
Homebaked- Impact Report

Recipes for Revolutions

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1. Executive Summary

This report was commissioned by Liverpool Biennial in 2013 at the juncture of the Homebaked bakery moving to a self-supporting community enterprise. The study aimed to capture the experiences of stakeholders in order to bring understanding to the conditions and practice throughout the bakery's development which led to its successful fruition as a fully-fledged community owned business.

1.1 The study aims to:

- Identify which factors enabled the bakery network to evolve and thrive
- Bring understanding to the values that steered and enabled the process
- Consider social and relational capital arising from the project

1.2 Methodology

A purely qualitative approach to data collection and analysis of findings was taken and a methodology was developed in collaboration with stakeholders to determine factors for success. A creative approach was agreed using storytelling in differing formats which was congruent with the project's creative roots.

The following data sources were reviewed:

- Biographical and **Fictional** Round Robin style letters written by participants to a 'reader of choice' which chronicled their involvement.
- A recorded interview with key stakeholders which described individual journeys to and involvement with the bakery.
- A filmed mediated workshop with key stakeholders
- The 2up2down blog ¹
- Semi-structured interviews with Jeanne Van Heeswijk, a senior regeneration official from Liverpool City Council and Co-Producer of Homebaked, Maria Brewster.

¹ <http://www.2up2down.org.uk/>

1.3 Summary of Findings:

- The study found that the presence of integrity in both practice and intent was a factor which developed a trusting relationship between Liverpool Biennial, the resident artist, the staff team and volunteers and community participants. A social network of like-minded people grew around the project which assured its longevity.
- Principles of co-production were clearly defined and applied throughout the project from inception, through idea formulation, planning stages and letting go.
- Homebaked has enabled a sense of place and belonging within a locality which has seen continual change through demolition and 'tinning up' of properties. The former Mitchell's bakery is a key tangible heritage asset through its longstanding presence in the Anfield community. The survival to date of the building and its re-opening has assisted in re-establishing community asset.
- The Homebaked Network grew stronger by creating a space and place for like-minded people to meet and work together to create change for their community. It is a resource for the mobilisation of existing social capital in the area and a mechanism to be powerful in a seemingly powerless situation.

2. Introduction

Homebaked is a community bakery and small café within the site of the former Mitchells bakery, Oakfield Road, Anfield. Homebaked began its journey as part of the 2up2down project led by artist Jeanne Van Heeswijk who was commissioned by Liverpool Biennial to lead a collaborative housing design project for young people, who were affected by the Housing Market Renewal plans for their area.

The building which housed the former Mitchell's bakery on Oakfield Road, Anfield, Liverpool was leased by Liverpool Biennial as a base for 2up2down and to establish an invitational aspect to the project, through having a visibility on the local high street.

The idea of reinstating the bakery grew from community participants and local residents who asked continually '*when would the bakery be open*'. The journey to establishing a Community Land Trust and an independent Industrial and Provident Society (Co-operative) has been '*no rose garden*' (*Homebaked Stakeholder*). Yet, the bakery, despite being under the threat of a demolition order has re-opened and is developing as a thriving business.

This study was conducted at the juncture of Homebaked moving from its developmental and planning stages to opening as a community business. This was a key stage in the bakery's development as it marks the point of departure of the underpinning support of Liverpool Biennial to full community ownership.

2.1 Aims of Study

This study aims to:

- Identify which factors enabled the bakery network to evolve and thrive
- Bring understanding to the values that steered and enabled the process
- Consider social and relational capital arising from the project

3. Approach

Homebaked originates from an artist led approach to community empowerment. Therefore, when devising a method of data collection, the evaluator sought to design a methodology that was congruent with the project's creative roots. This approach should provide opportunities for confidential contributions, whilst also providing a safe place for speaking out and having a shared reflection. As Homebaked has received significant attention locally, nationally and internationally, the evaluator was also mindful of developing a process that did not produce 'consultation fatigue'.

The main body of data was captured using a storytelling approach, which involved in a series of biographies of the main actors in the Homebaked network being produced in differing formats. These biographies assisted to build a narrative of personal experience, roles undertaken within the project, the growth of relationships and identification of critical incidents.

Data was also sourced from the 2up2down blog website which contains some of the stories of volunteers and community members who for various reasons fell away from the remaining team. Therefore, it was important to provide an opportunity to hear their voices in this report's findings. The blog entries used in this report are from people who made significant contribution to the development of the bakery in today's form.

