Ministry of Housing,
Communities &
Local Government

By deeds and their results:
How we will strengthen our communities and nation

July 2019

Contents

Foreword from the Communities Secretary

Communities are the bedrock of our society. I am proud to champion faith organisations, civil society, volunteer groups and the local people who play active roles in helping to shape, make and strengthen the places they call home.

We are proud to have engaged with leading civil society and charity experts, including our Community Partnership Board, as we developed this narrative. We recognise that communities want more power and control and there is more that we can do.

This document sets out our vision for active citizenship and marks a new beginning for government to help local people build stronger and thriving communities for all. We are committed to listening to communities and working with them through national conversations across the country. In this spirit, we are committed to matching this ambition and driving forward this agenda in a White Paper.

Britain has one of the world's most successful networks of communities and we rightly have a lot to be proud of. We are thankful to the people who dedicate their lives to making our neighbourhoods safer, and our lives better. It's the trust we build in our neighbours, the volunteers who support our elderly, the councillors who serve their communities, and the shopkeepers on our street corners. Fundamentally, it is the shared knowledge that our success and prosperity is the result of a multitude of small kindnesses paid towards us. The individual is a unit of solitude, not solidarity. That is why community matters. This tells us something about life in this country – we are a nation that takes pride in our identity and in giving back to others.

While there are many successes, Brexit has exposed long running divisions – between and within communities. As we prepare to forge a new relationship with Europe and raise our ambitions of what kind of country we want to be – a country with a strong, outward-looking presence on the world stage, but also with a strong foundation of thriving communities at home - it is important to renew our vision for communities.

That means renewing the cherished union not just between the four nations of our United Kingdom, but a new unionism between all our citizens - between the multiple units of solidarity; country, region, community and family that underpin it.

The Rt Hon James Brokenshire MP

Secretary of State for Housing, Communities and Local Government

Introduction

The Ministry of Housing, Communities and Local Government is committed to building socially and economically stronger communities, where people feel proud of their neighbourhoods and actively contribute to their development. As the department for communities, this objective is at the heart of everything we do – from building the homes the country needs to delivering a sustainable future for local government.

Strong local communities are fundamental to our nation's wellbeing and prosperity. The places we live, and the local relationships we build, shape our sense of belonging and identity. In thriving communities, a positive combination of people and place creates local pride and encourages active citizenship, contributing to improved economic and social outcomes for the area and for local people.

However, these benefits are not shared equally, and there is further to go to unlock the potential of our communities right across the country. In some places, people feel disengaged and cut off from national economic prosperity, with feelings of belonging and levels of civic participation lower in more deprived areas. More needs to be done to ensure that people feel their voices are heard in decisions about their area, and to help places build up their 'civic infrastructure' - the mix of local spaces, services, networks and skills that enables communities to come together, shape their local area, and thrive.

This document articulates the department's vision for stronger local communities. It sets out why they matter, what strong communities look like, and what government and local partners can do to support them. Developed in consultation with community organisations, including those represented on the department's Communities Partnership Board (see appendix), it identifies four pillars that will shape our work across government:

1. Trust, connectedness and local pride
2. Active citizenship and local control
3. Shared community spaces
4. Shared prosperity, with no community left behind

This is not a top-down statement of government policy. Rather, it is the next step in refreshing the department's ambition for thriving and confident communities.

It builds on activity across government - from the recently published Civil Society Strategy and Integrated Communities Action Plan to the long-term plan to boost productivity, foster inclusive growth, and create prosperous communities across the country set out in the Industrial Strategy. This document marks the next step of an ongoing conversation with communities and local partners that will shape the department's future activity. This will include:

- **Holding a national conversation with communities across England** about their view of who we are as a nation, their vision for the future of their community and our country, and what local and national government can and should be doing to support their community to thrive. We want government and all public bodies to renew their understanding of their role in building stronger communities – this should be informed by direct conversations with people, in partnership with our existing local democratic institutions. The conversation will commence following the UK's formal departure from the European Union.

- **Establishing a series of Civic Deal pilots** to test how to implement the principles in this document in local areas by putting communities more in control of decisions and by strengthening local partnerships and civic infrastructure. The Ministry of Housing, Communities and Local Government will work jointly with the Department for Digital, Culture, Media and Sport on these pilots. We will work with each pilot to consider how government activities can be better aligned and co-ordinated to support communities in identifying and delivering their own priorities.

- **Publishing a Communities White Paper** to renew government's focus on building stronger communities across England. It is eight years since the Localism Act 2011 and the time is now right for government to consider, for example: how community rights are strengthened, promoted and made easier to take up; how funding for communities can be more simplified, integrated and less risk averse; and how communities can best shape local services and decision-making. The final scope of the White Paper will be developed in partnership with communities, including through the national conversation and Civic Deal pilots.

This document relates to England, as communities policy is a devolved matter in Scotland, Wales and Northern Ireland. The UK government will work closely with the devolved administrations to share learning in our approaches to building stronger communities.

Section 1: Celebrating our communities

What makes a strong community?

Our local communities are the places where we live, learn, work, and socialise together. These everyday relationships are the glue that binds us, uniting people with different backgrounds and interests and building shared local identity, tradition and belonging.

Strong communities are built on a combination of people, place and local pride. There are mutually reinforcing factors that help communities to thrive:

- **People:** In strong communities, people know their neighbours and have the skills and opportunity to take part in local life. Trust between residents helps to create a shared stake in their local area, and strong partnerships are built to work together on shared priorities. People from different backgrounds meet locally, and the diversity of voices in a community is heard and reflected in local decisions.

> *Strong communities are built on a combination of people, place and local pride.*

- **Place:** The quality of the environment, local amenities, and the strength of local institutions make somewhere an attractive and safe place to live and to do business. Accessible community spaces are available where people can come together, including community centres, parks and libraries. A strong community also has strong organisational capacity and a vibrant local civil society, with groups, networks, and organisations which represent the diverse needs and priorities of local people. This helps to build the skills, connections and capacity – or 'social capital' – for people to organise themselves and act effectively together over the long-term.

