



The Prince's
Responsible
Business Network

Toolkit

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



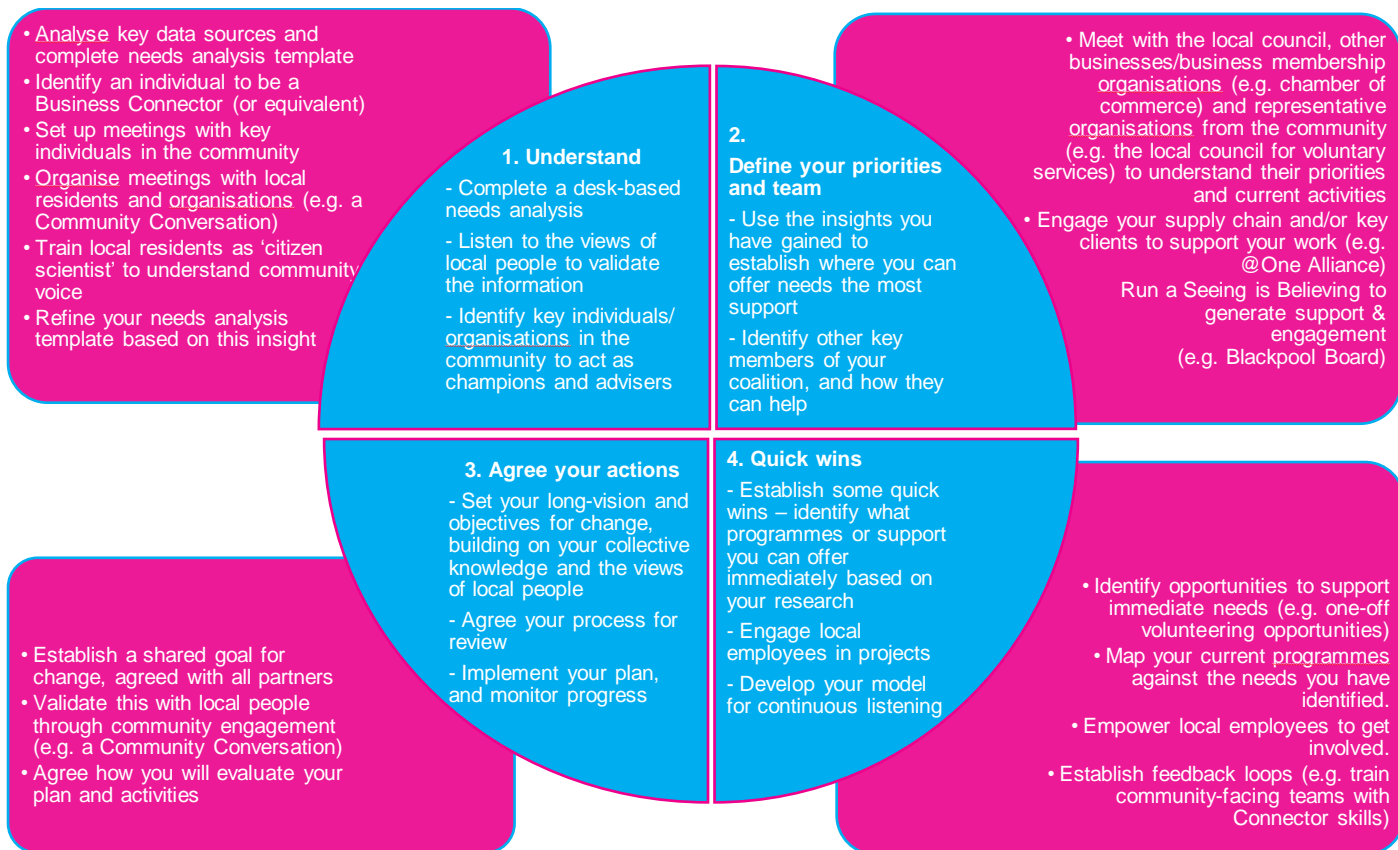
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Appendix A – Key steps to establish a collaboration



Appendix B – The Anchor Role

Main requirements of the Anchor:

Commercial Interest – could be present in the place e.g. an office, other operations, or have employees there; or has identified the commercial value of the place to their business e.g. future workforce or new business.

Convening and steering the collaboration – Have a strong affinity with the place and play an overall role in bringing the collaboration together e.g. managing arranging and chairing meetings, agreeing priorities and an action plan, ensuring delivery of the plan, and delivering aspects of the plan assigned to them.

Resource commitment – be able to commit resource to engage effectively across the community e.g. meet the council, engage with the voluntary sector, other local businesses, and internally within their own organisation. Ensure the backing of senior management, especially C-Suite, and recognising the importance of long-term engagement and change won't happen overnight.

Create connections – Work with organisations involved in the collaboration, including other members of the Leadership Team, drawing on their resource and support to understand need, deliver quick wins to build trust and establish a long-term vision.

Communication channel – regular communication across the collaboration and feedback to BITC regarding the collaboration.

Facilitate learning – using the guidance from BITC, test and feedback learning to refine guidance.

Influence – engage back into the business, such as with senior colleagues to influence change in operations.

Activities to be delivered:

Places will be different but there is an agreed approach to set up and establish a collaboration that an Anchor would lead and co-ordinate.

An anchor would **not** be required to deliver everything but would take strategic oversight of the work of the collaboration, drawing on the 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.

Long term collaboration is key, and the organisation may not be able to commit to be the Anchor for duration of the collaboration. If this the case the Anchor should work across the collaboration to identify a successor organisation.

Key activities:

- Project manage the collaboration to drive delivery and track progress. To ensure other members of the collaboration deliver against the plan.
- Synthesise the knowledge and insights of collaboration members to understand needs in the place and identify opportunities for immediate action.
- Identify key individuals that are representative of the local community across the public, private and social sectors, and agree a plan of engagement with collaboration members.
- Lead engagement with local organisations and individuals such as local businesses, local authorities, government departments, environmental regulator, other charities, Chambers of Commerce etc.
- Meet local organisations to understand their needs and explore how they would like to work in partnership. Provide an introduction between businesses and others and community organisations.
- With collaboration members, identify and implement ways of engaging with people to hear a range of views on needs, priorities and solutions.
- With the anchor, refine analysis of the local priorities and develop recommendations for future action.
- With the collaboration, agree a vision and plan for short-, medium-, and long-term change,
- Act as an ambassador and champion for the work of the collaboration, locally and nationally.
- Maintain regular engagement with local people and provide on-going knowledge and insight to anchor and collaboration.
- Feedback regularly to members of the collaboration and BITC on progress and learning, using reporting methods as agreed.

