



The Prince's  
Responsible  
Business Network

# A STEP-BY-STEP GUIDE TO DELIVERING A PLACE-BASED APPROACH



Supported by



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# Contents

- 1. Introduction .....3
  - 1.1 Objective of this guidance document.....3
  - 1.2 What is a 'place' based approach?.....4
  - 1.3 Key outcomes we are striving for .....5
  - 1.4 Checklist for adopting a Place based approach: .....7
- 2. Key steps & approaches to collaborating ..... 10
  - 2.1 Find Your Anchor ..... 11
  - 2.2 Understand Your Place ..... 14
  - 2.3 Define your Priorities and Team .....27
  - 2.4 Agree Your Actions ..... 30
  - 2.5 Understand the Difference You Are Making .....34





## 1. Introduction

There is an opportunity in front of us. The world around is changing every day and the UK is currently going through seismic change. We need to address inequality by creating opportunity and prosperity around the UK. The need for unity and collaboration has never been greater. Our economy will only prosper if all communities in the UK thrive too – in places where our business customers, colleagues and neighbours live. They are the very basis of the society that our economy depends on. BITC's Place campaign will help us achieve this.

*We exist to unite businesses, organisations and neighbours to create thriving communities and healthy environments.*

Some businesses are already demonstrating how they can play a role in effecting positive change in Blackpool, Haringey and Wisbech. During times of inequality complexity and fragmentation, it is our mission at BITC to help businesses focus on the places that are important to them, and to understand and act on, opportunities to improve the health of their local communities and environment in a sustainable way. No one business can achieve this alone, collaboration is key. Our work focuses on building trust. Bringing together local and large businesses, organisations and neighbours to decide what future outcomes they want and how they can co-create them.

We will achieve this by:

- Understanding – We research and practically demonstrate how organisations can collaborate across sectors in new and inventive ways to make significant, collective impact in communities.
- Innovating – We trial innovative place-based approaches, to evaluate, consolidate and share what we learn with organisations across different sectors and communities.
- Scaling – We connect and enable organisations and community partners to increase their positive impact across the UK by changing ways of working on a greater scale.

### 1.1 Objective of this guidance document

The objective of this guidance is to provide support for your business to implement a place-based approach to investing in your local community. In doing so, you will understand the challenges and opportunities in a location and implement long-term, collaborative responses to address long-term social, economic and environmental needs. This guidance brings together tools, resources and





key learnings drawn from our experiences of working collaboratively and effectively in places and is intended for businesses at practitioner level.

This guidance is set out in two parts; this guidance document which sets out the key steps required to successfully implementing a place-based approach. A separate 'Toolkit' accompanies this guidance and presents a set of practical tools and templates to deliver this approach.

## 1.2 What is a 'place' based approach?

Fundamentally, a place based approach is about bringing everyone together in a place to act collaboratively on long-term goals, based on a common agreement of the challenges, opportunities and solutions and drawing on the strengths of everyone in that community – whether they are a business, a community organisation or from the public sector.

This approach requires a longer-term collaboration between the local council, community leaders, businesses and Government; with real vision, tenacity and leadership. It is built on an understanding of local needs, fed directly by people in the community, to make change happen.

From a business perspective, this should be a place that has a commercial imperative; for example, due to the location of current or future operations, opportunities for business development, clustering of employees, customers/clients or opportunities to develop a current or future talent pipeline.

*“Place-based working does not have one single definition but describes a style and philosophy of approach that seeks to deliver more holistic and collaborative solutions to social issues in a local area.”*

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### BITC's Healthy Communities Model

We have condensed our learning – looking across BITC's own programmes and activities, our membership and more widely across other organisations – into a simple framework, the Healthy Communities Model. The model begins with understanding & identifying the challenges and opportunities in a place; co-designing the response; taking action; reviewing your impact; scaling & customising your activities, all while continually engaging, communicating and co-operating with your employees, local communities, businesses and other key stakeholders.



Key to delivering an effective place-based approach is ensuring that you have engaged with people from across your community. You need to understand and identify the:

- Challenges facing people and the environment;
- Opportunities to addressing them;
- Role your business can play in addressing these challenges and co-designing the solutions required with your local community

### 1.3 Key outcomes we are striving for

Several key outcomes can be addressed using a place-based approach. A critical success factor is developing greater trust within communities and between individuals and institutions. This will enable greater ownership of both challenges and solutions to issues facing a community, and with it sharing of resources to address long-term needs that will ultimately decrease levels of inequality.

By adopting a place-based approach, you will:

- Develop a deeper understanding of your community including:
  - The characteristics of the physical place;
  - Who the people and organisations within the place are;



- What their needs and challenges are– social, economic and environmental;
- Any existing vision and priorities for the place;
- What is currently happening i.e. community events, changes in businesses, programmes to support key issues.
- Be able to provide an informed voice on local needs and solutions
- Be able to define what role your business can play in supporting those solutions and the overarching vision for the place
- Identify who you can collaborate with in developing the vision and delivering on actions
- As a result, this will:
  - Increase insights into your employees, customers and supply chains
  - Enhance the reputation and profile of your business in the local area
  - Increase employee engagement and loyalty
  - Develop your organisational networks and support supply chains
  - Deliver organisational community investment objectives
  - Attract talent and secure leadership succession
  - Provide opportunities to develop new or enhance existing products, services and operational processes
- Consequently, people within the place will:
  - Have a greater voice in the vision and solutions
  - Have increased levels of social capital and trust
- 

Our ambition and actions are driven by our understanding of the national landscape, developed after extensive work with businesses and communities, understanding local needs and engaging with communities. Combining our skills, knowledge and the resources of place based approaches, convened and coordinated by BITC, we are promoting and aiding vibrant, prosperous and inclusive communities across the UK. This is only achievable if we all work together, continually sharing knowledge, best practice and lessons learned to galvanise support and create fairer communities. We want *you* to add the power of your business to adopting and promoting a place based approach. Work collaboratively with BITC and other businesses in your cities and local communities to engage with this ambition of supporting the creation of vibrant, prosperous and inclusive communities in a place based manner.



## 1.4 Checklist for adopting a Place based approach:

Stage	Steps to complete	Check	Section
<b>Find Your Anchor</b>	<ul style="list-style-type: none"> <li>● Read the Anchor brief</li> <li>● Identify an individual(s) or organisation to act as anchor</li> <li>● Option to undertake the BITC anchor training</li> </ul>	<input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>	<ul style="list-style-type: none"> <li>● Guidance document, Section 2.1</li> <li>● Toolkit, Appendix A, B</li> </ul>
<b>Understand Your Place</b>	<ul style="list-style-type: none"> <li>● Analyse key data sources and complete needs analysis template</li> <li>● Conduct listening exercises with local stakeholders &amp; representatives</li> <li>● Identify key individuals/organisations in the community to act as champions/advisers</li> <li>● Refine your approach based on insights generated</li> </ul>	<input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>	<ul style="list-style-type: none"> <li>● Guidance document, Section 2.2</li> <li>● Toolkit, Appendix C, D, E, F, G, H, I</li> </ul>
<b>Define Your Priorities &amp; Team</b>	<ul style="list-style-type: none"> <li>● Build your collaboration network</li> <li>● Define your priorities as a collaboration</li> <li>● Review and collectively agree your actions and goals</li> </ul>	<input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>	<ul style="list-style-type: none"> <li>● Guidance document, Section 2.3</li> <li>● Toolkit, Appendix J</li> </ul>
<b>Agree Your Actions</b>	<ul style="list-style-type: none"> <li>● Co-design a long term vision &amp; plan with your local collaboration, building on your collective knowledge &amp; the views of local people</li> </ul>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● Guidance document, Section 2.4</li> <li>●</li> </ul>
<b>Understand the Difference You're Making</b>	<ul style="list-style-type: none"> <li>● Select an approach to evaluation</li> <li>● Define and analyse your impact pathway</li> <li>● Review the community, business and environmental impacts of your interventions</li> </ul>	<input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>	<ul style="list-style-type: none"> <li>● Guidance document, section 2.5</li> <li>● Toolkit, Appendix K</li> </ul>



## Blackpool case study: BITC convening transformation in a place

Blackpool has many challenges, illustrated by its position at the bottom of a number of indicators of social deprivation, including having eight of the 20 “most deprived” neighbourhoods in England. Blackpool benefitted from a three-year BITC Business Connector Programme, involving talented secondees from Warburtons, DWP and Lloyds Banking Group, working to create local connections and partnerships, which helped to build trust in the community. The final Business Connector saw the opportunity to pull together these three sectors; retail, government and banking; and recognised that working collaboratively on a long-term strategic agenda was a sensible way to effect positive change in the area. The convening role that BITC has played in Blackpool is an example of how an organisation can act as a change agent in a place.