- **Local pride:** Local pride comes from this connection between people and place and generates a shared sense of belonging and local identity. This sense of local identity around a village, neighbourhood, town or county in turn helps to motivate people to become more involved in their community and improve their local environment.

Why do strong communities matter?

The strength of our communities underpins the strength of our whole society. Integrated and resilient communities with high levels of participation and trust can support local prosperity, improve health and wellbeing, and help protect and enhance the local environment. Communities come together to provide support in times of crisis, as seen in the floods in Cumbria in 2015 and the community response to the Grenfell Tower tragedy two years ago. Across the country, active community groups are also supporting valued community spaces and services – from libraries and parks to community transport.

However, these benefits are not felt uniformly across the country. Just as strong, active, and integrated communities can contribute to a range of positive outcomes, a lack of civic infrastructure and weak social capital in a place creates barriers to community activity and reduces a community's capacity to shape local change. This holds areas back, reinforcing wider social and economic challenges.

Helping areas to develop the civic infrastructure that supports strong and active communities is therefore an important priority for government. When the ideas, local knowledge, and collective capacity in our communities is unlocked, they can have a transformative impact:

- **For health and wellbeing:** Feeling part of a local community can improve wellbeing and reduce social isolation and loneliness, while involvement in volunteering and community activity can also contribute to improved mental health.[i] When people get involved in their community, their skills, knowledge and confidence grows, and the benefits multiply to include greater trust in others, better access to services, and greater self-reliance.[ii]

- **For local services:** Community involvement and co-production in the design and delivery of local services leads to increased innovation, better outcomes and reduced costs.[iii] Active communities help prevent crises in health, social care, and community safety, which is important when demand for services is going up.[iv] Community ownership and management can also revitalise and sustain local services and community assets and form a basis for further social action.[v]

- **For economic growth and productivity:** Higher social capital is associated with economic growth, greater productivity, more efficient labour markets, and higher educational and skills attainment.[vi] Involving local communities in decision making helps to mobilise the additional assets like volunteering that communities can provide, ensures interventions are tailored to local need, and improves the sustainability of outcomes.[vii] Community-led businesses, using enterprise for social purpose and embedding local accountability, are now estimated to deliver £1 billion to the economy, from community-led housing to community energy.[viii]

- **For economic fairness:** Stronger communities help share local economic prosperity by helping people access better work, supporting entrepreneurship, and sustaining businesses that benefit the local area. Skills and enterprise initiatives that are rooted in communities and adopt a participatory approach have been shown to deliver stronger outcomes,[ix] while strong social capital and networks help boost employment and skills opportunities - just one more employed friend in an unemployed person's social network makes it 13 per cent more likely that they will find a job and return to work.[x]

- **For democracy and decision making:** Democracy is a fundamental pillar of our society, and community participation in decision making – such as how local budgets should be used – makes policy decisions more successful and rebuilds trust between local people and the public bodies that serve them.[xi] Divisions across communities reduce when excluded groups have a voice and a place in local social action.[xii]

- **For the environment:** Community groups often come together to protect and enhance their local environment, from collecting litter to activity on climate change and reducing carbon usage. In many areas, local community groups are taking a lead on environmental issues that affect their area and beyond.[xiii]

Ambition Lawrence Weston, Bristol

Ambition Lawrence Weston is a resident-led partnership established in 2012 in Lawrence Weston, a housing estate in north-west Bristol. The partnership established a Community Economic Development Plan to oversee the regeneration of the area and is one of only two areas in Bristol to have made a Neighbourhood Development Plan to address local issues of declining housing stock, high unemployment, and geographical exclusion due to poor transport links.

With the support of Big Local funding, Ambition Lawrence Weston has been able to deliver its plans for 38 affordable new homes in the local area, a new £3.4 million community hub and GP surgery and a community-owned solar wind farm. A new employment hub also provides specialist support, careers advice, and a job club. Central to Ambition Lawrence Weston's approach has been strong partnership between the local authority, NHS, education and training providers, housing associations and community organisations.

Ennerdale Hub, Cumbria

Ennerdale Bridge is a rural community in the Western Lake District. Villagers came together in 2011 to help deliver a village plan devised by the parish council, after concerns were raised that rural services which they relied on were gradually disappearing and a drive to attract more tourism was being hindered through the lack of infrastructure to support visitors.

The community formed a cooperative, the Ennerdale Hub, governed by a board of local volunteers who are also shareholders. Working closely with the parish council, they were able to raise funds to save a local pub and to build 'The Gather' - a local community centre with a cafe and shop on the ground floor and two large rooms for events. The Gather shop offers a vital service to the village, while the large community room hosts a range of activities from yoga to film nights.

How can government best support stronger communities?

Ultimately, it is local communities themselves that lead change in their area. However, national government also has an important role to play by devolving power down to a local level; acting as a convenor and facilitator of resources and expertise; helping to identify and remove barriers; bringing communities into the design of policies and ensuring policies and programmes seek to encourage greater community integration and control.

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> *The principle of working 'with' communities, rather than doing things 'to' them, needs to be adopted to achieve lasting change.*

While there are a range of examples of positive activity from government and other partners to help strengthen communities, there are also common barriers that should inform the development of future policy. These include:

- **Short-term focus:** Building stronger communities requires building trust and is an ongoing process that takes time. Short-term policies, programmes or funding cycles, with inadequate evaluation and learning passed on, prevent the development of local capacity and healthy partnerships between communities and government and lead to inefficiency.

- **Siloed working:** Organisations working in isolation or their own 'silo' prevents the strengths and assets of different sectors and community partners from being effectively identified and used. It also leads to missed opportunities in a complex local system of civil society organisations and funding. Instead government should seek to join up activity supporting community priorities and wherever possible integrate local investments.