Resource Commitment:

A dedicated resource on the ground as the human face of the collaboration 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 of collaboration.

Depending on the resourcing model, this could be:

- a full-time or part-time role
- multiple roles operating as a team
- funded by one member of the collaboration, such as the anchor; or supported by multiple sources of funding from across the collaboration

BITC will provide training and guidance on undertaking the anchor role , using knowledge and learning from Business Connectors, Healthy High Streets and wider programmes. In addition, BITC will co-ordinate regular peer learning between collaborations.

Skills and Behaviours an Anchor will need:

- Be able to articulate possibility and change; influence and inspire others to engage and instigate action and delivery.
- Co-ordinate and facilitate projects, actively working towards helping the community to take on the leadership, delivery and sustainability.
- Be able to take on a variety of roles in establishing relationships, understanding priorities, and delivering on plans.
- Ability to engage and listening effectively.
- Seeing the big picture, thinking strategically and spotting opportunities.
- Motivating and leading others, without positional power.
- Facilitating communities to lead and deliver for themselves in a sustainable way.
- Being visionary and thinking creatively.
- Being flexible in ways of working and staying open-minded.
- Being self-aware, understanding what motivates others and building trust.
- Communicating confidently with different audiences.
- Being tenacious, resilient and driven to reach goals.
- Accessing and using current knowledge and experience to help find local solutions.

Benefits to the Anchor company:

- Insights back into the business from outside that inform business practices.
- Profile opportunity fronting the collaboration, locally and nationally.
- Networking opportunity with a variety of stakeholders from the voluntary, government and business sector.
- Leadership development opportunity for a colleague who is looking to develop their skills in influencing, relationship management and networking.

Appendix C – Understand community needs and identifying local issues

People	Key areas for investigation - these questions are for guidance only
Health	<ul style="list-style-type: none"> • Are there specific health related issues e.g. above average incidence of mental health, people with complex needs, teenage pregnancy, obesity or other health related issues, lower than average life expectancy in the locality • What is being done locally to address these issues by the local authority, other agencies or charities • Are there major issues related to healthcare infrastructure & provision of services? • Specific funding in place to address any health-related issues from central/local government or trusts or foundations • What is the level of volunteering in the community. Are there established routes to volunteering opportunities
Equality & Social Inclusion	<ul style="list-style-type: none"> • Proportion of children living in families that are income deprived • Demographics of the place • Are there specific issues relating to low income households, child, poverty, uptake from foodbanks, universal credit? • Are there charities/social enterprises/local authority initiatives supporting people from disadvantaged groups? • Is there funding from the local authority, central government or other funders focusing on supporting people from disadvantaged backgrounds or with complex needs • Are there issues related to the cultural or ethnic diversity, does this impact on social mixing, local identity and community cohesion • Specific funding in place to address any social inclusion issues from central/local government or trusts or foundations
Education, skills & training	<ul style="list-style-type: none"> • How does the level of educational attainment through the education system compare with national averages, e.g. % of population with low or no qualifications, % of pupils achieving 5 A*-C grades at GCSE • Literary and numeracy rates in the location – below or above average • % level of students going onto higher education compared with national average • % of higher education returners to the location • Engagement of nearest major university in enterprise, skills, entrepreneurship etc

	<ul style="list-style-type: none"> • Specific funding in place to address any education related issues from central/local government or trusts or foundations (e.g. Opportunity Area)
Crime & Safety	<ul style="list-style-type: none"> • Is the incidence of antisocial behaviour (e.g. vandalism, graffiti, night-time economy) and crime a particular local issue? Does this impact on community life and the high street • Measures in place to reduce antisocial behaviour • Collaborative activity between police, local businesses and community organisations to reduce crime, nuisance, rough sleeping and reoffending rates through for example employment or volunteering activities • Are the causes of antisocial behaviour, nuisance and crime understood? • Is there a high level of rough sleeping in the area?
Place	
Transport	<ul style="list-style-type: none"> • Are there any issues with the local transport infrastructure e.g. rail, tram, bridges and roads, pedestrian and cycle access which have an adverse impact on attracting employers and visitors into the town. • Issues around road and pavement maintenance, traffic management or public transport provision • Infrastructure plans in place to improve connectivity and reduce congestion
Housing	<ul style="list-style-type: none"> • Are there any local housing issues which impact on the community e.g. affordable homes, housing quality & mix, issues regarding transience and homelessness • What local agencies deal with these issues including local authority, and charitable organisations such as Emmaus, Shelter etc • Are there local initiatives in place to support homeless people and reduce rough sleeping, what local activities are in place and are they making a difference
Local Amenities	<ul style="list-style-type: none"> • Are there any major sports clubs which contributes to local pride or act as a community force for good? • Is the location a green energy hub or have ambitions around this which supports the town vision. • What digital infrastructure in place and does the town have ambitions to create a more digitally enabled future for the town? • The role of tourism, retail, arts & culture and heritage in the town. Does the place have a unique offer/vision which could be harnessed to support community regeneration? • Does the place have a run-down unique building which could be transformed into a community hub?