BITC created the Blackpool Pride of Place Partnership in 2017, a group of people from the business, voluntary and public sectors who have come together to tackle both social and economic issues. The Partnership is branded ‘Blackpool’ as this is where the highest concentration of social issues exist, but it aims to have a halo effect across the entire Fylde Coast. This Partnership is Chaired by Christine Hodgson, Chairman of Capgemini, and includes local businesses such as Merlin and Beaverbrooks. Other members include the Chief Executive of Blackpool Council as well as the Local Enterprise Partnership and a number of voluntary sector organisations. The partnership aims to attract new investment into Blackpool and provide sustained support and development to make the area a success by drawing on the best of the three sectors to deliver the right solutions.

The convening power of BITC helped to facilitate a ‘Seeing is Believing’ (SIB) visit to Blackpool in 2017, led by the then Lord Mayor of London, a Blackpool alumni, and the Chairman of Barclays. The SIB visits bring a select group of senior business leaders into the heart of communities, to directly understand the social issues affecting a place and to encourage participants to think strategically about the practical actions that can be taken in response. As a result, the group of attendees decided to continue to support the local Pride of Place Board and created a National Advisory Board. This Board acts as a critical friend to the local board and as a Steering Group to the Born and Bred project, a network of alumni which seeks to find people who were born and/or bred on the Fylde Coast who will help to influence nationally, drive activity locally, promote funding requests and help to find good people to lead activity.

To create a Strategic Plan, the Partnership engaged locally with the social, business and the public sectors to discover the opportunities and barriers to creating a prosperous community. This has all informed the creation of a long-term vision for Blackpool and the ‘Blackpool Town Prospectus 2030 Agenda for Action’ was published in October 2018. Working with The Connectives, a social enterprise, the Partnership ran a session with local people to validate this vision set out in the







prospectus. The prospectus brings together short, medium and long-term actions and sets out specific actions around transforming housing, turbocharging the local economy, nurturing mental health resilience and preparing young people for the world of work. Alongside this, the prospectus invites national Government to work together with the partnership to address long-term embedded challenges and to take advantage of opportunities.

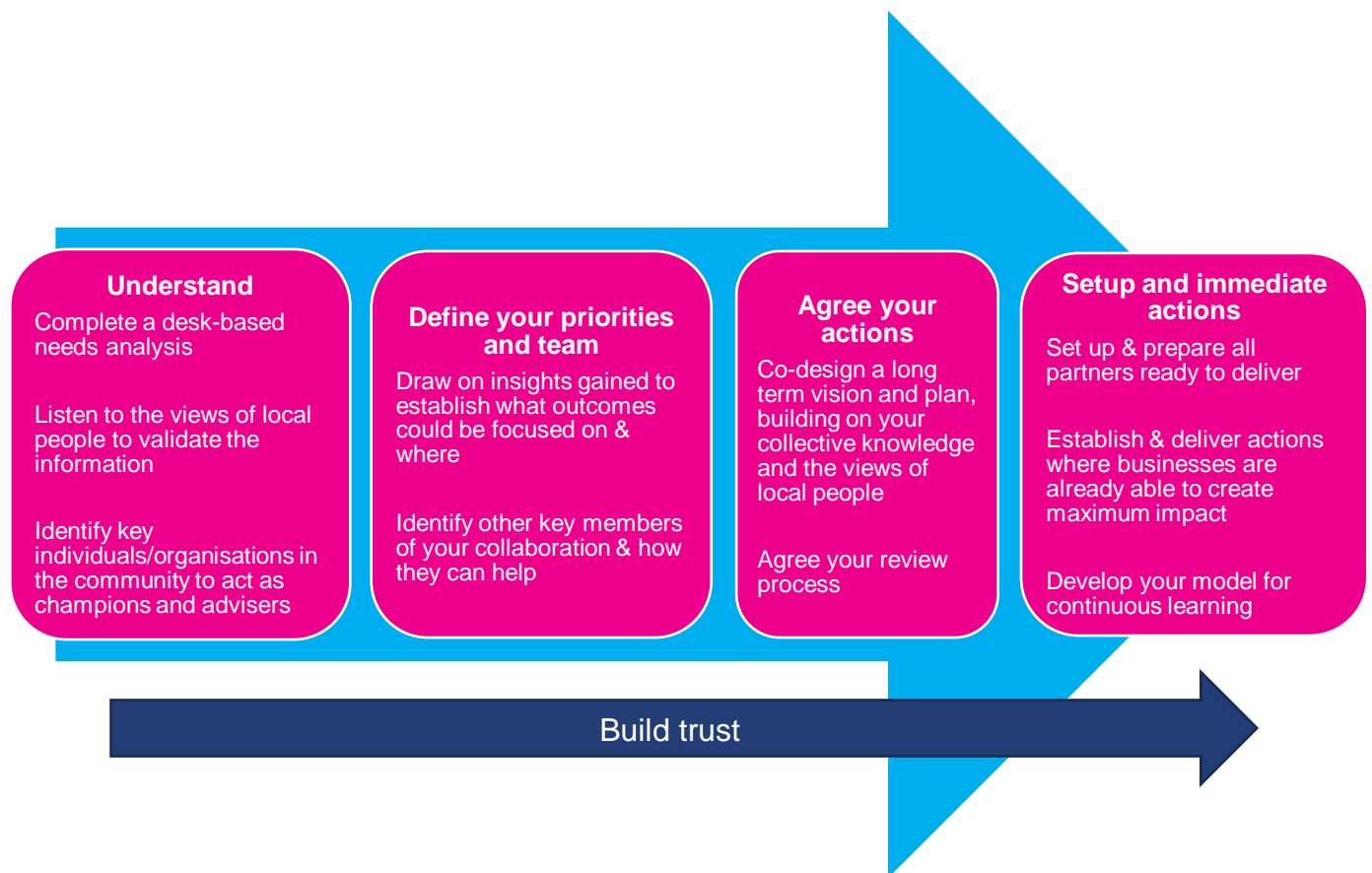
Additionally, several initiatives have been launched by the Blackpool Pride of Place partnership such as the Fylde Coast Responsible Businesses Network (RBN). The Network was launched in October 2018, with the aim to bring together businesses to harness their collective strength; be a force for good in their local community and join with others to have an impact. The Network offers quarterly networking events to share success stories and promote best practice, alongside the opportunity to meet other businesses. It has two principle campaigns; one to get businesses to work together and inspire young people in local schools and prepare them for the world of work; and the other is to help people who have been out of work back into employment, through meaningful work experiences and placements. The Network also offers a brokering service to match businesses with local volunteering opportunities.



## 2. Key steps & approaches to collaborating

This section presents the steps required to develop a place-based approach, with guidance on how to deliver each step including tools available to support you. Key to success is ensuring that you are developing the right relationships and building trust, establishing a coalition of partners from across all sectors. This will ensure that the knowledge and insights you have into local needs are grounded in an understanding of perspectives of people locally.