- **Inability to leverage additional funding:** Accessing multiple sources of funding is important for communities that are managing, transferring or purchasing local assets or providing local services. Government can play an important role in identifying and catalysing funding sources – including as a convenor of other funders and investors.

- **Top-down and transactional decision making:** A lack of opportunities for local people to have a say and shape the places they live in can reinforce disengagement, alienation, and a sense of powerlessness. Top-down decision making also reduces responsiveness to the local context. The principle of working 'with' communities, rather than doing things 'to' them, needs to be adopted to achieve lasting change. This approach was championed by the Ministry of Housing, Communities and Local Government in the public discussion following publication of the Social Housing Green Paper, as highlighted below.

These challenges highlight the need for government to work differently. We must shift power down to communities and know when to get out of the way and allow local innovation to flourish.

Engagement for the Social Housing Green Paper

From October 2017 to April 2018, the Ministry of Housing, Communities and Local Government Social Housing Green Paper team worked with the Cabinet Office Policy Lab to undertake a series of resident engagement events, listening to the views of nearly 1,000 social housing residents in 14 events across the country following the Grenfell Tower fire. Alongside an online questionnaire, this approach meant residents' voices directly shaped the Social Housing Green Paper - one of the themes that came out strongly was the issue of stigma felt by residents, which became one of the five themes in the Green Paper.

Following publication of the Green Paper in August 2018, the team ran a further round of engagement events with Ministers and residents, with policy proposals developed into 'prototypes' to test with residents across the country. More than 500 residents attended events, with 1,000 people responding to the post-publication consultation. Residents at the events recognised the content of the Green Paper as reflecting what they had raised in the listening phase and stated that this was a process they wanted more of in the future.

How can partners best support stronger communities?

Local Government

Local government plays a fundamental role in building strong communities. Councils across the country are leading the way, and local elected representatives play a crucial role as community leaders. Activity by local government to help strengthen communities includes:

- **Community engagement and co-production:** Engaging communities in the whole cycle of local decision making, from setting priorities through to implementation and evaluation. Many local authorities are also experimenting with new models of deliberative and participatory democracy and transferring power and control down within communities.[xiv]

- **Commissioning and procurement:** Adopting commissioning strategies that are co-designed with communities; embedding social value in commissioning and procurement decisions; and seeking to build capacity in communities for future delivery.

- **Promoting community ownership:** Promoting community ownership, including stimulating community-led activity through community asset transfer, which can help to safeguard local assets like community centres and pubs. This creates further capacity for other community networks and groups by providing sustainable spaces for their activities.

- **Access to finance:** In areas such as housing, energy and leisure facilities, local government can leverage their capacity to invest in community ventures with social impact, including through accessing funding via the Public Works Loan Board or as a co-investor to lever in private capital which is aligned with its objectives.

Parish and town councils also play an important role as our most local level of democracy, and in many areas have developed ambitious ways of involving residents in decision-making. Where town and parish council arrangements do not exist, local authorities can support other community-led models such as neighbourhood forums that enable the meaningful transfer of power to a more local level.

The Ministry of Housing, Communities and Local Government will work with local councils to share best practice and further strengthen their role in supporting communities.

We will also champion the important work of parish and town councils and explore opportunities to strengthen their purpose and role across the country. This will include updating and strengthening Community Governance Review guidance to support the creation of new parish, town or community councils where local communities wish to establish them.

The Deal – Wigan Council

Wigan Council launched 'The Deal' in 2013 to transform ways of working with communities across the borough, creating a new informal contract between residents and the council. At its core it aims to improve resident engagement, empower communities, grow local capacity, and transform public services.

As part of this, the Wigan Deal Community Investment Fund has been designed to nurture, develop and strengthen community projects and activity, with over £10 million invested in the community through the Fund to date. Investments range from small, grassroots initiatives – such as a community café designed to improve health and nutrition and tackle loneliness – to larger funding to support a new branch of the local Credit Union. The Fund has also supported long-term community resilience through community asset transfer, supporting community organisations to take on and manage important local assets – such as community centres and bowling greens. Cost Benefit Analysis calculates that for every £1 spent through the Community Investment Fund, £5.62 in public value is generated.

Abram Ward Community Cooperative in Wigan is an example of how council support, community innovation and opportunities for greater neighbourhood control have aligned. The Platt Bridge Community Zone, transferred to Abram Ward Community Cooperative from the Council in 2014, is now a hub of social enterprise and community activity. Their 'Made in Wigan' project for start-ups and new enterprise in the area received its initial investment from the Community Investment Fund, and is now part of a funded programme 'Empowering Places' with Power to Change to incubate community businesses across the borough. The neighbourhood forum, Abram Communities Together, is also developing plans for the local area through a Neighbourhood Plan.

Civil Society and the social sector

As set out in the government's Civil Society Strategy (2018), voluntary, community, faith and social enterprise organisations are the core of civil society, and the hallmark of thriving communities and a thriving democracy. The social sector is an important catalyst for mobilising volunteering and community action and unleashing the potential in our communities. This includes the role the social sector can play through:

- **Building diversity in participation:** using the practices of community organising and community development, which bring people together to act on common concerns, to engage with a diverse range of local voices in the communities in which they operate.

- **Providing community spaces:** where the whole community can come together and forge trusting relationships. Institutions, such as places of worship, can open their facilities to the wider community.

- **Stimulating local innovation:** providing the opportunity and support for local communities to work together and develop new thinking or solutions to local challenges and in the delivery of local services.

- **Supporting the local economy:** community businesses, social enterprises and charities create local wealth and help to keep it circulating within communities. It is estimated that the civil society sector contributes £20.9 billion per year to the economy while the estimated contribution of volunteering to the UK economy is £32 billion.[xv]

The Ministry of Housing, Communities and Local Government will continue to work with the Department for Digital, Culture, Media and Sport to build on the commitments set out in the Civil Society Strategy, help support a sustainable social sector, and recognise the contribution the sector makes in local places.