	<ul style="list-style-type: none"> • Does the location have a unique high street offer or events programme which could be maximised to enhance community regeneration? • Is there funding into the arts & culture (ACE), heritage (Heritage Lottery Fund) or tourism sector in the place (Coastal Communities Fund)? • Does the local authority conduct a regular residents survey setting out how they feel about the community (as well as Council services)?
Quality of local environment	<ul style="list-style-type: none"> • Are there opportunities to transform the town by creating a unique environment – garden city or enhance existing external land use, and improve the local environment for both local people and visitors to the town? • Are there issues with flooding, drought or air quality which could impact the place over the long-term? • What is the water quality of any local rivers, canals or the sea? • Are there any issues relating to water resources e.g. demand and supply issues? • Is there good access to quality outdoor/green and blue spaces/parks & open spaces? • Is there any funding or plans in place to address environmental infrastructure or local environmental concerns? • Is there an issue with the cleanliness of the streets and litter? • Is there an issue with levels of waste crime e.g. criminal gangs and fly-tipping hot spots? • Are there any local environment groups who are already working in the area e.g Wildlife Trusts, River Partnerships?
Economy	
Employment & Labour market impacts	<ul style="list-style-type: none"> • What is the local unemployment rate, is it higher than the UK average - % of residents claiming benefits • What employability support programmes are run by local agencies, third sector parties, colleges etc • Is there a joined-up approach to supporting young people, care leavers, NEETS etc into employment working through the education system, DWP, job centres, local authority, universities, community based organisations and employees, so they don't fall off a cliff? • Is there any specific funding to address this issue?
Local Economy	<ul style="list-style-type: none"> • Understand local business profile (global/national/local, size, social enterprises), diversity of business sectors (e.g. tourism, retail, call centres, digital etc), type of jobs (full/part time/seasonal), professional/technical or lower skilled jobs, and vitality and sustainability of the different sectors • Support structures for business in place including what is provided by the local authority and local enterprise partnership • Success rate of business start-ups • Business support networks to enable the establishment and capacity building of start-ups including social enterprises • Presence of any local enterprise hubs for SMEs/social enterprise, any business support provided?

	<ul style="list-style-type: none"> • Local government budget and support for start-ups, or support through reduced business rates or other activities • Businesses' awareness of risks that could impact on business continuity, e.g. hazards such as floods, storms, and threats such as riots and cyber attacks
<p>Access to Finance</p>	<ul style="list-style-type: none"> • Business parks/ enterprise zones - attractiveness to investment from outside businesses • Access to finance (grants and loans) for individuals and businesses starting up new businesses or aiming to expand. • Access to insurance, including type of coverage for different risks, business continuity and length of indemnity periods

Appendix D - Needs Analysis Template

Introduction: This report sets out insight and analysis for [PLACE].

About the Local area

Demographics of the area

Provide details about population, ethnicity, faith background

Social deprivation

There are X wards in the [PLACE].

[LIST THE WARDS AND HIGHLIGHT THOSE IN 20% MOST DEPRIVED IN ENGLAND]

X%

are in the top 10% most deprived areas nationally. X is the most deprived ward (s)

Y%

are in the top 20% most deprived areas nationally

[Include map of the area showing wards coloured to denote levels of deprivation and names of wards]

Strategic developments for the Place

Outline any specific initiatives/developments e.g. becoming City of Culture, Commonwealth Games, HS2 link etc which might create a significant opportunity for the Place or shape the vision for the Place.

Political situation

Background in relation to whom is in control of the Place, local government structure (e.g. is it part of an overarching Combined Authority which covers a broader area, does it have a district and county council). Set out each level of local government and what powers they might have, alongside information on leadership in each organisations e.g. elected mayor, council leader, and political parties represented in each council.

Local authority make up:

Political control:

Economic activity

Labour market

- Employment levels (ref NOMIS) for 16-64 year olds compared to national average (75% for 2017).
- Gross weekly pay compared to national average and % compared to national average.
- Unemployment levels across the PLACE – number and % compared to the national average (4.4% in 2017).
- Level of NEETS, youth unemployment and national comparison.

Provide relevant insights on what sectors people are employed in, and whether there are any specific disadvantaged groups in terms of employment e.g. youth, ethnicity, Asian women etc. Any reasons for high unemployment or low employment rates in the Place e.g. lack of skills and qualifications. Include any other insights relevant to the place relating to economic activity?

Business Profile

Provide insights into any key sectors or major businesses in the area, whether they are members of non-members. Context regarding SME/social enterprise sectors and how they are thriving.

Key needs and challenges in the Place

Set out the key local issues, needs and challenges for example around the following issues

- Eligibility for free school meals
- Fuel poverty
- Any issues around indebtedness
- Homelessness and rough sleeping
- Any other indicators of poverty specific to the city

Education & Skills

Primary education

- Number of primary schools
- Rating according to Ofsted and comparison against national average
- Any other relevant information
- Perspectives on any issues, needs, challenges in relation to primary education

Secondary education

- Number of secondary schools
- Rating according to Ofsted and comparison against national average
- Any other relevant information e.g. any issues regarding English as a first language.
- Perspectives on any issues, needs, challenges in relation to primary education
- Details of any Business in the Community collaboration with secondary schools

Higher education

Details of local universities and any insights of relevance, e.g. membership of BITC, any contacts of relevance, working partnerships etc.

Local skills gaps

- Background to any specific skills gaps set out by the business community. Include sources of information.
- Set out any local initiatives in place to support people into employment e.g.
- Local authority, Combined Authority, third sector organisation initiatives
- Other public sector initiatives e.g. Public Health England (Individual Placement & Support)
- Any inspirational initiatives in business to address local skills gaps including any work with BITC e.g. YEI, RFW, and what companies are involved.

Health & Wellbeing

Outline any specific issues relevant to the area, for example:

- Life expectancy, obesity, mental health, suicide, smoking related deaths, infant mortality.
- Key challenges for business?
- Any inspirational initiatives in business to address work related health and wellbeing issue, including any work with BITC

Key priorities for the Place

Set out short and long-term priorities of the local authority and combined authority (where relevant).

Place priorities

Brief description of the plan and city vision. Who owns the plan and stakeholder engagement. Set out timescale of the plan and priorities in the chart.



Outline any significant initiatives in place to address the vision and planned over the time period of the plan

Top three issues that the local authority consider that the business community could make a difference

- 1st
- 2nd
- 3rd issue

Local programmes

Current programmes in [PLACE]

Programme name	Scope	Partners	Company's involved	Timeline

Local initiatives

Initiatives which have been implemented in [PLACE] over the past year, or planned for the coming year, for example a BITC community conversation

- List Bullet
- List Bullet
- List Bullet

Key stakeholders

Business in the Community has x members head quartered in the [PLACE] and a further xxx with a significant business unit.