The data used for this report is majorly summative, in that it was gathered at the end of the co-production process to capture stories and journeys to that point in time.

3.1 Storytelling as a Research Method

‘Storytelling is a natural coping mechanism’ Yang (2013),² and provides a convincing way to communicate intricate ideas in preference to simply asking the provider to state fact and or to summarise experiences, which can often become abstract and uninteresting (Harris and Barnes, 2006)³. The use of storytelling in research can be scripted, factional, or even fictional (Ferneley and Sobrepez, 2009)⁴ and is evaluative because it provides data on impact and outcomes which can be analysed to measure the success of the project.

Homebaked, in many ways is built upon the stories of: stakeholders who have assisted to drive the project to fruition; participants and light touch partakers who have benefitted from its social aspects; and those community members whose lives are affected by the ongoing uncertainty of the development plan for Liverpool Football Stadium and the wider neighbourhood. The bakery members had already been involved with the dramatization of residents’ stories for the performance based Anfield Tour, Biennial 2012, and therefore understood how to bring factual data to a narrative form which is engaging, informative and accurate.

Paying attention to a creative methodology and the use of storytelling for data collection the evaluator considered the use of ‘The Most Significant Change Technique’ (Davies and Dart, 2005)⁵ which uses a participative storytelling approach to evaluation. This process involves collecting ‘significant change’ stories which emanate from the site of study and then applies a systematic selection method to identify those stories considered to be most significant.

This method would chime with the existing experience of building narrative both in terms of creating drama and in telling the Homebaked story using social media. However, it would not be compatible with the non-hierarchical and inclusive ideology within the project. Therefore this technique has been adapted in light of other literature and a non-selective process has been applied. All stories collected in this study have been analysed and used to identify consistent themes.

² Yang, C (2013) Telling Tales at Work: An Evolutionary Explanation. *Business Communications Quarterly*, XX(X)1-23

³ Harris, J. and Barnes, B.K. (2006), “Leadership storytelling”, *Industrial and Commercial Training*, Vol. 38 No. 7, pp. 350-3.

⁴ Ferneley, E. and Sobrepez, P. (2009), “An investigation into extracting and analyzing stories”, *International Journal of Organizational Analysis*, Vol. 17 No. 2, pp. 121-38.

⁵ Dart, Jess; Davies, Rick (2003). "A Dialogical, Story-Based Evaluation Tool: The Most Significant Change Technique". *American Journal of Evaluation* 24 (2): 137-155.

3.2 Data Collection and Analysis

The following data sources were reviewed:

- Biographical Round Robin style letters written by participants to a 'reader of choice' which chronicled their involvement in Homebaked
- A recorded interview with key stakeholders which described individual journeys to and involvement with the bakery. The stories sought to construct a timeline of development.
- A filmed mediated workshop with key stakeholders
- The 2up2down blog (ref here)
- Semi-structured interviews with Jeanne, a senior regeneration official and Co-Producer of Homebaked, Maria Brewster

The data was analysed using a Grounded Theory Approach⁶ which places emphasis upon paying attention to participant's own accounts of events and then by analysis enables the researcher to 'code' and organise data into themes which enable the development of theory.

⁶ Glaser BG Strauss AL (1967) The discovery of grounded theory: Strategies for qualitative research
New York: Aldine de Gruyter

4. Findings

4.1 Telling the Story

The findings presented within this section reflect the stories told by Homebaked stakeholders as described in individual accounts of journeys to and through the bakery's lifecycle at this current juncture. Although some individual stories were recorded in the form of a timeline, this has been deconstructed within this section in order to identify:

- Key instigating factors for joining the project
- Dynamic features contributing to longevity of commitment
- Emerging transformational and evolutionary effects on participants.

Findings are presented in a thematic structure and the evaluator has included stakeholders' words to illustrate points.

4.2 Instigators

The Homebaked project began its as 2up2down - a collaborative housing design project for young people who were affected by the Housing Market Renewal plans for their area, along with other regeneration and re-development schemes. The 2up2down project involved taking a co-design approach for the development of homes for and with young people. In taking over the former Mitchell's bakery in Anfield, the aim was to have a visible base for 2up2down's activities and also to establish an invitational aspect for the wider community to find out more and to take part.