> *The social sector is an important catalyst for mobilising volunteering and community action and unleashing the potential in our communities.*

Homebaked, Liverpool

Homebaked are based in an iconic neighbourhood bakery building just opposite Liverpool Football Club, in an area of significant social and economic deprivation. The only occupied building in a terrace of boarded-up houses, the bakery and café provides employment, training, mentoring and a place where people can meet. It is also the anchor for a larger scale community-led development that will help to regenerate Anfield's high street and bring a renewed sense of pride to the area.

The overall scheme has been initiated by a group of local residents and stakeholders in response to stalled regeneration schemes in the area. They formed two community organisations, both established in 2012: Homebaked Community Land Trust (CLT), which acts as the landlord and development body and the community bakery Homebaked Co-operative Anfield. Both organisations worked hand in hand to save the bakery building from being demolished. After a highly successful crowd-funding campaign, the bakery business opened in 2013. An initial grant of £146,200 in 2015 from Power to Change enabled the community business to go on to grow its trading income and become financially sustainable by taking on bigger catering contracts, such as providing match day pies at the nearby Anfield stadium. Today Homebaked Bakery employs 19 people and spends £160k a year on salaries and £100k with local suppliers. All profits are re-invested into training and quality employment.

Business

Businesses are a vital part of any community – creating prosperity, employment, and boosting skills. A strong community requires strong, responsible businesses, acting as positive contributors. With 99.3 per cent of businesses being small businesses[xvi] and only two per cent operating more than one site,[xvii] the majority of UK businesses are inherently local.

Responsible businesses contribute to their communities in a number of ways, whether through the jobs that they create or the products and services that they offer. Business also has a long history of philanthropy, supporting the social sector and local community activity, as well as making the most of volunteering opportunities for their employees to support local communities.

There is increasing recognition of the need for a business to consider its wider impacts on society and how the entirety of its operations can bring social value.[xviii] For a responsible business, this will inform how it should operate, with a clear long-term view of returns on investment, both for itself and wider society.

The growth of social enterprise and community businesses exemplifies this trend. These are businesses which seek to achieve both social and economic results, while community businesses are locally rooted, accountable to their communities and deliver a positive local impact. Strong, empowered communities can be an important incubator for this kind of business in particular.[xix]

The Ministry of Housing, Communities and Local Government will work with Business in the Community and their Place Leadership Team[xx] to help deliver against the principles set out in this document and explore how government and business can work together to build thriving communities in which to live and work. We will also support more businesses to adopt social value principles in procurement and service design, work with Department for Digital, Culture, Media and Sport on strengthening the Social Value Act, and support commissioners to work with businesses to use the Act to greatest effect in support of local communities.

Morgan Stanley - Healthy Cities

Global financial services firm Morgan Stanley is working collaboratively to help address the root causes of poor health and wellbeing in Poplar, Tower Hamlets through its Healthy Cities London initiative. This part of London has among the highest percentage of people living in deprived households in England.

Before launch, a six-month research project was carried out with residents and other local stakeholders to understand key challenges. The research findings showed that a holistic approach should be taken which would work with the whole family on the need to change diet and lifestyle. Activity therefore focuses on the themes of wellness, play and nutrition.

Community engagement has been crucial to the programme's success. Delivery partners offer expertise to shape and enhance how Healthy London is implemented and evolves in the future. The local GP, head teacher and local community organisations are included in discussions to gather insights and feedback. They have directly informed the approach, including introducing the concept of Health Champions to ensure residents take ownership of the issue in their community, and recommending that exercise classes were moved from term time into the school holidays to engage more children and increase their activity levels in holiday periods.

Section 2: Our mission

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> *"The Ministry of Housing, Communities and Local Government, as the Government Department for Communities, will work to create socially and economically stronger, more confident and integrated communities, where people have a real say over the decisions that matter most to them in their local area, including how local services are provided, facilities are used and how their neighbourhood is developing.*
>
> *We will ensure that community voices are heard, valued and produce change so that no community is left behind and that we strengthen work to enable people to recognise and value the common themes that bind places and people together, promote opportunity and celebrate the great neighbourhoods we live and work in."*
>
> **Rt Hon James Brokenshire MP,**
> **Secretary of State for Housing, Communities and Local Government.**

The Ministry of Housing, Communities and Local Government will continue to champion communities across government, and to place stronger communities at the heart of everything we do. Our mission will be shaped by four pillars:

1. Trust, connectedness and local pride
2. Active citizenship and local control
3. Shared community spaces
4. Shared prosperity, with no community left behind

This will build on legislation and programmes that have been developed over the past eight years to increase the power and rights of local communities. The Localism Act 2011 set out a new approach to shifting power to local communities, while more recently a number of government strategies have been launched that contribute to stronger local communities in different ways:

- **The Civil Society Strategy** published August 2018, sets out how the government and other service providers will work with and support civil society, as well as individuals and communities, to make brilliant places for people to live and work in.[xxi]

- **The Integrated Communities Green Paper (2018) and Action Plan (2019)** sets out cross-government action to support integration and to overcome divisions and inequalities based on factors including race and faith. It also includes a focus on local Integration Areas, targeting local and national resource to understand specific local challenges by working with five local authorities in England.[xxii]

- **The Loneliness Strategy,** launched in 2018, emphasises that we can all contribute to building a more socially connected society, and identifies changes that can be made to our country's organisations, infrastructure and culture so that families, friends and communities can better support each other. It embeds 60 commitments to act on loneliness across a broad range of government policy, as well as supporting 126 projects that are addressing loneliness at a local level through the £11.5 million Building Connections Fund.[xxiii]

- **Devolution deals and Local Industrial Strategies:** The Industrial Strategy sets out a long-term plan to boost productivity by backing businesses to create high-quality, well paid jobs. The government is working in partnership with places to develop Local Industrial Strategies which will focus economic priorities in each region of England. Through the Industrial Strategy, Northern Powerhouse and Midlands Engine – as well as devolution deals across the country – places are being supported to consider how they can make the most of their resources and strengths and drive economic growth that benefits everyone in their area.