Major businesses present in the [PLACE]

Add names	Add names	Add names

Other Key Stakeholders in [PLACE]

Local authority

Organisation	Area of focus	Contact name
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Community/voluntary organisations

(faith groups, minority groups, community, arts & culture, skills and training, education support, employability support, young people, homeless, diversity & inclusion, funding, BID, environmental organisations etc)

Organisation	Area of focus	Contact name
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Business /membership organisations

Organisation	Area of focus	Contact name
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Housing organisations

Organisations	Area of focus	Contact name
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Local media

Organisations	Area of focus	Contact name
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Appendix E - Source materials

Socio- economic information

- **Index of Multiple Deprivation (IMD). England:**
<https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>. (File 10: Local Authority District Summaries, ranks the local authority districts in order of deprivation in the 326 Local District areas in England, and a total of 32,844 Lower Super Output areas (LSOA))
- **Local authority deprivation statistics**
 - **Scotland:** Information about Scottish IMD and links to data
<http://www.scotland.gov.uk/Topics/Statistics/SIMD>
 - **Wales:** Information on Welsh IMD for small areas in Wales, next index will be published Autumn 2019. Current data is from 2011-2015 <http://wimd.wales.gov.uk/>
 - **Northern Ireland:** Information on communities, neighbourhoods and IMD
<http://www.ninis2.nisra.gov.uk/public/Home.aspx>
- **Legatum Prosperity Index** offers a unique insight into how prosperity is forming and changing across the world. Prosperity rankings by country are published annually and offers an interactive data tool <https://www.prosperity.com/>
- **Official Labour Market statistics.** NOMIS: <https://www.nomisweb.co.uk/>
- **Local Council websites** searchable by postcode <https://www.gov.uk/find-local-council>
- **Centre on Dynamics of Ethnicity** undertakes policy relevant research on ethnic inequalities in the UK. Hosts data sources and education statistics linked to ethnicity
<https://www.ethnicity.ac.uk/>
- **GOV.UK** hosts data on regional ethnic diversity <https://www.ethnicity-facts-figures.service.gov.uk/british-population/national-and-regional-populations/regional-ethnic-diversity/latest>
- **UK Data Service** offers the largest collection of social, economic and population data resources. Data is arranged by theme: ageing; crime; economics; education; environment and energy; ethnicity; food; health; housing; politics; poverty and by geography
<https://www.ukdataservice.ac.uk/>
- **British Social Attitudes Survey** The series is designed to produce annual measures of attitudinal movements which will complement large-scale government surveys such as the General Lifestyle Survey and the Labour Force Survey. Examines topics of social conditions and indicators; Social behaviour and attitudes; Transport and travel; Higher and further education;

Social welfare policy and systems; Housing; Education; Health care services and policies
<https://beta.ukdataservice.ac.uk/datacatalogue/studies/study?id=8450>

Local Authority Plans

English councils Sustainable Community Strategy (sometimes entitled Local Development Plan, Community Development Plan etc).

Health and Wellbeing

- **Annual Personal Wellbeing Survey** attempts to provide a snapshot of levels of wellbeing across the country – ONS
- **Health Survey for England** Data searchable by year
<https://beta.ukdataservice.ac.uk/datacatalogue/series/series?id=2000021>
- **Public Health England (2017)**, Health Profiles, from:
<https://fingertips.phe.org.uk/profile/health-profiles>
- **Public Health England (2016) Public Health Outcomes Framework** - wider determinants of health: <http://www.phoutcomes.info/public-health-outcomes-framework#page/0/gid/1000041/pat/6/par/E12000001/ati/102/are/E06000047>
- **ONS (2016) Personal well-being estimates** geographical breakdown, downloaded from:
<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/datasets/personalwellbeingestimatesgeographicalbreakdown>
- **NHS Digital (2017) March 2017 Final, including reports on the integrated services pilot on mental health:** <http://content.digital.nhs.uk/iaptreports>
- **Co-op Community Wellbeing index** The Co-op Community Wellbeing Index is a searchable online tool which measures community wellbeing at a neighbourhood level across all four nations of the UK. Information is grouped under people, place and relationships.
<https://communitywellbeing.coop.co.uk/>

Arts & Culture

- **Arts Council England (2017) National Portfolio 2018-22:** <http://www.artscouncil.org.uk/NPO>

Housing

- **Ministry of Housing, Communities and Local Government (2016)** *Local authority housing data*, downloaded from: <https://www.gov.uk/government/collections/local-authority-housing-data>
- **Ministry of Housing, Communities and Local Government (2017)** *Live tables on rents, lettings and tenancies*, downloaded from: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-rents-lettings-and-tenancies>

Environment

- **Countryside Information System (CIS)** is developed to give policy advisers, planners and researchers easy access to spatial information about the British countryside. <https://countrysidesurvey.org.uk/content/countryside-information-system-cis-datasets>
- **Defra MAGIC map** - <https://magic.defra.gov.uk/MagicMap.aspx>
- **National Biodiversity Network** presents species data across the UK <https://nbn.org.uk/>
- **Environment Agency Water Quality data archive (England)** updated monthly datasets on water quality measurements taken at sampling points <https://environment.data.gov.uk/water-quality/view/landing>
 - Bathing water quality for England <https://environment.data.gov.uk/bwq/profiles/>
- **Water Quality Wales** including bathing water quality; marine algal blooms; urban waste water; diffuse water pollution <https://naturalresources.wales/guidance-and-advice/environmental-topics/water-management-and-quality/water-quality/?lang=en>
- **Scottish Environment Protection Agency (SEPA)** Scottish data on environment; water quality; air; biodiversity; waste <https://www.sepa.org.uk/environment/>
- **UK Air Quality Data Catalogue** A searchable catalogue of UK air quality monitoring and emissions data <https://uk-air.defra.gov.uk/data/data-catalogue>
- **A range of information freely available on the Government open data website** at <https://data.gov.uk/search?q=> data is searchable by topic, for example, air quality. This online source draws data from lots of different sources including local councils, and many government departments

Other sources of information

- **Social Mobility Index** - <https://www.gov.uk/government/publications/social-mobility-index-2017-data>