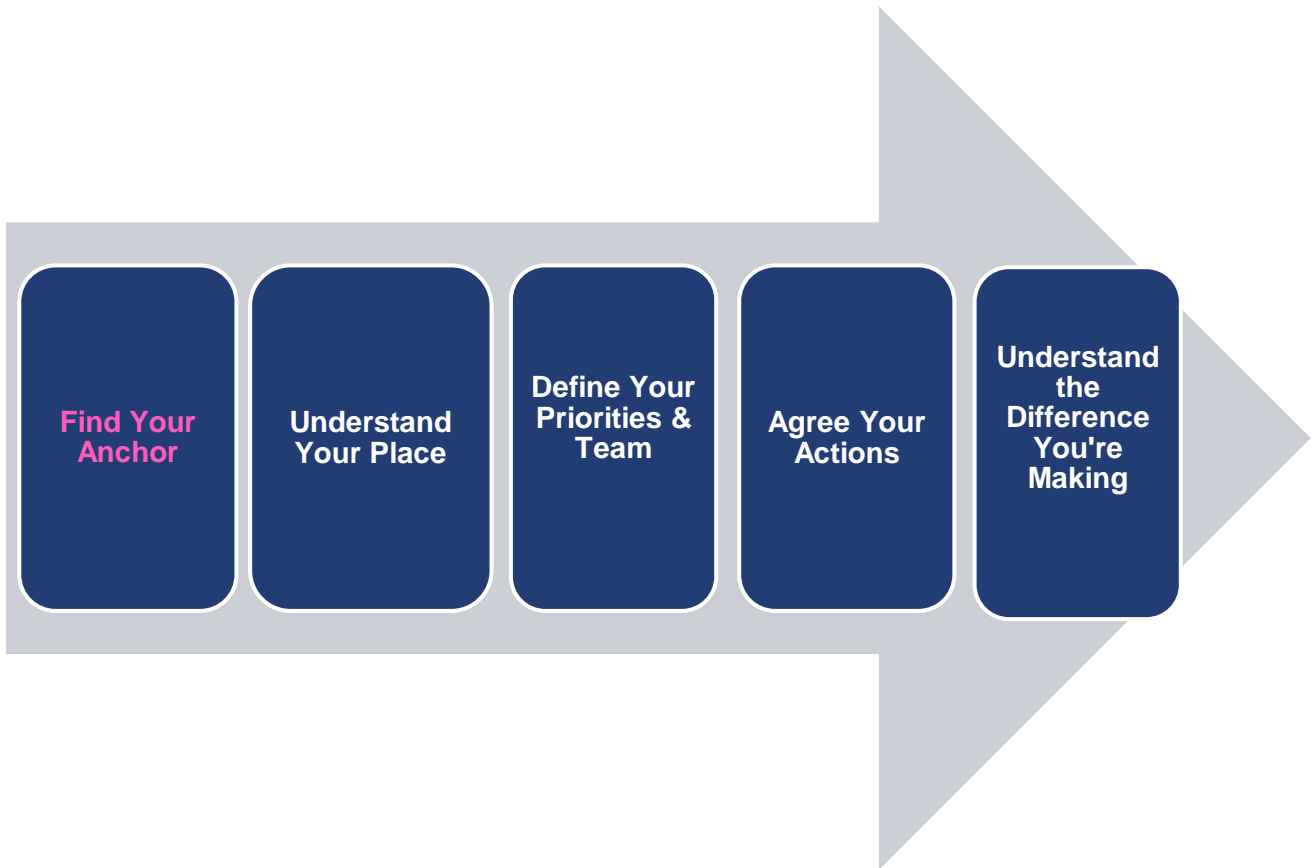
The overall process you should initially undertake can be summarised as:



A full outline of the steps required to establish a collaboration can be found in **Appendix A**.

This guide focuses on the first three sections and is broken down into 5 key steps; find your anchor; understand your place; define your priorities and team; agree your actions; understand the difference you are making.

## 2.1 Find Your Anchor



To ensure that the work you undertake in a place is part of an effective collaboration, it is essential to identify an organisation to act as an **Anchor** for your activity. This could be your own business, or another organisation. Having an anchor provides a focal point and co-ordination to working in a place, enabling engagement across sectors to set the vision and action plan required.

The role of the Anchor is to work with other organisations in the place to identify the key organisations and key social issues, what is already happening; how all these organisations can work with one another; convene them as part of a collaboration; build a long-term plan for the place involving everyone; engage with wider local businesses, community groups and the public sector to support and deliver this; and ensure that there is an exit plan for the collaboration.

The Anchor is responsible for ensuring that the key steps outlined on the next page are delivered. They would **not** be required to deliver everything but would take strategic oversight of the work of the collaboration, drawing on expertise, resource and support from partner organisations.



Depending on the work required, they may take responsibility for directly delivering aspects of the set up and plan.

Dedicated resource to be the human face of the collaboration on the ground is key, connecting and building trust within the community, and ensuring delivery of the collaboration's work. Ideally, this would be an individual seconded full-time to lead the collaboration, or an individual who has capacity in their current role (e.g. local store manager, community champion, regional lead for the area etc); either from the Anchor organisation or a member from the collaboration.

Given the long-term nature of place-based work, the same organisation may not be able to commit to be the Anchor for duration of the collaboration. If this is the case the Anchor should work across the collaboration to identify a successor organisation.

An outline of the role of the Anchor can be found in **Appendix B**

### Examples of how organisations have approached their Anchor role

#### **Anglian Water – Business Connector**

Anglian Water identified a huge amount of potential for growth and innovation in Fenland, and across the East of England. The area has high levels of deprivation, unemployment and issues with youth aspiration. The business believed the key to addressing these, was to place an individual full time in the area to act as an 'connector, who could bring together a range of stakeholders to work collectively. Thus, Russell Beal was seconded for three years as a Business Connector to align the community focused work undertaken by his colleagues at Anglian Water, into a more strategic platform that included its supply chain group '@one Alliance'. Through his role on the ground, Russell was both able to engage local community volunteers, identify and draw on the most appropriate resources from within Anglian Water, knowing when to draw on the expertise of the operating teams to support action in Wisbech and when to draw on the Anglian Water's CEO to galvanise support for the work.

The success of Anglian Water in Fenland is attributable to the human element; drawing on local people to support and drive the project, facilitated by a local, on-the-ground individual, who had insight into Anglian Water and the resources it could provide and an understanding of when to draw on those resources and networks.





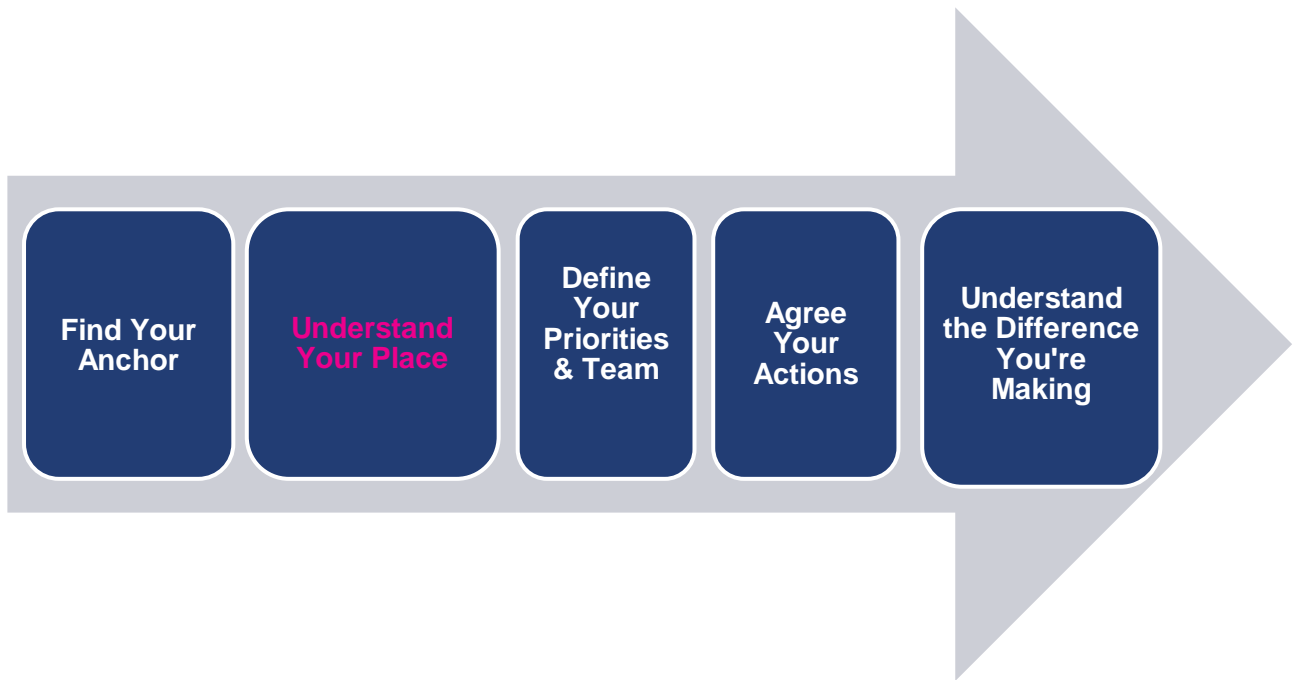
### **Morgan Stanley – Community Affairs team**

Morgan Stanley played a key 'anchor' role in bringing together key stakeholders to achieve a successful intervention in the Poplar community in Tower Hamlets, London to address childhood malnourishment, lack of play opportunities for children, and the future health and wellbeing of the community. The business adopted a different approach to Anglian Water by making it part of the Head of Community Affairs role, held by Emma Tamblingson, rather than a full time role.