The section below defines each pillar that will shape the department's mission to build stronger communities, setting out the challenge and our future activity.

1: Trust, connectedness and local pride

We want people to feel a sense of pride and connectedness in where they live, and to feel able and inspired to take action in their community. Strong local relationships and high levels of trust are critical to people being satisfied with their local area (Figure 1).

At a national level, there are some encouraging signs of this connectedness in communities. 82% of people say their local area is a place where people from different backgrounds get on well together.[xxv]

However, these headline figures mask variations between areas, with feelings of belonging lower in deprived areas, declining proportions of people trusting others in their local area over the past five years (see Figure 2), and overall low levels of trust in the major institutions that make up society.[xxvi] As Dame Louise Casey's review of opportunity and integration identified, there are also a number of communities facing significant integration challenges and divisions along race, faith or socio-economic lines.[xxvii]

Figure 1. Relationship between local area satisfaction and quality of local social relationships (England)[xxiv]
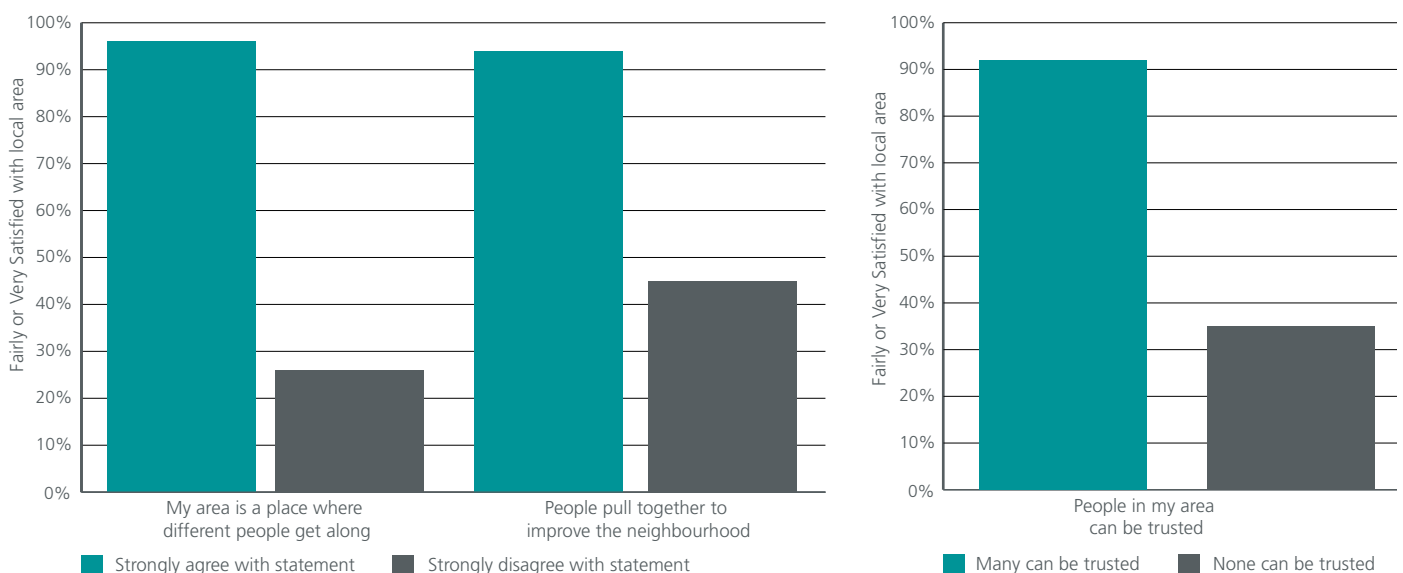
The Integrated Communities Action Plan highlighted above sets out a wide range of cross-government action underway to improve integration, while the Civil Society and Loneliness Strategies also set out activity to help build connectedness in communities. We are also helping local areas to manage pressures and tensions where they are associated with recent migration through the **Controlling Migration Fund**, which has invested £102 million on local projects since 2016, while the **Near Neighbours Scheme** supports initiatives that bring people from different backgrounds together to tackle local issues, with funding provided for 1,600 local community projects since 2011, benefitting over a million people and helping to build relationships and trust in neighbourhoods.

Increasing a sense of connectedness and pride is also at the heart of the department's approach to housing. The **Social Housing Green Paper**, published in August 2018, outlined a new deal for social housing residents, rebalancing the relationship between them and their landlords, including a stronger voice for residents, complaints dealt with quickly, prompt access to redress and including an emphasis on tackling stigma and celebrating thriving communities. We are also supporting local areas to deliver much needed homes, with funding and support announced for sustainable new **garden communities** across the country, while the **Building Better, Building Beautiful Commission** has been established to develop practical measures to promote quality design so that new housing developments meet the needs and expectations of communities.

Beyond this, the Ministry of Housing, Communities and Local Government will:

- **Support the delivery of the next phase of the Loneliness Strategy**, working closely with other government departments, local councils, and the housing sector to help connect communities and reduce loneliness.

- **Establish design principles and guidance for planning new homes and places that put communities and community involvement at their heart**, with a focus on creating inclusive and accessible places and quality design.

- **Take action to address unfair segregation and promote integrated and socially cohesive communities.** The National Planning Policy Framework, updated in July last year, sets out that planning policies and decisions should promote social interaction. We will work closely with industry and local planning authorities to implement this. We will consider updating planning guidance to show how good planning can reflect our policy by creating tenure neutral design and spaces that can be shared by all residents.