- **Opportunity Areas** - <https://www.gov.uk/government/publications/social-mobility-and-opportunity-areas>
- **Coastal Communities Fund** . <https://www.gov.uk/government/collections/coastal-communities>
- **Social Enterprise UK Places**. <https://www.socialenterprise.org.uk/Pages/Category/social-enterprise-places>
- **Power to Change**. <https://www.powertochange.org.uk/>



Appendix F – Community engagement toolkits from other organisations

Social innovation DIY toolkit offers a practical tool to trigger and support social innovation, includes tools for collecting inputs from others and mapping people and connections. Available online: <https://diytoolkit.org/tools/>

Community Engagement Toolkit, Collective Impact Forum, 2017. A practical toolkit for community engagement that takes the user through a series of practical questions to consider. Available online:
<https://www.collectiveimpactforum.org/sites/default/files/Community%20Engagement%20Toolkit.pdf>

Community Planning Toolkit: Community Engagement, 2014, developed by Community Places through the support of the BIG Lottery Fund. A community planning toolkit covering the issues to consider when planning community engagement. Available online:
<https://www.communityplanningtoolkit.org/sites/default/files/Engagement.pdf>

Leapfrog offers tools and toolboxes to support a more creative and engaging consultation. Available online: <http://leapfrog.tools/tools/>

‘VOiCE’ Online tool to guide community engagement activity Visioning Outcomes in Community Engagement is an innovative IT based tool which will support you in the analysis, planning and implementation of community engagement activity. VOiCE takes you through logical steps to facilitate well constructed, managed and evaluated engagement from which you can continuously learn and improve your practice. It provides a database of evidence of activity and provides an evaluation tool to measure the quality and effectiveness of the community engagement process and whether the intended outcomes of the process were achieved. Available online <http://www.voicescotland.org.uk/voice/>

Appendix G – Community Conversations approach

Community Conversations can facilitate creating relationships and building trust between people and organisations across all sectors: private, public and social. These events bring together businesses, charities and government representatives, alongside your neighbours in general, and enable the exploration of the issues affecting local communities and demonstrate how different organisations can combine to build a connected society; sharing knowledge and skills to highlight and address key social challenges.

- A Community Conversation is a cross-sector networking event, enabling fruitful conversations between business, the voluntary sector and local government to occur. They explore, in a relaxed environment, how everyone working together can build a healthier community.
- 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.
- The Conversation, and actions resulting from it, should reflect BITC's model for building healthy communities, outlined in [Building the Case for a Connected Britain](#). All participants should be able to share their knowledge and perspectives, and work together to co-design appropriate responses, with clear outcomes and agreed methods of evaluation.
- In doing so, they should enable a multi-sector approach to addressing local needs, that draws on the strengths of everyone in a place, underpinned by individual partnerships.

Logistics

The most successful events are likely to be first thing in the morning or at the end of the working day. Refreshments would need to be provided.

The number of attendees will depend on the size of the space available, though as a guide, 40 participants is a suggested target number. Try to have an equal number of voluntary organisations, businesses, and local government representatives. The conversation should last 3-4 hours.

A conversation will have 'ground rules' set in advance. This will include the fact that the things people say in the room will not be attributable to individuals, although we will share summary highlights of the issues discussed.

The event should comprise of two key components:

- Key note speech and cross-sector panel to provide insights into the local community
- Roundtable discussions to workshop through key local challenges

Aims

Through the Conversation, participants will be able to:

- Share their knowledge and experiences of the challenges facing their community
- Share their own priorities and challenges
- Explore how these can be addressed through collaborative action via sharing of time, knowledge and skills

Outputs

- The intended post-event output will be to stimulate renewed focus on connections and partnership in the local community, to address long-term social and economic needs.
- Following the Conversation, you will need to collate key actions, including appetite and capacity amongst delegates for further collaboration. Specific outputs will be dependent on the feedback from the roundtable discussions.
- We would also recommend you assess these actions with key stakeholders, and agree a plan for further action and collaboration, with the potential for specific follow on engagement.

Suggested agenda

08:30 Registration and refreshments

09:00 Welcome by BITC

09:05 Opening remarks by keynote speaker

09:15 Voices in the room – cross-sector panel to provide insights into the local community

09:30 Roundtable discussions – introductions and exploring key challenges

10:15 Break

10.30 Roundtable discussions – opportunities to respond and actions

11:30 Report back

11:50 Wrap up and thank you

12.00 Close

The intended post-event output will be to stimulate renewed focus on connections and partnership in the local community, to address long-term social and economic needs.

Following the Conversation, you will need to collate key actions, including appetite and capacity amongst delegates for further collaboration. Specific outputs will be dependent on the feedback from the roundtable discussions.

We would also recommend you assess these actions with key stakeholders, and agree a plan for further action and collaboration, with the potential for specific follow on engagement.

Who to engage

Convene relevant key stakeholders in your local communities, such as:

- Political representatives including the local MP and/or Council members/officers
- Business organisations including the Local Enterprise Partnership and Chamber of Commerce
- Other local businesses
- Key players in the local community, including the council for voluntary services and other local charitable bodies
- You may also want to engage local residents if you feel this would be appropriate for the setting

Roundtable discussions – introductions and exploring key challenges

Core to the success of the Conversation is the focus on sharing knowledge and skills as a route to connecting key stakeholders in a local community. The start of the roundtable discussions should provide an opportunity for participants to come together and share knowledge and experience of their local community whilst discussing the issues/challenges facing the community.

Roundtable Discussions – opportunities to respond and actions

To demonstrate this in action, the second part of the discussions should enable the stakeholders to discuss the challenges in further detail and work together to develop ideas for solutions or an action plan to take away.

This will provide an opportunity for the local stakeholders to work as part of a cross-sector team, sharing knowledge and experience of issues in their local communities, and explore how they can extend and enhance collaboration to tackle these issues and address the needs, to leave a lasting impact.

Appendix H – Born and Bred network

Building a network which comprises multi-sector stakeholders can really drive collaboration in a place. This network or group should bring together business leaders, local authority, public sector and community representatives who can offer a broader range of resources to be called upon to achieve transformational change. They could act as a leadership/working group for the development of a local strategy and vision and identify initiatives to help create change over the long term. .

