standards, services or places and will not stand by if they perceived issues are starting to affect the things that are most important to them.

The buzz of involvement
What seems to sustain community leaders though, is a desire to get the 'buzz' of being needed, feeling useful and giving something back.

It is essential to recognise that community leaders can get addicted to this 'buzz' from getting involved. For many, the positive feeling they gain is a bit like a drug!

"You get a lot from it. It's very self-rewarding, I crave it!"

A powerful motivator
Community leaders are also significantly sustained by positive feedback – this is a powerful motivator. Great feedback is likely to turn one 'dip' into more sustained activity. Feedback is essential to keeping their momentum going.

"In a way, it's selfish! It gives me a real boost when people tell me what a good job I'm doing."

Getting others involved
Community leaders agree that people need to have a personal investment in the activity they are organising before they will contemplate getting involved, but that recruitment is ad hoc at best.

Most tend to use their own social networks to get people on board. Some have tried advertising and have had limited success, but they all agree personal contact is best. Many stay alert while out and about so they can chat with interested passers-by. This is witness recruitment in action.

"It has to be personal. We've tried advertising and it doesn't work. We talk to them – put them at ease."

"I just use my Facebook. I get people I know to ask people they know."

It is essential to remember, community leaders are task-driven. They will only spend limited amounts of time and energy getting other people involved. And, perhaps because it is such a challenge, they do not see increasing participation as their main responsibility.

One significant exception is when people are new to an area. Community leaders talked a great deal about joining activity when they were new to an area, to seek like-minded people.

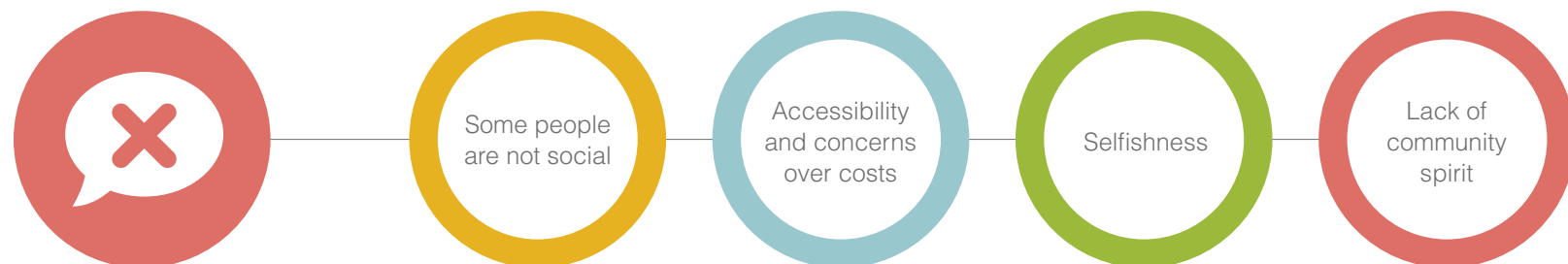


Barriers – from a community leader's perspective

Community leaders perceive several key problems in trying to recruit new people to their group:



There were also further barriers they perceive which, despite never being mentioned, were expressed in some of their attitudes and behaviours:



Social media as a tool

Community leaders often use social media to tap into their existing social networks. This is a distinct activity though and it is rarely used to sustain activities and encourage feedback.

However, as a tool to improve people's experience of getting involved, social media is ideal. It can generate both user and 'engager' content. It injects fun and creates challenges.

Just remember the 1% rule. You can only ever realistically expect 1% of social media users to create *new* content. About 9% will contribute, while 90% of people on social media will only ever read content.

Tapping into existing social networks

Community groups reach a peak fairly quickly. This is because community leaders do have a limited capacity to recruit.

Volunteer coordinators need to continually source and coach new 'leaders'. By doing this they can tap into new social networks, hopefully with varied interests and skills. These unconnected networks can then be pulled together to get everyone working towards a common goal. Different organisations and networks are then united to work on a central issue or problem, but using their different skills means many elements can be tackled at the same time.

Our top tips

1 Be explicit about everything!

Our time is precious. How can we expect people to make decisions without a very specific idea of what is expected of them? Think logistically and emotionally – what is it people need to know? What are they likely to want to know to help them take the first step to getting involved? A point of contact for any questions prior to the activity is essential for catching anyone 'on the edge'.

2 Align activities to interests and passions

With a bit of imagination, most opportunities can be aligned to people's existing passions and interests. Get people involved by ensuring they feel as though they are having fun or that it is a small extension of something they already do. Examples include kayaking while cleaning waterways or walking your dog while picking up litter in the park.

3 Align opportunities to skills and development desires

Attract people to opportunities to engage in much the same way you would try to attract them to a job. Relate it to their skills and reassure people they will be able to stay in their comfort zone while gaining experiences that will enrich their CVs and feed their personal development. Take their expectations seriously.

4 Don't assume anything and allow for preferences

In most cases, an activity could require people to fulfil any number of roles. Equally, people on the edge of getting involved need choice. Wherever possible, allow for people's preferences (and personality types). Some people will be happiest on the phone, others will want to be out there doing something hands-on. Some people will want to work in groups, while others will prefer to work alone. Maximise involvement by clearly defining the roles you need to fill before you try to recruit.





5 Recruit in social groups

A significant barrier for a lot of people is having the confidence to join in an activity, particularly when a community group is already well established. Go on recruitment drives that promote people joining as social groups. Recruit families so people can bring their children. Recruit friendship groups and encourage them to do a little something before they go out for a beer!

6 Don't over-estimate the role of the community leader

Community leaders can only do so much - it's not a job! Their focus is not increasing participation; it is maintaining their already well-established networks and tackling their issues. Tapping in to new social networks and finding new leaders is essential. Volunteer co-ordinators in specific areas will need to do this. This external input from an 'expert' or authority figure is invaluable in encouraging engagement and keeping it going.

7 Address the image problem

Both the groups and the community leaders agreed that people who get involved in activities have an image problem to contend with. There is a job to do here of challenging those perceptions. This might mean finding diverse examples of community leaders or exploring the motivations for getting involved that extend beyond the perception of ego boosting. Get these people to tell their own stories for you.

8 Accept that not everyone will be a leader

Community leaders have a very specific set of traits. The good news is this makes them easier to find. The bad news is we don't believe that just anyone can be shaped and developed to become one. First followers (those people confident enough to be the first to volunteer) should be of equal interest to anyone trying to develop community activities. Who are the people confident enough to join in and how can you and your leaders tap in to their networks too?

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