The business teamed up with Healthy London as part of the 'Morgan Stanley Healthy Cities program' to deliver the intervention and as anchor, Morgan Stanley played a central role in ensuring successful programme outcomes, coordinating the collaboration of stakeholders and deploying employee resources to the programme as and when needed. A project manager was assigned to build the programme concept, on-board stakeholders and charity partners, oversee the launch, and manage the ongoing delivery and partner collaboration. Senior level buy-in was secured internally and a steering group was formed consisting of stakeholders and delivery partners. Key external stakeholders were engaged by Morgan Stanley to help advise and a collaboration of local charities were brought together to analyse the findings, develop and deliver interventions with key targets, and long term sustainable change.



## 2.2 Understand Your Place



Before you undertake any activity in your place, it is important to build a clear understanding of the landscape you will be working in. This should include peoples' views and perceptions of the area and their perspectives on key challenges, issues and potential solutions; data from external sources such as the local council, environmental regulator and Government statistics; and what agencies are currently active in the place – including other businesses, charities and the public sector.

Having this information will inform your approach and actions, support you to hold informed discussions with key stakeholders to sense check local activity and ensure that your activity is focused on the areas of greatest need and create long lasting relationships in the process.

There are three elements to consider:

- What the data tells you
- What local people think
- Identifying the key organisations and local people who are already active and that you can work with

### Questions to start:

- What area do you want to understand?
- What defines the local community?
- Which stakeholders should be consulted?
- Where should initiatives be implemented?
- What parts of your business could you use, e.g. are you considering operational impacts or project-based impacts?

### Initial scoping

As a starting point, undertake a needs analysis to understand the current issues and challenges, identify who the local stakeholders are and what they are doing to resolve these issues.

This work could be undertaken by the Anchor on behalf of the collaboration. However, if you are not the Anchor organisation, it will be important to contribute to this research, ensuring that your own knowledge and insights are included in any analysis.

Publicly available information from the local authority / central government, community-based organisations, environmental regulator and other local businesses should be referenced during this process. The topics to focus on are as follows:

- What issues do people face in the area? Reflect on issues across the spectrum of [BITC Responsible Business map](#)
- What are the social, economic and environmental trends – are these issues getting better or worse?
- Are there differences due to different protected characteristics (e.g. gender, race, age, rates of domestic abuse; the local employment rates for women (and other groups)?)
- Are there any major plans for the Place that present a regeneration opportunity and could help deliver shared value to address local issues e.g. a major rail network change (HS2), city centre redevelopment, City of Culture application, major tourism development, the creation of a digital hub etc? These will usually have an Equality Impact Assessment attached.
- Who are the main organisations trying to tackle these issues (public, private or voluntary sector organisations)?

- What support initiatives are already in place? Could they be supplemented through further business engagement?
- What business and community networks are active locally? Is your selected area a Business Improvement District?
- What BITC programmes are being implemented locally and are there other Prince's charities delivering locally?
- What Business in the Community members are engaged in the place?

The key thematic areas to consider in developing your needs analysis are outlined below, and are set out in detail in **Appendix C**. A template needs analysis can be found in **Appendix D**. Useful information sources are set out in **Appendix E**.

*Key thematic areas to consider in undertaking a needs analysis:*







## Speak to local representative organisations

Armed with the insights from your needs analysis, the next step is to speak to local people. As part of your needs analysis, key people within the community will have been identified that you can start with. These could include:

- The Local Council – for example, Director of Regeneration, the enterprise development team, the community neighbourhood team
- The Local Enterprise Partnership / Chamber of Commerce
- Town Centre Manager
- Business Improvement District
- Council for voluntary service/volunteer centre
- Community Centre Manager
- Local chamber of commerce
- Business in the Community Regional Offices
- Environmental regulator area offices
- Local Wildlife Trusts
- Catchment/River Partnerships
- Any other brokers
- Any business partnerships or associations

Use the insights that you have developed to start a conversation, ensuring that you take an active listening role. Ask open questions to support the discussion. It is helpful to have a clear understanding of what you are expecting from your discussions, and the focus of your conversation.

## An environmental perspective

- Meet with staff from your local environmental regulator office. They can offer insight into the condition of the environment in your chosen place and highlight any local businesses or homes that are at risk from flooding. It's important to recognise the links between a healthy environment and peoples' wellbeing.



### Questions to ask:

- What are the most pressing issues facing residents, agencies, businesses and volunteer groups in the area? (use the people, economy, environment and place framework as a prompt if it helps)
- What are the trends – are these issues getting better or worse?
- Who else is working on these issues, who are the main organisations in any sector who are trying to tackle these issues?

The information that you gather through these conversations should be used to supplement the information from your needs analysis. Key things to consider:

- Does it match what the data and statistics have told you? If not, what are the differences? Do you have a sense of why?
- Are there any particular issues that many local people have highlighted as key for your place, either now or likely to develop over time? Understanding the most pressing local issues can help you prioritise activities to make the biggest impact
- Are there particular locations within the place that people have suggested you should focus on or support?
- 
- At the same time, you should also be expanding your network of local contacts, and identifying key people you can work with, talk to your current stakeholders, ask them who the key players are and who you should be speaking with. These may be people that should be members of your collaboration. The Anchor and members of the collaboration should work together to identify and invite the right people to join your collaboration as you go. By doing so, you will ensure that your understanding and any work that you undertake is informed by and rooted in the views of the local community. This will help to build trust and longevity in the work that you do.

### Speak to your local neighbours - Community voice

Alongside speaking to the representative organisations operating in your local place, it is also important to reach out to the wider population and hear directly from your neighbours – the people who live, work, trade, shop and enjoy spending time in your place.

The International Association of Public Participation have developed a spectrum to define the public's role in any public participation. This outlines the levels of participation that you can



undertake, what that is promising the public, and tools that you could use to achieve the level of participation.

### ***“Find your Keith” – Key learning from Anglian Water in Wisbech***

Central to Anglian Water’s approach in Wisbech is putting community at the heart of regeneration and listening to the voice of community. Anglian Water advocate ‘finding your Keith’, a local, trusted and inspirational community voice to guide, inform and share the journey to regeneration with. Keith Smith is the founder and director of the Ferry Project, a charity and social enterprise that helps homeless people in Fenland. The Ferry Project provides both accommodation and the skills needed to enable the homeless to live independently. Fenland District Council connected Keith and Russell Beal, the BITC Business Connector, highlighting the impressive work which was being done by the Ferry Project. Keith’s vision and passion for improving the town was undeniable and infectious; his presence as a key player within the community was incomparable. Keith and Russell’s first meeting was a crucial step in identifying opportunities to support Wisbech. It allowed an honest and open conversation to take place. Anglian Water didn’t have all the answers and needed to understand the current situation from someone at the heart of the community to appreciate how they could make a difference and ensure it was undertaken in the best way possible. Keith’s expertise and knowledge on Wisbech was invaluable and quickly led to the proposal of assisting in the refurbishment of the Queen Mary Centre, Wisbech’s community centre.