The Blackpool Pride of Place Partnership have successfully implemented this model. The Born & Bred project was created to try and meet two objectives; firstly to find local people who were born and bred and were enthusiastic and passionate about the town, and get them to help work with BITC on trying to restore civic pride and belief in the town; and secondly to help work on the national reputation challenge which Blackpool has. The Blackpool Team identified people who could be ambassadors for the town, either locally or nationally.

The Ambassador role

Every Ambassador's role is slightly different, depending on the individual's skills and experience. Ambassadors are asked to make a time commitment to help the Blackpool Pride of Place project succeed.

At a national level

Nationally, Ambassadors are asked to promote the work of the Partnership to national media, approaching government ministers to support campaigns when directed and champion Blackpool as a 'can do' place.

At the local level

Locally Ambassadors help to encourage and support collective community action, and identify other Ambassadors for the town. This can include:

- Helping to find good people to resource and support initiatives
- Support local charities
- Support funding applications
- Help us build the network
- Support inward investment

Throughout the year, the Board sends updates to all ambassadors and highlights where their support is most needed. There are also regular opportunities to meet up, for those ambassadors who would like to get more closely involved.

Appendix I – Views of the business community

People	Key areas for investigation – these questions are for guidance only
Health	Do any businesses work with community organisations locally which focus on specific health related problems in the area
Equality & Social Inclusion	<p>Do local businesses employ or have programmes which focus on supporting people into employment from excluded groups: NEETS, ex-offenders, refugees, mentally or physically disabled, ex-homeless, unemployed (>6 months) etc</p> <p>Are there specific schemes through which businesses employ people from excluded groups locally</p> <p>What organisations do businesses collaborate with to implement these programmes</p>
Education, skills & training	<p>How do local businesses support education, skills and training activities locally with local colleges, or other training establishments?</p> <p>Are businesses involved in any central government (Opportunity Area) or Private Foundation supported activities on Education, skills & training?</p> <p>How do local businesses engage on apprenticeships? Will the apprentice levy have an adverse impact on businesses?</p> <p>What business engagement is there with local schools/colleges e.g. literacy, careers advice, internships, mentoring, work experience etc.?</p> <p>Are there any partnerships with education institutions to develop and deliver industry specific courses or materials?</p> <p>Is there engagement of the local university in enterprise, skills, entrepreneurship etc.?</p>
Crime & Safety	<p>Do local businesses work with the local Police or other organisations to support ex-offenders into employment</p> <p>What collaborative activity is there between police, local businesses and community organisations to reduce crime, nuisance, rough sleeping and homelessness, and reoffending rates through for example employment or volunteering activities</p>
Place	
Transport	<p>Do local businesses support community transport initiatives?</p> <p>Do local businesses provide support for travel-based community programmes? e.g. connecting isolated individuals, reduced or supported travel to interviews</p>

Housing	<p>Are there initiatives to support housing stock renewal?</p> <p>What role is business playing reducing stigma around social housing?</p>
Local Amenities	<p>Do any business leaders / CEOs in the community influence or make positive efforts to promote the area?</p> <p>Do businesses support community amenities in any way through for example sponsorship or volunteering?</p> <p>Do local businesses support local events which bring people together in the local community?</p>
Quality of local environment	<p>Do local businesses support environmental initiatives in the local community to ensure the place is attractive?</p> <p>Are there any local interest groups e.g. Wildlife Trusts, River Partnerships, who are already working in the area?</p> <p>Is the environmental regulator working locally on any specific projects?</p>
Economy	
Employment & Labour market impacts	<p>Provision of employment opportunities for local people from disadvantaged groups by business / business groupings</p> <p>Provision of training, work placement and apprenticeships opportunities for local relicense including disadvantaged people, by businesses / business groupings</p>
Local Economy	<p>Support from the business community to business start-ups, SMEs or social enterprises</p> <p>Level of support from business community to the town centre/BID partnerships to ensure a vibrant high street</p> <p>Support to small businesses to raise awareness of risks that can impact on business continuity e.g. weather related or threats such as cyber attacks</p>
Access to Finance	<p>Do local businesses provide any financial support to start-ups or social enterprises</p>



Appendix J – Issues prioritisation template

Issue area	Feedback from community consultation	Information and supporting statistics found in documents/ area-based data	Priority Is this issue seen as a priority by the community? Yes/No
People			
Health & happiness			
Equality & social cohesion			
Education, skills & training			
Crime & safety			
Place			
Transport			
Housing			
Local amenities			
Quality of local environment			
Economy			
Employment & labour market impacts			
Local economy			
Access to finance			



Appendix K – Tools, approaches and methodologies for understanding the difference that you have made

London Benchmarking Group (LBG) offers a global standard in measuring and managing corporate community investment and a framework which lists metrics and methods for managing your community investment and social impact. Guidance resource 'From inputs to impacts, measuring corporate community contributions through the LBG framework – A Guidance Manual'. Available online: http://lbg-online.net/pdf/04_LBG%20Guidance%20Manual.pdf

Creating your theory of change: NPC's practical guide (2014) A practical guide drawing on NPC's work with clients and partners over several years to help organisations of all shapes and sizes think through the theory of change process from beginning to end. Available online: <https://www.thinknpc.org/resource-hub/creating-your-theory-of-change-npcs-practical-guide/>

HACT, Social Value Bank and Value Calculator Spreadsheet Tool The Social Value Bank offers methodologically consistent and robust social values to those seeking to place a social value on community-focused activity. The values can provide a basic assessment of social impact, provide evidence of value for money, and compare the impact of different programmes. The values can also be used within a full SROI or Cost-Benefit Analysis. Available online: <https://www.hact.org.uk/social-value-bank>. Offers a range of tools to apply the values in the Social Value Bank. The first of these are the Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach <https://www.hact.org.uk/measuring-social-impact-community-investment-guide-using-wellbeing-valuation-approach> (which contains headline figures from the Social Value Bank), and the Value Calculator <https://www.hact.org.uk/value-calculator> spreadsheet tool.