Waltham Forest Connecting Communities Strategy[xxix]

Waltham Forest launched its local integration strategy – 'Waltham Forest, Our Place' – in March 2019. The strategy was developed in partnership with residents through workshops, focus groups, and public events, and has been supported by a range of organisations operating locally. It aims to improve life chances for all by unlocking the collective power of local people and envisages a movement where every resident and local organisation has a role to play in making the borough a better place to live.

Work so far has included developing new local community networks that bring together voluntary and community groups, local leaders, local businesses and public services, looking at better ways of coordinating services and using local hubs and spaces to meet local needs. The strategy includes action to improve English language support; help people into work; improve support for new arrivals to the borough; address gender inequality; and enable older people to play a part in the place they live.

Figure 2. Percentage of people who say many of the people in their local area can be trusted, 2013/14 - 2017/18 (England)[xxviii]
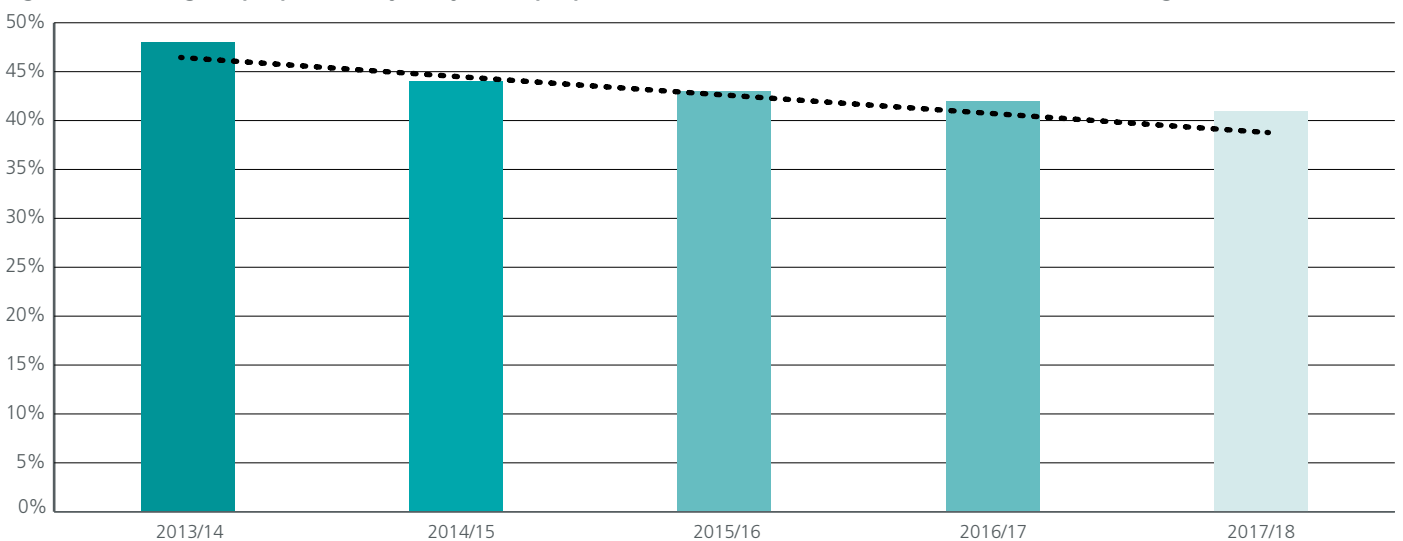
Southern Brooks Community Partnership, South Gloucestershire

Southern Brooks Community Partnership is a community development organisation based in South Gloucestershire. Three years ago, following an increase in community tension and hate crime incidents, they worked with the community to identify solutions. From this engagement, they designed the Anti-Hate Crime Ambassador project, a leadership programme which worked with children and young people to give them the skills and confidence to be ambassadors, championing diversity and challenging division in their communities. This secured Home Office 'Building a Stronger Britain Together' funding to roll this programme out in three priority communities in South Gloucestershire.

From this, the Partnership worked with South Gloucestershire Council, Avon and Somerset Police and other community stakeholder groups to set up a community cohesion steering group and plan for South Gloucestershire to ensure it is a safe and welcoming place to live for all. Actions in the plan include: 'safe space' conversations facilitated by community development workers; the coordination of a network of local organisations and agencies; continued work with children and young people; and regular monitoring of hate crime data and community tensions. Through this work, Southern Brooks worked in partnership with two local organisations to run South Gloucestershire's first ever Diwali festival last year.

2: Active citizenship and local control

We want all citizens, regardless of income or background, to have opportunities to be active in their communities, and to have more control over decisions that are made about their local areas. However, currently only a quarter of people (26%) say they can influence local decision making, while more than half would like to be more involved in local decisions – a proportion that has increased year on year from 47% in 2014/15 to 54% in 2017/18.[xxix]

We believe in localism and want to encourage more meaningful involvement for communities in decision making. This includes championing 'onward devolution' that puts power in the hands of communities and seeks to expand the opportunities available for local community control. We want to build on existing civic infrastructure and models of local accountability and democracy, including exploring opportunities to strengthen the role of parish and town councils. We also want to make the most of emerging digital platforms, and the opportunities they present for citizen participation and the coordination of local action in areas. Currently, the Ministry of Housing, Communities and Local Government and the Department for Digital, Culture, Media and Sport are supporting three local authorities through the **Innovation in Democracy Programme**, opening up issues in the area to their citizens through deliberative democracy and online engagement

The **Civil Society Strategy** sets out an ambitious vision to strengthen volunteering and encourage active and mobilised citizens, and there is a range of activity currently underway to support this. For example, the Department for Digital, Culture, Media and Sport's **Community Organisers Expansion Programme** is training 3,500 people in community organising across England by March 2020, helping to bring people together to act on local issues supported by a new National Academy of Community Organising and Social Action Hubs across the country. The **Place Based Social Action Programme**, jointly funded by the Department for Digital, Culture, Media and Sport and the National Lottery Community Fund, is also investing £4.5 million over seven years to support local partnerships of community groups, residents, local councils and service providers to address issues through collective community action.