Keith Smith, founder and director of the Ferry Project:

*“The people of Wisbech used to believe that nothing would ever change and if it did it would only be for the worse. When Anglian Water got involved, the first thing they did was listen. They didn’t come because they had to or because they wanted to improve a government statistic; they came to help us to change the way things are. The way they are involved in Wisbech has evolved and they have responded to what they have heard and seen in a flexible way. It is not about following a prescribed method but about an attitude of being ready to do what it takes to change things.”*



*The Spectrum of Public Participation<sup>1</sup>*

	inform	consult	involve	collaborate	empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Tools	<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Websites</li> <li>• Open houses</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen Advisory committees</li> <li>• Consensus-building</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Ballots</li> <li>• Delegated decisions</li> </ul>

A key aim in taking a place-based approach is to include your neighbours in understanding, designing and delivering solutions to the needs and priorities in your place. Successful interventions are driven by ensuring that the communities most impacted by social challenges have a say. All collaborations should aim to work across the entire spectrum to achieve this. The Anchor and members of the collaboration should work together to define how best to approach this, and what role you can take. This includes considering all of the ways that you interact with local people across your business. This could include your employees, your customers/clients and your suppliers. What approach you take will depend on a number of different factors:

<sup>1</sup> IAP2 Federation - The P2 Pillars, [https://c.ymcdn.com/sites/iap2.site-ym.com/resource/resmgr/files/IAP2\\_Federation - P2 Pillars.pdf](https://c.ymcdn.com/sites/iap2.site-ym.com/resource/resmgr/files/IAP2_Federation_-_P2_Pillars.pdf), Accessed 5 March 2019





- Type of business e.g. size/sector
- Type of site in your place – e.g. HQ, regional office, branch office, industrial site, locally situated mobile workers etc.
- What you are trying to achieve with this engagement activity / how do you think the engagement will help advance your understanding of your community
- Who you are within the organisation
- The profile of your local area e.g. are there local residents groups or is it mainly commercial

There are a number of methods to achieve this. Start by looking at the ways that you engage with your people internally. Some of your employees may live in your place and will have knowledge and insights.

Depending on your type of business, employees may also speak directly to your neighbours, e.g. as customers in your store or clients you work with. How are you empowering them to ask questions about what is happening in the place, and people's views on the needs and solutions. What support or skills do they need to do this? How can you capture this information?

There is no simple solution or one size fits all approach to choosing a effective engagement method. Numerous online tools are available that offer support in undertaking these conversations, from identifying relevant stakeholders to designing a process to understand and overcome potential barriers such as divided communities or excluded groups. Guidance on useful tools to explore can be found in **Appendix F**.

You may also wish to commission research to inform your thinking. This could include identifying an expert in a particular topic that you have identified as an issue to do a deeper analysis of the community.



### **Morgan Stanley – child health research project**

As part of the Healthy Cities programme with Morgan Stanley, a six months research project was led by Dr Paul Sacher, an expert and academic in the field of child weight management and health, and former Great Ormond Street Paediatric Dietician. Sacher spoke with 100 residents and key stakeholders in the Poplar area, to identify the challenges around children's health. The research findings showed the focus of the interventions should be targeted to not only the children, but their parents, ensuring the holistic approach of educating the whole family would result in a deeper mindset change. It was also clear that deeper impact would be made if the interventions concentrated in a specific area of Poplar.

Regular milestone checks were held with Dr Paul Sacher, who led the initial research to ensure that the programme is capturing all relevant results and data required to demonstrate the impact made. Sacher also led a mid point evaluation to ensure change was created and having the desired impact, reporting back on where enhancements should be made to ensure the long term success of the programme.

### **Things to be aware of when adopting this approach:**

- Many organisations, including the local council and other businesses may already have undertaken, or be due to undertake, consultations/surveys with local people. Ensure you understand what other surveys may be currently planned and whether there are opportunities to join up
- Review any recent resident surveys to uncover key priorities
- Be aware that some sections of the population may be unwilling to engage due to lack of trust or feeling that they won't be listened to

### **Citizen science approach**

Using a 'citizens scientists' is a collaborative approach to designing and delivering local surveys. Work with your contacts in the community e.g. local charities, to identify residents who you could work with to design the questions you wish to ask local people. You should provide training in research and surveying techniques to this group, and empower them to go out and conduct the surveys on your behalf. This has the advantage of ensuring that the people asking the questions are trusted faces whom local residents may feel more comfortable talking to, and may unearth different insights to your other engagement methods. At the same time, it provides an opportunity to develop new skills amongst local people.



Toolkits from other organisations to support local community engagement can be found in **Appendix F**.

### **Haringey citizen scientists**

Tottenham, in the London Borough of Haringey has a significant and ambitious regeneration scheme with the vision to become a fully employed borough by 2030. Haringey Council's Transformation Fund and Linklanners LLP funded Business in the Community to identify what barriers unemployed residents were facing in Tottenham in order to establish how best to improve access to jobs. This was identified by conducting a survey of 131 unemployed residents from Tottenham who gave their views on barriers to employment.

The research was co-designed and conducted by 5 unemployed Haringey residents who were trained in basic research methods by Ipsos MORI to become citizen scientists to listen and understand the community voice. Participants were asked about their views on employment in Tottenham from a personal and wider perspective. They were initially asked open ended questions and then asked to tick a multiple choice survey. The survey was the primary evidence gathering tool. The questions roughly fell into existing barriers, potential solutions, current use of services, satisfaction with services and advice for businesses. The geographical focus was Tottenham, with a particular interest in understanding the views of unemployed residents in Northumberland Park. 100 surveys were sought and 131 achieved, with 15% of these from Northumberland Park. Using local residents as citizen scientists to conduct the surveys had a positive impact on the number of respondents that took part and gave their time. The findings helped inform the next stage of this focus in Tottenham which was to develop an employer-led network of support for unemployed residents and those still in education.

### **The voice of young people**

A key local stakeholder group that it is important to engage with are young people. Reflect on how you are enabling them to have a voice and a role in creating change. Engaging with organisations that enable and support young people to have a voice, such as Step up to Serve, will provide opportunities to speak to young people directly and empower them to work with you to undertake social action.

### **Other examples of engaging local people**

#### **Community conversations**

Community Conversations are cross-sector networking events, enabling fruitful conversations between business, the voluntary sector and local government to occur and people that live locally in the community. They explore, in a relaxed environment, how everyone working together can





build a healthier community. Community Conversations can take different formats or have different focuses. They may be a general networking event to bring together lots of different people, or an opportunity to speak to your neighbours about their experiences of living in the local area or a particular topic/issue.

A key outcome from a Community Conversation is a commitment amongst participants to continue to work together, and agreement on collaborative actions that can enable cross-sector responses to make a real difference. These should seek to address the needs that have been identified in the community, utilising the combined knowledge, skills and insights of participants to create compound impact.

Full guidance on running a Community Conversation can be found in **Appendix G**.

### **Community Conversation – Prisons and communities**

Vikki Bendle and Maria Desmond, former Business Connectors brought together 50 representatives from business, government and community organisations at their Sustainable Investments: Prisons & Communities event in London in April 2017 to share ideas and best practices for supporting offenders to successfully re-integrate back into society. Attendees included The Ministry of Justice, Department for Work and Pensions, Interserve, Prison Radio Association, Rio Ferdinand Foundation and Independent Monitoring Boards. A series of panel discussions were held and topics discussed included; the role of families in the rehabilitation process; the benefits of employing ex-offenders; and innovation and entrepreneurship

### **Born and Bred**

People may have been born in your place, but now live elsewhere. These could include people in positions of influence, either locally or nationally. They could be engaged to support your work, either as advocates to engage other people and organisations nationally, or as local supporters, providing access to their networks.

Blackpool's Pride of Place Partnership have created a network of alumni called 'Born and Bred' which seeks to find people who were Born and / or Bred on the Fylde Coast who will help to influence nationally, drive activity locally, promote funding requests and help to find good people to lead activity. The network act as Ambassadors for Blackpool and the Fylde Coast, are made up of influential people and the project is Chaired by Sir Andrew Parmley, former Lord Mayor of the City of London, who was himself raised in Blackpool. Full guidance on developing a Born and Bred network can be found in **Appendix H**.





## The views of the business community

A key group that it will be important to engage with is other businesses. The collaboration and the anchor working together should take time to speak to local business representatives. This should include suppliers and clients, but also other businesses SMEs. As with other people speak to, you should look to understand the breadth of the local business community, their challenges and what they are doing to address local social, economic and environmental issues. The following information should be gathered:

- Details of local businesses, including BITC member and non-member companies e.g. size, sectors, type of jobs and number of employees. Remember to also engage social enterprises
- Challenges of the business community to enable growth; skills gap of local employees, employee base does not match local community, recruitment and retention of staff, health and wellbeing of employees, access to good quality housing for employees, access to graduate employees, apprentice levy and talent development, access to finance and business advice, access to premises etc.
- What local business associations are active locally, what is their membership, remit and activity. Do they cover activities relevant to the community and responsible business agenda?
- Are there any local enterprise hubs, or centres which provide business support to start-up social enterprises or small businesses locally? Is the local authority supportive of this activity?
- Are businesses involved in any local BITC programmes? What are the levels of engagement and impact, and how are the programmes received?
- Have any local businesses focused their community activity on supporting a particular local need? e.g. skills, education, diversity, social inclusion etc.
- Is there any existing collaboration across these activities with other local businesses?
- Who are the key business leaders born or bred in the location with a real passion for the place?
- Guidance on questions to explore can found in **Appendix I**.