The idea of re-establishing the bakery grew from the local community who clearly had an affectionate bond with the business. As the building began opening on a regular basis, local community members began to ask: *'When is the bakery coming back?'*

Despite the building being earmarked for clearance and facing the threat of a Compulsory Purchase Order (CPO), the idea of reinstating the bakery as a

business resonated strongly with the community volunteers. It would appear at this stage in the project's development that the idea of developing a feasible business would be almost impossible and unworthy of a significant effort. Yet what appeared to be whimsical notion grew into a community quest which took significant stamina and endurance to bring to fruition.

From analysis of stakeholder stories, there became apparent two key features which enabled an effective barometer for the bakery project to incubate, come to life and begin to thrive. Discussed first in this section is integrity and the high level of trust in the project's lead artist and her ethics which, in turn attracted a similarly minded staff and stakeholder base.

Secondly, faith in transactional equity is considered which provided certainty concerning control and power in the project's process. The assurance of a clearly co-operative process, designed to be supportive to a stage of letting go and enabling community possession appears in many biographies to be a contributory factor in decision making to take part.

4.2.1 Integrity

Sayer (2011)⁷ tells us that moral sentiments are highly significant in motivating people to act and within any social practice, integrity; coherence and consistency in thought, and action tend to be valued and sought after. A clear protagonist for the growth of the Homebaked network was a strong sense of integrity stemming from a number of areas. Firstly, Jeanne Van Heeswijk has a longstanding track record in working with disempowered communities and successfully creating ways of restoring inequities in a manner that has appreciation of social contexts and sense of place. Her past work demonstrated to the Anfield residents, paid staff and other stakeholders that the project going forward would be authentic and be consistent with their personal and collective values.

⁷ Sayer, A (2011) *Why Things Matter to People, Social Science, Values and Ethical Life*. Cambridge University Press

‘ Jeanne gave a talk about the work she did in Holland and she created the most important thing for a community – a space where they could gather, all she created was a really long picnic table where people could bring food, talk and share and they actually realised how empowered they were as a group. When I saw this I knew that this could be done, it wasn’t another thing for Anfield that would promise a lot, but not actually deliver’

‘It’s taken an outsider to come into Anfield to actually get things done and not get bogged down with the political wrangling that has been going on for years’

‘she really draws you into how she thinks things and how she sees things’

‘This artist Jeanne had an idea to take something that is seen to be dead and with her power and courage she breathed a new life into it’

Secondly, the core team which grew from 2up2down were attracted by the moral and ethical approach but also demonstrated high levels of integrity within their work ethic, demonstrating that they were attracted to the social role of the project and the knowledge that it was based upon a shared idea of how to treat people properly.

‘It was not about doing something pretty then running away’

‘On meeting Jeanne in October 2010 I was ‘convinced from that moment on that she was serious about doing something that had a real impact and that involved local people’

‘I wanted to research what type of art practice would be viable and valid and would actually work in that area’

‘Later when Laurie and Maria asked me to chair the CLT I had no hesitation in accepting. I knew that i would be working with a great team and that I could confidently ask for help and professional advice from contacts and friends , and whenever I did their response was always positive’

*'Florid wordiness and metaphor aside, I am here to rake the cash in for Homebaked Anfield. I am the bottom line bitch. I am here to make sure Homebaked wins awards, impresses everyone, makes some serious dollar in the process and does the right thing with that **dough**'*

Thirdly, integrity and authenticity were radiant at public meetings, invitations to 'bake' and expert talks held at the bakery as the project began to develop. The moral code of practice at the bakery brought confidence to the growing volunteer base whose worries concerning the ethics of the project were allayed by being able to judge how they would be treated through the demonstration of positive personal values.

'at these meetings there were people who said " you are no different to communities all over the country and look what we have done...look what we had achieved'

'I knew very free people there, it was evident there was a large mix of people there from different backgrounds but everybody was lively, intelligent, funny and deeply committed'

'So I went to the freezing bakery and hung around that evening and looking at the team from homebaked I thought- I'd really love to be part of this'

'Everyone around this project, from Jeanne the artist, Marianne the architect, the group of young people learning about housing and deciding how they would like to live, to other local/volunteers who wandered in who were so committed and full of enthusiasm, it was infectious'

*'I listened to Britt tell me all about Homebaked, what it used to be and what it is all about now,
it made me want the bakery job even more because I wanted to be a part of Homebaked helping to build Anfield up again brick by brick, loaf by loaf, or in my case cake by cake'*

4.2.2 Principles of Co-operative and Co-creation

A key element for developing an impetus for the bakery project was the ability of the core team to develop feelings of trust and assurance in their ethos and reliability going forward. For Anfield residents, this assurance was vital to secure their involvement and support. The community had suffered a loss of control and power over their neighbourhood and homes. It would appear from stakeholder stories that there were feelings of being singled out for bad behaviour and ill treatment through a continual uncertainty over redevelopment plans.