> *We believe in localism and want to encourage more meaningful involvement for communities in decision making.*

We are also promoting community involvement in local placemaking, supporting communities to take a lead in shaping their local environment. **Neighbourhood Planning** gives communities direct power to develop a shared vision for the future of their area, with over 2,600 groups having started the neighbourhood planning process since 2012. The **Estate Regeneration National Strategy** has put residents at the heart of re-shaping their estates as part of a £322 million funding package, while our **Community Housing Fund** is supporting community-led housing schemes – enabling local people to take a leading role in housing delivery and opening up new opportunities to deliver affordable homes that might not have been brought forward otherwise.

While these programmes are doing important work to enable active citizenship, there is more to do. The Ministry of Housing, Communities and Local Government will:

- **Strengthen community involvement in local placemaking**, including providing continued support for communities to shape the future growth of their areas through neighbourhood plans, with a £26 million support programme up to 2022, and through a planning system centred on community involvement with statutory rights to become involved at every stage from plan-making to planning application.

- **Support volunteering**, by working with the Department for Digital, Culture, Media and Sport to implement the commitments in the Civil Society Strategy, help to build the next generation of volunteers, and explore options to increase the number of young people volunteering.

- **Set a standard for community involvement across departmental policies, and champion this standard across government.** This will be developed in partnership with the Communities Partnership Board and will set out principles and standards for community involvement that all policies should meet.

Spring Boroughs neighbourhood plan, Northampton

Spring Boroughs is located in the heart of Northampton and is a highly diverse area with high levels of deprivation. The Spring Boroughs Voice, a Neighbourhood Forum formed in 2013, set out to create a Neighbourhood Plan to enable the regeneration of Spring Boroughs in a way which would improve the quality of life for residents and bring social, environmental and economic benefits.

The forum conducted extensive engagement, using a personal and informal approach that included face to face contact, drop in sessions and interactive events with groups of local people to identify concerns shared by residents. This informed proposals in the Neighbourhood Plan to build more family housing, provide new play spaces for children of different ages, and a community centre where residents from different groups in the community could socialise.

A community hub, local shop and 32 new council homes and more green spaces have since been delivered as part of a £9 million regeneration project.

ATMOS project – Totnes, South Devon

The ATMOS project has been brought forward on a former industrial site by the Totnes Community Development Society – a form of Community Land Trust. The scheme includes a mix of affordable homes and commercial spaces, and have delivered: 62 affordable homes; 37 homes for those aged 55 plus; 7,000 square metres of workspace; a 58-bed hotel; an energy centre; and a new community venue.

The project used a Community Right to Build order, making it easier for the community organisation to bring forward development on the site more easily without the need for planning permission, and this process helped support a highly collaborative approach which enabled local concerns to be raised and addressed in a non-adversarial way.

3: Shared community spaces

For community spirit and a feeling of connectedness to thrive, people need places to meet. We want to see sustainably-run and inclusive spaces that are easily accessible in every community. However, the availability of community spaces varies across the country (Figure 3).

Shared community spaces can include parks, community centres, libraries, pubs and schools. Local civic amenities, from public water fountains to public toilets, also play an important role in making a place liveable and accessible. We know that in many areas community assets are under pressure. There is a range of activity currently underway to support these shared spaces:
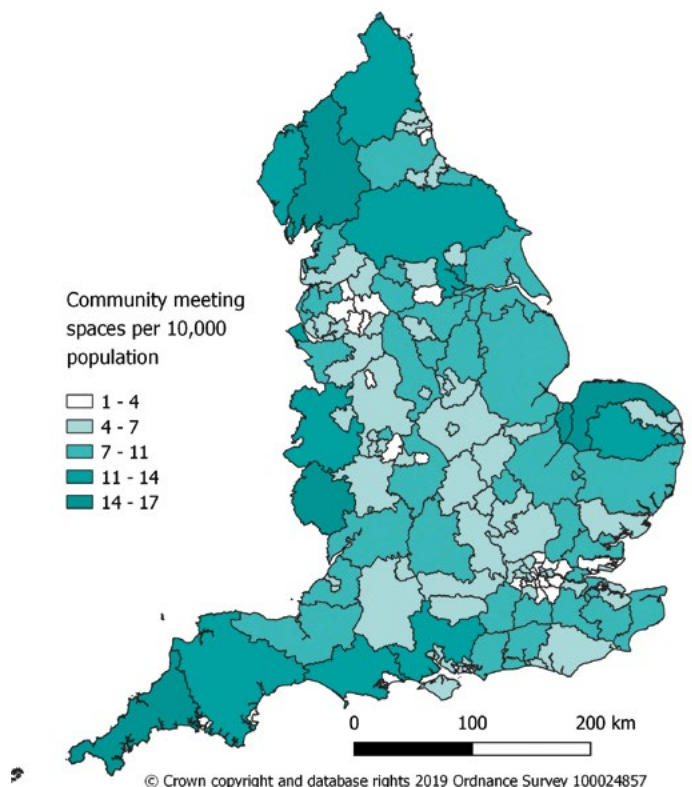
- **On parks and green spaces,** the Parks Action Group brings together expert partners to help develop a sustainable future for our parks and green spaces. Government has invested £15 million for parks since 2016, including support for local authorities and £3.75 million for community groups to establish new 'pocket parks'.

- **On libraries**, the Libraries Taskforce convened by the Department for Digital, Culture, Media and Sport brings together local areas to promote and share good practice. The department has also invested in enabling free wi-fi across all public libraries in England, and provided a £3.9 million fund to trial innovative projects for libraries to benefit disadvantaged people and places in England.

- **On community pubs**, The Pub is the Hub and More Than a Pub programmes helped pubs diversify to act as community hubs, and supported a sustainable approach for communities to own their local pub.