## Data and insights are not a 'one-off'

It is important to remember that the process of collecting and reviewing data and insights from different organisations is not a one-off process. You should regularly capture and review the information that is being collected across the collaboration. This includes capturing on-going conversations with your neighbours and other organisations as they happen and reviewing new data from public sources as it becomes available.

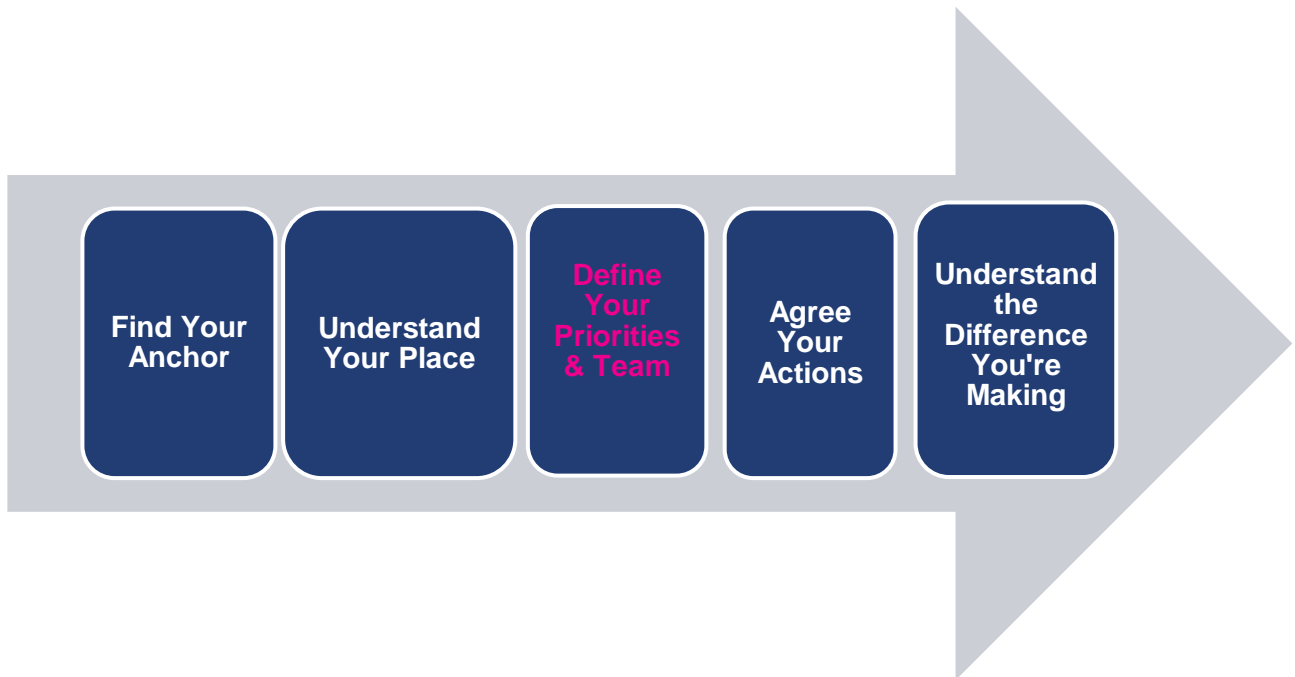


The needs of the community are not static, and neither are the priorities people place on issues at any one time. There may opportunities to act quickly to address an emerging issue or need, which can prevent it become a longer-term issue for you community, and/or help to further embed your relationships and develop trust.

The Anchor and members of the collaboration should ensure that there are simple systems in place to review and respond on a regular basis.



## 2.3 Define your Priorities and Team



Once you have begun to engage people in your place, and developed an understanding of the needs of your communities, working alongside the Anchor and your wider collaboration, it will be important to:

- Identify who else you can work with
- Define your priorities as a collaboration and establish what outcomes you could focus on
- Consider where you can offer support, drawing skills and resources from across your entire business
- Agree what you can do collectively, drawing on your combined resources

### Review your analysis

Whilst your understanding of the needs in your place will continue to evolve and develop as you build your work, it will be important to consolidate and review what you are learning, and begin to assess what are the key issues. If you are not the Anchor, you should work in collaboration with the Anchor to ensure that this is a collective analysis that builds on the insights and learning of all partner organisations.



You should consider what are the immediate actions that you and other collaboration partners can undertake, whilst building a longer-term vision for change.

There is a simple template in **Appendix J** that will help you to bring together this analysis.

### **Building your network and acting quickly**

Having already engaged with a wide range of people across your place, you should have a good idea of the key organisations that you can work with immediately. You should identify who is best placed to work in partnership with, to deliver initial activities and seek to ensure that they are as diverse a group of people as possible that are reflective of the community. This could be a collection of simple volunteering activities to improve the local community, or a selection of interventions to help the community address local challenges such as providing space for people to come together to combat loneliness.

As a starting point, consider what programmes, members of your collaboration already have available that could be deployed quickly. This will enable you to build on the strengths of your partners and help to provide positive outcomes back into their organisations. As part of this approach, also consider who else in the local community is active in this space and what activity they are undertaking. It will be important to work alongside them and align your activity as much as possible, so as not to duplicate.

As you are planning and delivering these activities, continue to consider who you are engaging, what are their insights into the needs of the local community, and how you can work in partnership with them. This may be as a member of the collaboration, a partner on a specific activity or a key sounding board and source of insight and engagement with local people (or all three!). If you are not the Anchor organisation, consider working with them to share this information with the wider collaboration.





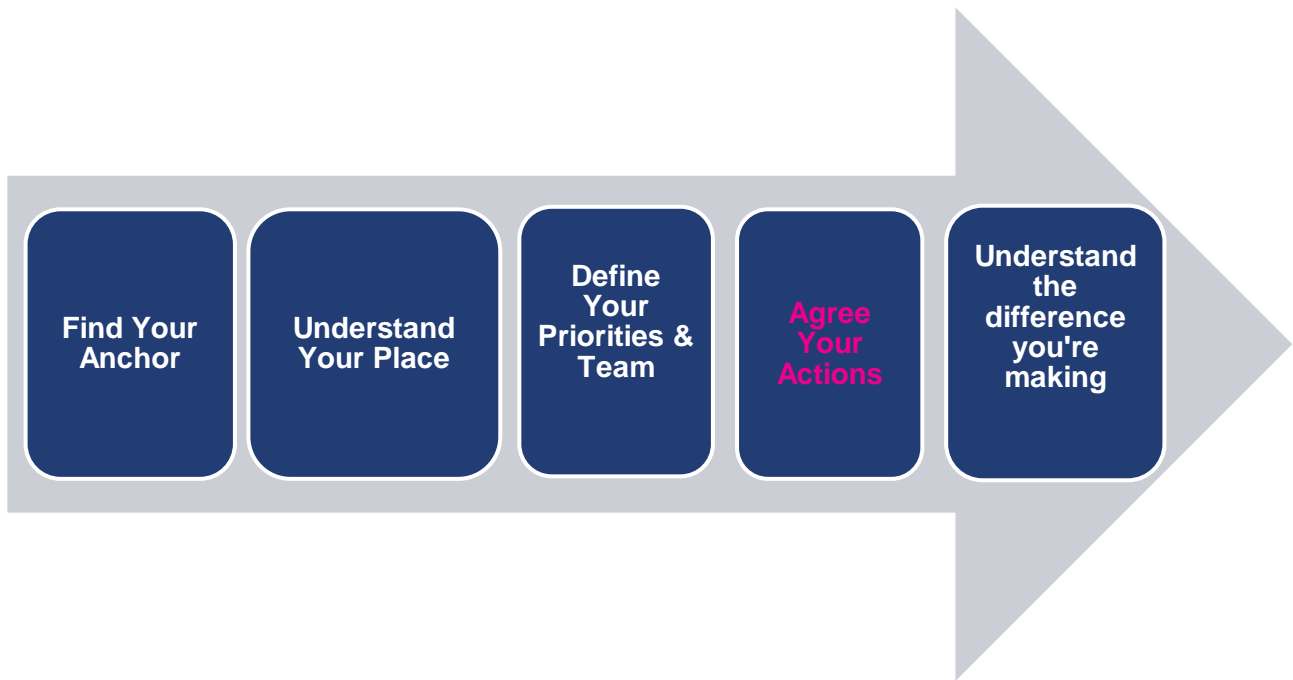
### **Anglian Water – Queen Mary Centre (QMC)**