Simetrica 'A short guide to social impact measurement' (2014), Fujiwara, D. Useful introductory guide to the topic with a helpful list of approaches included. Available online: <https://www.simetrica.co.uk/resources-1>



Example template setting out objectives and metrics (Blackpool example)

Theme: Education and Skills

The challenge	Objective	Partners	Activity Plan	KPIs	Strategic impact
<p>Blackpool low aspiration and attainment levels amongst young people</p> <p>Opportunity to mobilise business community and maximise impact through the OA</p>	<p>Increase involvement of the business community in local schools helping to raise aspirations and attainment of young people and employability skills in Blackpool</p>	<p>OA, schools, LA, CEC, local business networks</p>	<p>Work with CEC to increase breadth of business engagement with local schools & colleges including teacher & family support throughout the school year by:</p> <ul style="list-style-type: none"> Engaging with Blackpool business community to identify business's (BRBN) to support education activity Collaborate with CEC and BITC/CEC manager to develop a school engagement menu for businesses. Integrate best practice learning from BITC and 'Right to Succeed' on business engagement 	<p>Increased number of interventions through the work of Blackpool POP i.e.:</p> <ul style="list-style-type: none"> Number of businesses engaged with and working with local schools. Number of business volunteers engaged with local schools The number of Gatsby Benchmarks being met by schools in Blackpool as an aggregate. 	<ul style="list-style-type: none"> Number/% with no qualifications (GCSE) (aged 16-24) % 5 or more GCSEs A* to C (NVQ2) 2 or more A levels (NVQ3) NVQ Level 4 and higher or equivalent (Degree, HND, Higher degree) Job seekers: Claimant count by age (18-24) (NEETs) Increased mental toughness as measured through Right to Succeed survey
Strategic impact measures	Blackpool (numbers)	Blackpool (%)	Great Britain (%)	Data source	Latest data set
Number/% with no qualifications (GCSE) (aged 16-24)	1,300	10.6%	7.9%	ONS: Qualifications	

Educational attainment: % achieving 5 or more A* to C, at GCSE/KS4s	57,400	69.7%	74.7%	NOMIS	
Educational Attainment: 2 or more A levels, advanced GNVQ, NVQ 3, 2 or more higher or advanced higher national qualifications (Scotland) or equivalent. (NVQ3)	38,400	46.6%	57.2%	Qualifications	
Educational attainment: NVQ 4 equivalent and above (Degree, HND, Higher degree)	21,200	25.7%	38.2%	NOMIS:	
Job seekers: Claimant count by age (18-24) - NEETs	665 (595)	5.8% (5.3%)	3.1% (2.7%)	Qualifications	Seasonal rise. Similar pattern over past 3 years



Further reading and support from BITC

Toolkits & Reports: Place

Community Regeneration in Wisbech: Summarising Anglian Water's learning from its work in Wisbech, this guide sets out the steps taken to develop a collaborative approach and create a thriving local community. Whilst the knowledge within this guide is specific to Wisbech Cambridgeshire, it is designed to be effective for other UK communities. Available online: <https://www.bitc.org.uk/resources-training/toolkits/community-regeneration-wisbech>

Toolkits: Business Emergency Resilience Group (BERG)

BERG is an initiative with the objective of ensuring all businesses are resilient. Many communities rely on local businesses for their services and provision of jobs to local residents. Often when a disaster hits a community the impact is hard and if a business is not prepared or resilient then it may not recover and become insolvent. This cascades through the community as jobs and local amenities/ services are lost. BERG offers a readiness test by which businesses can discover quick, simple actions that can support businesses to become more resilient, as well as raising awareness of common hazards and threats such as flooding and cyber attacks.

BERG's resources:

- Would you be ready? campaign aimed at small businesses. A number of impactful assets designed to raise small business awareness in terms of how they can best prepare themselves for disruptions and in doing so become more resilient. Large businesses and/or other organisations that engage with small businesses can adapt and use the assets to send out to their small business networks. The assets drive small businesses to a Readiness Test (www.wouldyoubeready.org.uk) at the end of which the visitor can download a pdf full of tips and signposting to other helpful resources. They can also choose to opt in to a small business resilient community so that we can engage with them on a variety of topics across the resilience agenda.
- A 10 minute plan, one for Scotland and one for the rest of the UK see our webpage: <https://www.bitc.org.uk/campaigns-programmes/communities/business-emergency-resilience-group/prepare> which helps small businesses to create business continuity plans for given scenarios.
- Our flu starter kit https://www.bitc.org.uk/sites/default/files/flu_starter_kit.pdf designed to help small businesses to understand the difference between the common cold, seasonal flu and pandemic flu and what they can do to limit the impact of flu and infectious diseases on their most valuable asset - their people.

- Promoting resources of our strategic partners, such as the National Centre for Cyber Security's [Cyber Essentials](#) and [Small Business Guide](#).
- Local Resilience Support programme; 14 volunteers from our member companies working across the UK in every region supporting Local Resilience Forums (Category 1 and 2 responders such as the emergency services, utilities and local government) to ensure an effective co-ordinated response in the event of an emergency. They are BERG's eyes and ears on the ground and will inform BERG what is required during an emergency so that we can then source it from our membership e.g. 4 by 4s

Toolkits: Education

[Business Class](#): Business Class is a framework to create effective and mutually beneficial school-businesses partnerships. This matters because repeated, in-depth engagement between employers and young people can help prevent social background predicting a young person's success at school and beyond. BITC's Engagement Managers go through a detailed Needs Analysis with school senior leaders. During this process the school's objectives and priorities related to four key areas are identified. These are; Leadership and Governance, Curriculum, Enterprise and Employability, Wider Issues.

Toolkits & Reports: Employment

Improving employability, removing barriers to employment and offering jobs are key ways that businesses can contribute to their communities.

- Visit our [Good Work for All pages](#) and download our action plan to support businesses to improve the quality of employment they offer.
- Find out about Business in the Community's [employment programmes](#) and consider working with us to support excluded groups into work.
- Remove barriers to work for people with criminal convictions through encouraging businesses to sign up to [Ban the Box](#) and employ ex-offenders.
- Use our [Futureproof resources](#) to support businesses to create or improve their youth employment strategies.
- Download our [ex-military toolkit](#) to help businesses become armed-forces friendly employers.