A stakeholder tells us:

'In our area we had plan after plan about regeneration, housing market renewal, which was due to come to my road in 2008 but didn't happen.'

Furthermore, in a 2up2down blog entry a member notes:

'power has been beaten out of people, they mentally exhausted because they don't see change as something possible.'

Another entry describes feelings of despondency for the area:

'All the trees had been cut down and the place was sad, and as if on cue two young men crossed the park on front of us , hands in pockets , shoulders hunched and an air of hopelessness about them '

The actor who performed the Anfield Tour described the experience of 'Bob' a community member who performed on the tour bus:

'Bob lived on Breckfield Road and he moved out during the tour and he used to get on the bus and do a song. When he moved out within half an hour they were tinning up his house and they put up a crane and were measuring it – I was mortified by that. For me that was realistic, he had left his passport and wallet and couldn't get back in and they had tinned up his house'

Further than assurances of integrity another instigator for success was the surety of the bakery being co-created and co-produced. It was clear from the outset that the bakery was being delivered because the community requested its return and were keen to make it happen. And although there were options of making this happen in other formats, including the option of a business taking it over and running it as a profit. This was not the choice of the stakeholder core team. Such passion had developed for the venture that those involved did not want to give the idea away:

'I went with Jess to a conference and we were at the bakery in London that we looked at, Jess said that I can't handle the bakery as something that is being done by someone else'

The enormity of this task was made clear by Jeanne who stated that the bakery would only happen if the community *'stepped up and owned it'*. Furthermore, considerable effort was invested within programmed work including, expert talks, bakery workshops and round table discussions, which were consistent with the central aim of supporting the project going forward together to a point of departure of the professional team, and leading to community ownership. This assurance in approach provided clarity and trust that Liverpool Biennial support would gradually diminish as the volunteer team developed sufficient skills and feasible financial business model was in place.

Such co-production principles are discussed by Cahn (2004)⁸ who describes four key operational principles for creating the correct dynamics for co-production with communities:

1. Assets: The Wealth of this Society is its people. Every Human Being can be a builder and a contributor
2. Redefining Work: Work must be redefined to include whatever it takes to make neighbourhoods safe and vibrant, care for the frail and vulnerable, redress justice and make democracy work

⁸ Cahn, E (2004) No More Throw-away People: The Co-production Imperative. Essential Books

3. Reciprocity: This impulse to give universal. Replacing one way acts with two way transactions

4. Social Capital: Humans require a social infrastructure as essential as roads, bridges and utilities. Social networks require on-going investments of social capital generated by trust, reciprocity and civic engagement

These principles are demonstrated in and harmonise with the Homebaked network at all levels of participation. For example, Liverpool Biennial's commissioning ethos shows a commitment to investment in the enabling the growth of community assets:

'We make sure we foster projects which bring artists to the rethinking of what the city might be. To give them opportunity to engage and work with communities and neighbourhoods – also to influence the change' (Director, Liverpool Biennial)

In addition, the artistic and professional skill base worked with a co-operative philosophy:

'I think that is one of the more difficult things – to accept that are lots of different types and forms of participation. And it's not just me that has to relinquish control, it's also the other people that have to be open to changing their views' (Artist)

'I wouldn't not contribute my knowledge as an architect, but I found ways for them to contribute their knowledge as expert users' (Architect)

'I want to see this area improve, if I can use my skills to breathe more life into the area, to bring more people to the area, that is what I want to do' (Homebaked Accountant)

And these characteristics sent a clear message to the community members:

'Biennial walked in front of us, in some cases dragged us long, walking beside us and soon you will be walking behind us'

'Collaboration will make the project very successful and one that I would love to stay a part of for many years to come'

'It's been our project and I still struggle where we come into that – other than for the Biennial and Jeanne it wouldn't happen, but it's a learning curve'

4.3 Dynamics

This section seeks to uncover the reason why people stayed with the project after initial inspiration and the development of confidence and trust in its ethos. There are many community projects and workers within them who operate with integrity and are committed to enabling change from within. However, many of these projects offer a positive experience in the short-term but often do not have longevity and inspire the levels of tenacity displayed by the Homebaked network. It is also worth reminding ourselves remains at the point of writing this report that the bakery remained under threat of CPO and has been on the clearance schedule within regeneration plans for Anfield since 2002. Therefore, all effort was undertaken under threat of demolition.