The Queen Mary Centre (QMC) acted as a catalyst within Wisbech. The Ferry Project assumed management of the QMC, a disused school building in 2013. Keith, founder of The Ferry Project, and the team saw the potential for it to become an important community hub. Keith's expertise and knowledge on Wisbech and his role as a trusted voice of the community, was invaluable and quickly led to the proposal of turning it into a community centre. The first challenge to overcome was securing a long-term lease on the building, which had previously been a challenging and time-consuming task. Anglian Water and the @one Alliance held discussions with the local council and other key stakeholders and by drawing on their networks, were able to help achieve a successful resolution. Between Anglian Water, Supply Chain and the Ferry Project, the building and gardens were upgraded with over 180 employee volunteers involved, including directors from Anglian Water and Tier 1 @one Alliance companies.

Assisting in the refurbishment of the QMC developed out of a desire to make an immediate impact, demonstrate action and build trust with the local community. The refurbishment enabled local people to experience change quickly and understand Anglian Water's commitment to the area.



## 2.4 Agree Your Actions



### Co-design a long-term vision and plan

A key element of a place-based approach is the importance of setting a collective long-term vision for change. This will provide a framework for what you do across your collaboration, with wider partners and the community, and enable you to begin to understand and track the difference that you are making. This should be developed with your collaboration, led by the Anchor.

The creation of a clear strategic vision, linked to an area's unique qualities and needs, provides the spark for engaging local people, and helps identify how bringing the power of business together with other stakeholders can help address the issues and challenges that a place is faced with.

The local authority may already have a vision (e.g. 2020 Vision for Wisbech) but to create systemic change its vital to create a long-term aspiration (20 year + plan) for the future of the place, building on what is already going on. The vision should be underpinned by a comprehensive action plan.

The vision should be informed by the insights that the collaboration have collectively developed through your needs analysis, engagement with local people/organisations and initial actions. It will be important to continue to engage these stakeholders in the development of your vision, to ensure that it remains grounded in local needs and priorities, and everyone feels ownership.

### Examples of Place visions:

- Blackpool Pride of Place Partnership launched their vision in October 2018. The 2030 Agenda prospectus sets out the partnership's vision and strategic objectives. The prospectus also invites national Government to work together with the partnership to address long-term embedded challenges and to take advantage of opportunities. [See the Prospectus here](#)
- The Wisbech Garden Town vision was proposed in 2016 to build on the Vision 2020. Following a large community engagement programme, and further detailed expert analysis, the Garden Town proposal was published, supported by a wide range of local stakeholders. [See the Garden Town Vision here](#)

You should also consider potential funding streams to support this work. For example, in Wisbech essential funding of £6.5m was secured from the Cambridgeshire and Peterborough Combined Authority to carry out a full feasibility study of the Garden Town proposal. Following lobbying with Central Government, International Trade Secretary Dr Liam Fox launched a new drive to attract foreign investment into the UK in May 2018. The Department for International Trade (DIT) is promoting 68 UK investment projects worth more than £30 billion to overseas investors. Wisbech Garden Town is one of the biggest individual schemes to gain support with a funding target of £2.5billion.

### Building your plan

Once you have established your vision, work with the Anchor and the rest of your collaboration to set out an action plan to help you deliver this. The plan should identify both quick wins and longer-term activities to address issues where business can have the greatest impact. For example, in Blackpool these have been developed through working groups, developed around a number of key themes. Led by an inspirational local leader and supported through a series of working groups, a programme of activities has been developed and agreed through the Blackpool Pride of Place board.

It is important to remember that your action plan should draw on expertise from across your collaboration, and draw on their respective strengths and resources. This will provide the greatest opportunity for your plan to succeed, and help share learning across different members of your collaboration. It is also important to focus, and not seek to address all the issues and challenges in a location, instead prioritising issues over the long-term and where you can collectively act to make the greatest impact.

### Things to remind yourself of when developing your plan:

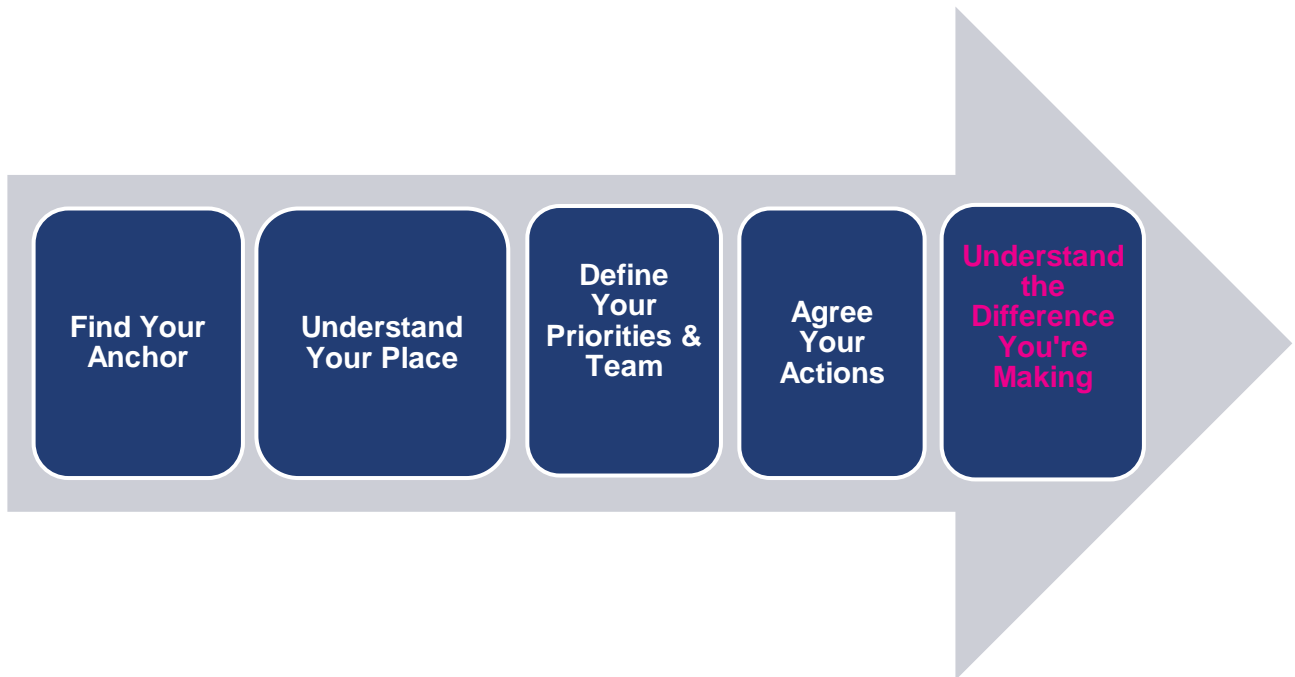
- The long-term strategic vision and priorities of the local authority and local community
- The level of need and where it will make the most difference
- Gaps in current support activity
- The priorities of the local community
- Interventions that can deliver on community need and have broader benefits for business, the community and environment.
- The extent to which the business community can make a difference
- Senior lead holding responsibility for implementation for each theme
- Resources (human and financial) available
- Opportunities for quick wins to secure engagement and commitment from the different stakeholders, by building on what's already in place using it to gain momentum
- Clear objectives on what you want to achieve, set out clear key performance indicators to evaluate success and longer term strategic socio-economic measures to see what difference this is making over the longer term, aligned to the strategic vision for the Place



### Tips from Blackpool's Pride of Place Partnership

- Go back to the objective, decide what you're trying to achieve, who will help you solve it, who is most likely to help, who has scale and time to help
- Prioritise – have two or three key priorities you can absolutely deliver on (for credibility)
- Engage your entire collaboration to pull together the plan (based on evidence gathered)
- Build a team(s) capable of delivering the plan – this might be various different strands of work to achieve the objective(s)
- Find the right leader/chair to be a catalyst for each workstream (may wish to look outside local area if there isn't one)
- Review your thinking regularly to ensure you've got it right
- Involve business alongside other sectors as much as possible. Bringing together different organisations will enable you to involve different points of view in developing your solutions, and this divergent thinking is critical to success.
- Plan to scale up at the start of the whole process - consider how this could be achieved, for example; potentially identify businesses sponsors to scale up
- Know what is currently relevant in national Government and how you might leverage money or partnership working

## 2.5 Understand the Difference You Are Making



Understanding the difference that you are making is essential to:

- Making the difference that you have set out to make, in line with your objectives
- Learn what is working well and what isn't, so that you can improve on your approach
- Be in a position to demonstrate this to others, to continue to get buy in from local people, build further partnerships and engage funders to support your work

A pre-agreed structure for evaluation is essential, as well as a willingness to learn as you go: re-thinking assumptions, evolving your approach and adapting the direction.