- Consider what businesses in your area can do to support refugees (guide to come) to improve their employability and gain work.

Toolkits & Reports: Environment

[Water Resilient Cities report](#): The business case for investing in resilience in Greater Manchester. The natural environment is inherently resilient, managing water through the water cycle; moving and storing water from the sky to the ground and then out to the rivers and oceans. Cities disrupt this natural cycle through changes in land use, climate change and urbanisation.

Sustainable drainage solutions (SuDS) are one way of better managing surface water; blue and green spaces such as gardens, parks, rain gardens, ponds and wetlands can build the water resilience of urban places whilst also providing benefits to air quality, carbon reduction, health and well-being, water quality and biodiversity. By using SuDS in Manchester to disconnect areas of a site from the wastewater system, it is possible for business customers to move down a charging band and make annual financial savings.

[Healthy Ecosystems Cumbria](#): This document sets out a new way in which businesses can work together to influence the assets in their local landscape that matter to their bottom line. It's called the Landscape Enterprise Networks or 'LENs' Approach, and has been developed in partnership by BITC, Nestlé and 3Keel.

Toolkit: Gender Campaign

- **BITC Inclusive Leadership: culture change for business success** available online <https://gender.bitc.org.uk/all-resources/research-articles/inclusive-leadership-culture-change-business-success> this resource supports organisations to get the best out of all your people, helping your organisations to succeed in today's complex, diverse national and global environment.

Toolkits: Global Goals

[Towards the Tipping Point](#): Global Goals Guide for Business. Across UK businesses and particularly amongst the Business in the Community network, there are a range of examples of businesses already gaining value from engaging with the Global Goals. The businesses profiled in

this report are providing great examples of how leading organisations are currently acting on the 2030 Agenda for Sustainable Development.

The report also provides practical examples and recommendations for businesses just beginning to engage with the Global Goals. The aim of the report will inspire and act as a guide to those businesses looking to deepen their commitment to sustainable development, and their contribution to the Global Goals.

[The Purpose Toolkit](#): This toolkit identifies nine hallmarks of truly purpose-driven brands. It includes the business case for purpose, how to discover and embed it and guidance on what good purpose statements look like. Business in the Community's Purpose Toolkit provides businesses with the why, what and how for creating a positive purpose behind the brand which not only builds deeper customer relationships, but helps to improve society. Co-developed by the business leaders and marketing experts who form Business in the Community's Marketplace Leadership Team, this practical toolkit will make it easy for you to find what you need to drive change effectively.

Toolkits: Healthy High Streets

- [People, Places and Pride Toolkit](#): summarises the learning from the Healthy High Street programme which ran between June 2014 and 2017 with the ambition of creating sustainable relationships between national and local businesses, town centre groups and local authorities and build a collaborative approach to high street revitalisation.
- Over the three years in 100 towns these partnerships reported 8.4 million extra visits, 12,000 new jobs and an 8% reduction in empty units on the high street. Corporate partners Co-Op, Boots, EE, Exterian Media, Greggs, M&S, Santander & Wilko activated more than five hundred High Street Champions from their stores to help deliver the vision for these towns. The towns that participated and links to the high street partnerships are [listed here](#).

Further resources from other organisations

Arts Council of England (2017), [Improving Places: Culture and Improvement District Partnerships](#)

This report presents examples of how Business Improvement Districts (BIDs) and cultural organisations can work together to drive economic growth and help their communities thrive. The research highlights the success of such partnerships in boosting the economy, bringing people together, promoting tourism and civic pride, and revitalising neighbourhoods.

Civil Society Futures (2018), [The Places That Matter What We Have Heard Across England](#)

Local places matter, healthy civil society is rooted in places and even big organisations need local networks of engagement. People in many places feel unheard, neglected, forgotten and ignored and are hungry for a new vision and the power to make it happen. They feel they have too little power to transform their community and Initiatives imposed from outside rarely have the answers. Local authorities in each of these places are catalysing new and different relationships between groups, organisations and people who live and work there. Long-standing local and national support and infrastructure networks are exploring what role they need to play now and how best to bring people together.

Early Action Task Force (2018), [Valuing Social Infrastructure](#)

What makes a place a good place to live and prosper in? This discussion document highlights the importance of recognising and valuing social infrastructure and making sure that it is as preventative as possible. Describes healthy communities as also depending on strong partnerships between different organisations and services so that services are properly coordinated and targeted.

Groundwork (2017), [Communities living sustainably](#)

Twelve communities in England received funding to help deal with the potential impact of climate change and build the sustainability and resilience of their local community, providing inspiration to other communities and sharing what they have learned. Each community was led locally by a community anchor embedded in each community and acting as accountable body for funding and partnership management.

IVAR (Institute for Voluntary Action Research) (2016), [Working in a Place: A study of place-based approaches to funding](#)

A framework to support funders in the planning and implementation of place-based approaches. This is presented in the form of questions linked to key stages in the development of place-based working: rationale, design and delivery. The aim is to help funders to anticipate, address and review the challenges of place-based approaches in order to achieve their potential benefits.

Lankelly Chase Foundation (2017), [Literature review on the history of place-based approaches](#)

A review of place-based approaches from a Foundation's perspective. Mostly driven so far by the public sector due to the level of investment required.

New Economics Foundation (2017), [People and Places First](#)

An industrial strategy for the UK that aims to achieve prosperity, social justice, and ecological sustainability. The paper argues for a balance of correct national policy and a 'bottom up empowering approach'. The paper states that success should look beyond simple models of GVA, with local industrial strategies focused on sustainable job creation, underpinned by local decision-making with investment tailored to local skills and needs; and supported by new local and national banks for financing and support to SMEs to collaborate and access public contracts.

RSA (2016), [Inclusive Growth for People and Places: Challenges and Opportunities](#)

A research report undertaken by the Inclusive Growth Commission to compile evidence and engagement to inform its analysis of place-based dimensions of inclusive growth. The Commission undertook three 'deep dive' research visits in Bradford, Cardiff city region and Newcastle, with follow up research undertaken in Glasgow and Belfast.