Discussed first, is the significance of the Mitchell Bakery building and its local status as both tangible and intangible heritage and whether building itself plays a significant part in developing commitment to the project.

The concept of place attachment is an issue that Brown et Al (2003) argue that planners should recognise and have consideration of when planning neighbourhood regeneration. They state that 'place-based' psychological ties are often ignored in neighbourhood planning, but they can make a critical contribution to community development and be effective sources of community power and collective action.

In context, Homebaked has sought and gained support from local authority figures, who, despite being unable to give assurance of removing the bakery's clearance order, have provided considerable support to the project in terms of bringing political attention and establishing connections to the wider strategic regeneration plans for the Anfield area. This support does bring the real world situation into the bakery's dreams and aspirations, reminding us that the bakery premises have an uncertain future. But, despite not being able assure support for the buildings future, the local authority is keen to support the community effort

and the existing business.

Seconding, consideration is given to holding a sense of belonging and how Homebaked has provided something worthwhile, a space and place to meet with like-minded people, and brought about positive impacts from working towards a collective aim.

4.3.1 Sense of Place

Research demonstrates that our physical environment contributes significantly our sense of place and belonging. For example, Rowles (1983)⁹ supposes that we hold three levels of ‘insideness’ which contribute to our sense of place: the physical, which is expressed in our tacit knowledge of our physical place, involving our familiarity with our built environment and buildings and locations which assist us to know our way around with comfort; the social which is our connection to our neighbourhood and being known and knowing others; and our autobiographic sense involving our personal memory and history of place which brings us that often unspoken every day familiarity. Furthermore, place attachment theory as described by Altman and Low (1992)¹⁰ brings about an affectionate bond between people and places, including different actors, social relationships and places of varying scale.

The Mitchells bakery had been in operation for over one hundred years and had operated with a ‘*strong sense of social responsibility*’ (2up2down blog, 2013). It was a final stronghold in the battle between match day fast food outlets and a community high street resource. The bakery sits in most residents memories as a constant presence in their former built environment and sites of social practice. In many ways, the Mitchells bakery was a symbol of times past and a resistance to change. The re-opening of the bakery on an intermittent but regular basis assisted to reintroduce the idea of constancy to the Anfield residents in what was and continues to be, perpetual uncertainty in the composition of the built environment.

⁹ Rowles, G. D. (1983). Place and personal identity in old age : Observations from Appalachia. *Journal of Environmental Psychology*, Volume 3

¹⁰ Altman, I, and Low. S (1992). *Human behavior and environments: Advances in theory and research*. Volume 12: *Place attachment*. New York: Plenum Press.

'I gradually got to know what was going on and was intrigued to think that the bakery, which had closed in December 2010, could once again open but this time in the hands of the community. Wow, after 18 years of watching the community of Anfield and Everton decline bit by bit here was an opportunity to build instead of destroy'

'My family and I had bought bread from the bakery for as long as we had lived in the area, which would have been 23 years then'

The closing of the bakery was an example of the devastation that the regeneration was causing on local businesses, I asked myself how this could be possible but most of all I could not understand why there seemed to be a severe lack of protest and retaliation from the people living and working in the area'

I used to come in this bakery with my kids for 22 years....there was an old chair in the corner, terrible organ music in the background. On match days the queue was around the corner....lovely solid wholemeal bread. I remember being in a queue and hearing a woman with a cockney voice saying that she had come on the train from London to get the steak and gravy pies because her dad was ill and the last time he came to a Liverpool game he loved the pies. How important is the bakery to the community's memories

4.3.2 Sense of Belonging

Hagerty et al (1992)¹¹ describes a sense of belonging as the experience of being valued, needed or important to other people, groups or environments; and of fitting in or being congruent to other people. They contend that people who seek a sense of belonging: have energy for involvement; hold desire to be involved; and are wanting for shared or complementary company, i.e. like seeking like.