Keep in mind that evaluation is a collaborative activity and that there is no one size fits all solution. Each place and activity will have its own unique challenges. The specific needs, the existing local landscape and the people, will all be different and will require a “personalised” response. This can sometimes mean that opportunities are not realised and the value of your initiatives may fail to materialise. Being clear of what you are trying to achieve, working collectively with the Anchor, the rest of your collaboration and wider partners to agree your process to evaluate will be essential.



It is also important to bear in mind why you are evaluating, so that you don't end up driving behaviours that focus on the wrong outcomes, and therefore *'hitting the target but missing the point'*. Continually ask yourself what you are trying to achieve, and how you will know if you are achieving that, and what you have learnt to improve your approach along the way.

### Approaches to understanding the difference that you are making

Before trying to understand the difference that you are making (often referred to as 'having an impact'), it is critical to understand and map the multiple ways that you could make a difference. This involves identifying the different impacts you have and their relationship to each other, as well as to the activity you carry out. This information will allow you to assess both what you want to measure and what you can measure. Knowing this will ensure that you only collect the data that you need and give you confidence that any impact you measure comes as a result of your activities, rather than external factors. The London Benchmarking Group (LBG)<sup>2</sup> suggests measuring inputs, outputs and impacts when seeking to understand the difference that you are making. When defining your **inputs**, ask yourself the question 'what has been contributed?'; **outputs** are the results of the activity or intervention undertaken e.g. ask yourself how many people were trained?; **impacts** are what happened as a result of the activity or intervention. Consider the **community**, **business** and **environmental** benefits of the project when evaluating the outputs and impacts.

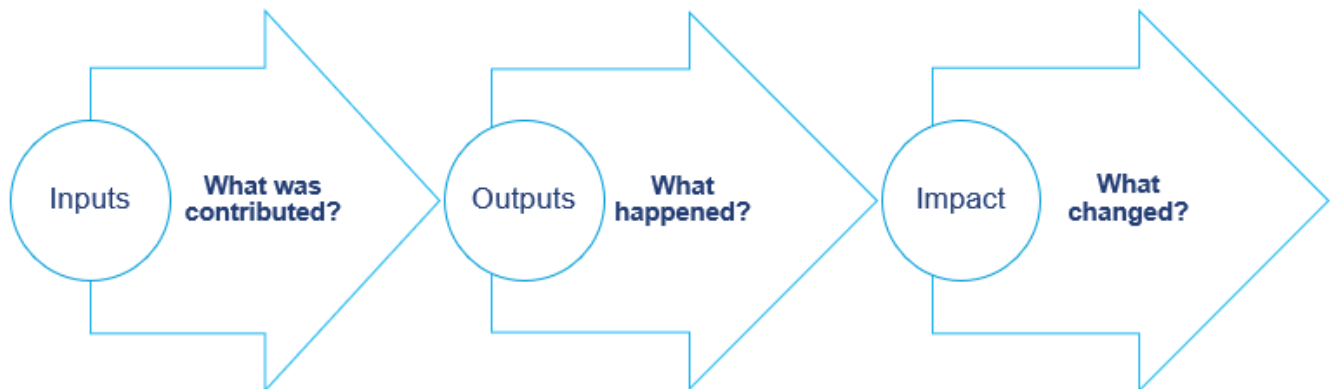
**Community impacts** can be thought of as the positive, long-term change to society in terms of clear, measurable changes in the social issue; **business impacts** are typically the long term positive change to the business, such as the impact on employees and/or the change in business performance; for **environmental impacts**, seek to measure the extent of improvement to the environment through direct intervention and the impact and extent of positive changes in people's behaviour around environmental issues. Interrelated impacts should also be considered. An improved environment with more green space, for example, pleasant safe cycle paths, may have a positive community impact improving individual physical and mental health as people spend more time outdoors.

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<sup>2</sup> London Benchmarking Group offers a global standard in measuring and managing corporate community investment <http://www.lbg-online.net/>



*London Benchmarking Group impact pathway:*



There are a range of tools, approaches and methodologies set out in **Appendix K** to support you in measuring your impact, along with a range of suggested indicators that can be used when analysing your inputs, outputs and impacts.

**Key points to note and questions to ask when undertaking your evaluation:**

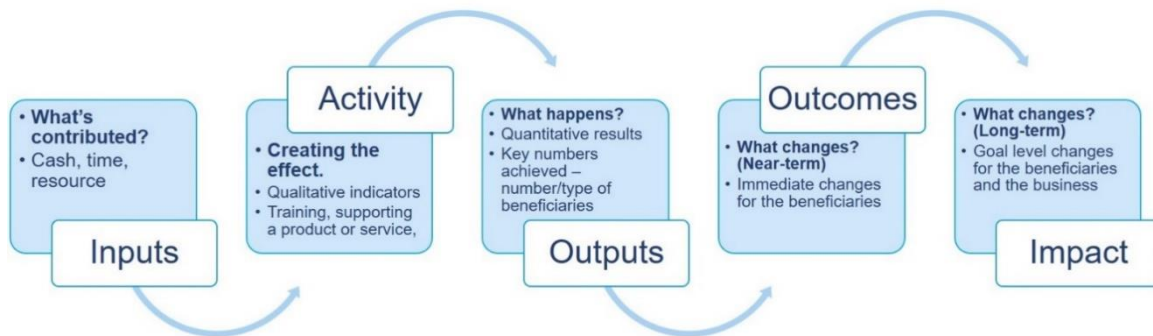
- Who is your key audience? What do they/you want to achieve with this evaluation? What is relevant to you & your audience?
- Stakeholder engagement is key, the evaluation should be informed by many different views and these stakeholders can also supply you with the necessary data to undertake the evaluation
- Internal and external stakeholder engagement can help a company identify and prioritise material impacts
- Create a long list of indicators per social issue where you can make a difference, – including the change you want to make (impact), how you can show you are achieving that and what you did or are doing (the output), and what you put in to achieve that (the inputs).
- Keep in touch with your local environmental regulator and see how they measure improved
- Finally, keep the end in mind - effective measurement and evaluation is dependent on using data and an approach that is going to actually give you a result that will support you to understand and demonstrate your impact

## Theory of change – an example model

An approach widely used in the charity sector and by government is the Theory of Change (TOC), which offers a strategic way to think through what difference you are making. This approach requires that you start with considering your overarching goal, that is, the final change you are aiming to achieve and work backwards to consider the preconditions or requirements necessary to achieve that goal. TOC uses “backwards” or reverse mapping to think through the steps that are required to reach your overarching goal via intermediate and early-stage changes and actions. This creates a ‘pathway of change’. Adopting a TOC approach can help you and your collaboration to keep on track, weigh up your priorities and begin to measure your impact. The Center for the Theory of Change identifies 6 key steps in mapping this pathway<sup>3</sup>:

1. Identifying long-term goals
2. Backwards mapping and connecting the preconditions or requirements necessary to achieve that goal and explaining why these preconditions are necessary and sufficient.
3. Identifying your basic assumptions about the context.
4. Identifying the interventions that your initiative will perform to create your desired change.
5. Developing indicators to measure your outcomes to assess the performance of your initiative.
6. Writing a narrative to explain the logic of your initiative.

### Theory of Change impact pathway approach



<sup>3</sup> Center for Theory of Change: <https://www.theoryofchange.org/what-is-theory-of-change/how-does-theory-of-change-work/>