Holding a sense of belonging is a positive human emotional state which includes feeling valued and important and also feeling important to other

¹¹ Hagerty, B.M.K., Lynch-Sauer J., Patasky.K., Bouwsema, M. & Collier, P (1992) Sense of Belonging: A vital mental health concept. Archives of Psychiatric Nursing 6, 172-177

people or groups. This can also be found when a person feels that he or she fits in or has found like-minded individuals.

Homebaked has enabled a sense of belonging for the members of its network who include long-standing members of the Anfield community, people from the Homebaked community of practice and those who moved recently to the area and were keen to become actively involved in their neighbourhood. The bakery presents opportunities, through its invitational aspect to be involved with a local initiative with varying levels of commitment - be it light-touch involvement through attending workshops or opportunities to develop new skills or higher levels of commitment through board membership. It is not a crusade for all members, as stated by Jeanne, each member is not evangelical about the development, and they are simply there because they *'love to bake'*.

'Being involved has helped me to feel at home in an area that is really new to me, and feel part of a community that I never quite believed I could really fit in to'

'I think having a common goal and purpose meant that conversation was easy-going and everyone was keen to get stuck in to make it work'

'I guess a real community isn't a group of people who are all the same but people from different situations and backgrounds coming together and helping/caring for each other'

'I was very warmly welcomed, we chatted, didn't quite know what it was all about, but I came back with cakes'

'That was the main attraction for me, being part of a crew, having people around again, and all trying to do something good and positive the second I walked into the shop it felt like I was given a massive hug from everyone'

'She (Jeanne) gave it a purpose, a sense of belonging'

4.4. Social Capital

Building the capacity of individuals and communities to act for themselves relies upon the availability of spaces and places to network; participate and to have commitment to their neighbourhood. Homebaked provides opportunities to take part and take control of some of the processes that have hindered collective action in Anfield. This is achieved through the development of a mechanism to mobilise social capital for the neighbourhood through base for activity but also activism.

Social capital is a term which covers a number of sources and assets which benefit a community or cause. As described by Putnam (1995)¹² social capital is 'features of social life—networks, norms and trust—that enable participants to act together more effectively to pursue shared objectives'.

Homebaked has cultivated an invaluable source of social network capital which includes not only companionship and belonging, but also sources of information and practical support that the Anfield community may not have been able to access, or may not find the quickest pathway to. Liverpool Biennial, bakery staff and their wider organisational and personal networks have supported the growth of an international network of support. This network is a resource for the bakery to use during its progression.

For, example, The Anfield Tour and its press coverage, as far reaching as New York brought attention to the project and grew its network capital. Also, the investment made in Homebaked in the form of paid staff who had vast experience in working with trusts and foundations provided a key source of knowledge concerning telling a story well and in the right places. The very successful Kickstarter campaign is a good example of telling the story of Homebaked in the right way, and as such building resourceful skills which are still embedded in the bakery in the way it operates today.

Social capital can be cultivated when there are opportunities for people to bond and achieve joint accomplishments; such opportunities enable people to act as a collective when they need to articulate their needs and wants. This type of

¹² Putnam, R. D. (1995). Bowling Alone: America's Declining Social Capital. *Journal of Democracy* 6 (1): 65–78.

participatory capital is demonstrated in Homebaked through a continual growth in skills and knowledge concerning all levels of business operation and in the manner in which the bakery is engaging the wider community through a constant invitational aspect to meet like-minded people. For example, the Day in the Life of a Loaf project invites Anfield residents to learn to bake but also to talk about their needs and issues during the activity. This offer to join in and take part enables further community commitment and reinforces and reproduces the sense of belonging apparent in the early stages of the project.

4.4.1 Powerless to Powerful

The bakery provides a base and a platform for those in the community who have strong attitudes and are motivated to take part, support initiatives and change but in the past had lacked a mechanism to enable them to mobilise their social capital. Homebaked invites people to develop individual capital and use it in the areas of their life it is most needed, be it making a better neighbourhood or area for their children to grow up in or to gain employment or skills.

‘To me it was something that was going, out of everything that was being destroyed, the dereliction, this was growing and I felt that I could be part of it.’

‘ to further social, economic and environmental interests for local people’ That says it all for me, it’s about people coming together to have control over their own area and to have a say about what happens’

‘This is one little building, let us keep it and show you what we can do as a community. Because we haven’t had no voice, we are in all different areas everyone is segregated’

‘I was in a really bad place and I felt at home in Anfield because there’s a sense of hopelessness and that you deserve nothing but what Anfield has to offer. Tonight I’m going to a meeting in Salford with a new artists’ collective who want to turn me into an artist. I’d never have had the confidence or skills if it hadn’t been for this. It really turned my life around’

'Our job is to secure the building via the Community Land Trust, make it available to the Bakery so it can run well and eventually offer shares to the local community so that everyone can have real ownership'

'The bakery is here, the project is delivering a bakery back to the community because it was asked for'

4.4.2 Enabling Alternative Status

The opportunities presented by Homebaked have enabled stakeholders to bring about a personal shift in their circumstances and to change the way they see themselves and their role in their community. As discussed by Clary et Al (1998)¹³ the need to self-protect and to address personal problems or issues can be an inducement to volunteer. In addition, wanting to grow and to develop personally can also be a strong motivation to take part and that persistence in voluntary participation continues when people feel the experience is satisfying their personal motives (Clary & Snyder, 1991)¹⁴.

'I am on the CLT board and I'm chair of the Bakery Board, I put my hand up to volunteer when everyone goes silent'

I was struggling with day to day life as I had never been out of work and I was finding it increasingly harder each day

'I feel so much better now and my self- esteem has returned after being out of work'

'I know where I am going now'

¹³Clary, E. G., Snyder, M., Ridge, R. D., Copeland, J., Stukas, A. A., Haugen, J., & Miene, P (1998). Understanding and assessing the motivations of volunteers: A functional approach. *Journal of Personality and Social Psychology*, 74, 1516-1530.

¹⁴ Clary, E. G., & Snyder, M. (1991). A functional analysis of altruism and prosocial behavior: The case of volunteerism. In M. Clark (Ed.) *Review of Personality and Social Psychology*, 12, pp. 119-148. Newbury Park, CA: Sage.

'We are a group of people who are determined to make this bakery work'

'Being involved has helped me to feel at home in an area that is really new to me, and feel part of a community that I never quite believed I could really fit in to'

5. Conclusion

This report was commissioned to identify distinguishing factors which enabled Homebaked to evolve as a concept and to emerge and thrive as an entity. The study sought to understand the part values played in this process and the social impacts that have arisen through involvement its development.

In order to uncover enabling factors the evaluator analysed data to find sources of inspiration and also instigation for joining the project and also having an ongoing commitment. Then, to identify aspects of transformational effects the project has upon its participants.

During an interview with Jeanne Van Heeswijk, the idea of a recipe for a revolution was discussed and if it was possible to define which effective ingredients can be used to bring about community led change. In bringing this report to a conclusion which satisfies the aims of this report this recipe is attempted below:

1. Find the Correct Oven

The Mitchells bakery building has significance for the Anfield community; it is a long-standing community asset and has import in hearts, minds and memory of place. With this in mind the project was set in a location that had not yet gone cold and lost its meaning for the community.

2. Set the Right Temperature

Underpinning factors for success were the personal attributes of those who set the project in motion and supported its growth. These attributes including

integrity, being trustworthy and ethical in approach attracted like-minded people and gained support and confidence from volunteers and participants.

3. Use Locally Sourced Ingredients

The principles of co-production were applied to this project. The method of working with people instead of for people has enabled the bakery to accomplish community ownership.

4. Knead with Care

The Homebaked network delivered back to its participants as sense of belonging and place which has been taken away in quite cruel and unjust circumstances. The dynamics set within the bakery, despite its long and sometimes painful journey to fruition were of care and compassion, carried out with an understanding of place and a willingness to set the right conditions of care.

5. Bake

This project took a long-term view to enabling the community to take ownership. In the interview with Liverpool Biennial's director, she states that 'the board was brave'. The project took significant input from all those involved including paid staff and volunteers who worked for a couple of years to put in place the right measures for the bakery to evolve in the right format for community ownership that is informed. Expert talks, visits, networking and learning opportunities all contributed to the 'bake', which produced the end product.

6. Understand your Customer

Homebaked provided a mechanism to growth and mobilise social capital in Anfield where a power shift, no matter how small, was needed. The bakery has enabled participants to emerge as winners in a powerless situation. The seemingly impossible task has been achieved and its impact is significant for those involved. In fact, in some stories analysed in this report, Homebaked has contributed extensively to changing their lives.