- **On high streets**, the £675 million Future High Streets Fund is supporting local areas in England to invest in town centre infrastructure, with the High Streets Task Force established to provide expert advice and guidance to local councils seeking to breathe new life into their high streets. The Open Doors programme has also been launched to enable local community groups to use vacant high street properties, with pilots in five areas matching landlords of empty shops with community groups to create vibrant community hubs and help bring people together.

- **On community spaces for young people**, the Building Connections Fund has included funding for 144 community space projects aimed at addressing youth loneliness. In addition, the £1.6 million Space to Connect Fund has been launched by the Department for Digital, Culture, Media and Sport in partnership with the Co-op Foundation, to support community spaces where people can connect.

> *We want to see sustainably-run and inclusive spaces that are easily accessible in every community.*

Figure 3. Number of community meeting spaces per 10,000 residents across England.[xxx]

Community meeting spaces per 10,000 population
- 1 - 4
- 4 - 7
- 7 - 11
- 11 - 14
- 14 - 17

0   100   200 km

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Communities can take over the running of local assets themselves through Community Asset Transfer. The community rights enshrined in the Localism Act 2011 also mean that local people and groups can nominate important community spaces as **Assets of Community Value**, providing them with the protected right to bid when that asset is put up for sale. To support community groups looking to take assets into community ownership, the Ministry of Housing Communities and Local Government has funded the **Community Enabler Fund**. We have also worked with Power to Change and My Society to create an online platform, called 'Keep it in the Community'[xxxi], which will make it easier to identify when a local asset is at risk. An asset count undertaken as part of this project identified over 5,000 Assets of Community Value registered in England.

A study commissioned in partnership with Power to Change to assess the economic contribution made by community-owned assets and their overall financial health has identified that they contribute nearly £220 million to the economy every year[xxxii]. Government embed the learning from this research in future policy to encourage more communities to take assets into community ownership.

The Ministry of Housing, Communities and Local government will:

- **Explore opportunities to strengthen community ownership of local assets**, to make it easier for communities to take on the ownership and running of local assets, including removing barriers and coordinate capacity funding for community groups wishing to protect assets in their area.

- **Explore opportunities to coordinate funding for civic infrastructure more effectively in local areas**, working with local government, charitable funders and government departments.

- **Share learning from the Open Doors pilot programme**, which is opening up empty shops in high streets for community use. We will review the programme to learn lessons and consider how to sustainably support this in future.

- **Encourage councils to work with water companies and businesses to increase the availability of water fountains and free water refill sites in every community**, helping to reduce the environmental damage caused by plastic bottles and making such facilities more widely accessible in our public spaces. We will work with the Department for Environment, Food and Rural Affairs to support existing work underway by the water industry to achieve this, as set out in the government's environment strategy 'A Green Future: Our 25 Year Plan to Improve the Environment'.[xxxiii]

Par Track Ltd – Par, Cornwall

Par running track is a unique leisure asset at the heart of Par, Cornwall. In 2017 the future of Par running track looked in doubt. However, a dedicated group of local people came forward and approached Cornwall council to take on management of the track, securing a 125 year lease for the building and land. Over time the local group formed into Par Track Ltd, a Community Benefit Society, and have sustained the track as a community-run green space and sports facility. The group has since expanded its role and is now securing the future of a local library following transfer from Cornwall council, and have launched a programme to revitalise both these assets for the local community.

This approach fits well with Cornwall council's wider programme of devolution, which places local partnerships at the centre of council service delivery. A monthly devolution board oversees projects devolving assets and services to city, town and parish councils and community groups, recognising the long-term social value and community capacity which is created through close collaboration with communities and local people.

Bramley Baths, Leeds

Bramley Baths is a Grade II listed Edwardian bathhouse in Leeds. In 2011, cuts to the council's sports budget saw a reduction in opening hours and possible closure of the baths. The Friends of Bramley Baths group was established to secure their future, and Leeds County Council agreed to a community asset transfer process to transfer the ownership of the building. They also provided support for the group to develop a business plan and agreed to a 50-year lease (after an initial 5 year lease), recognising that the security of a longer lease would enable the group to acquire external funding and insurance.

Since the transfer to community ownership in 2012, the Baths have thrived. Now employing 43 staff, the Baths are open 7 days a week, with 2000 visits each week. 'Bramley Baths and Community Limited' prioritise affordability, diversity and inclusion, with tailored swim sessions for disabled children. The Baths also run a lifeguard and swim teacher training programme for young people in the local area to develop local job opportunities. Arts and culture form a key part of their community activities, including a unique opera and ballet partnership with 'Northern Rascals', a 'floating orchestra', underwater arts exhibitions, and a memory aquarium of the community's memories of the Baths through the last 70 years.

4: Shared prosperity, with no community left behind

We want to build strong communities that help create a thriving and inclusive economy, and to ensure communities are actively involved and able to shape plans for economic investment in their area. However, we know that some areas – whether in coastal towns, rural villages, post-industrial areas, or specific neighbourhoods in our cities – have not shared in the wider economic growth experienced in the UK and feel 'left behind'. They struggle with long-term issues of deprivation and a lack of civic infrastructure which have undermined the strength of their local community and the local economy.[xxxiv] Civic engagement is also lower in more deprived areas (Figure 4).

A range of programmes have demonstrated the potential of active and engaged communities to help drive local economic growth, including the **Coastal Communities Fund,** which has seen over £180 million invested in more than 350 projects since 2015 to support economic growth in seaside towns. This programme has also helped to establish 146 Coastal Community Teams, bringing together residents with business, the local council, and other partners to agree priorities and shape economic development in their area.

Figure 4. Percentage of people who engaged in civic participation or consultation in the previous year by area deprivation (England)[xxxv]

Engaged in some form of civic participation last year

Engaged in some form of civic consultation last year
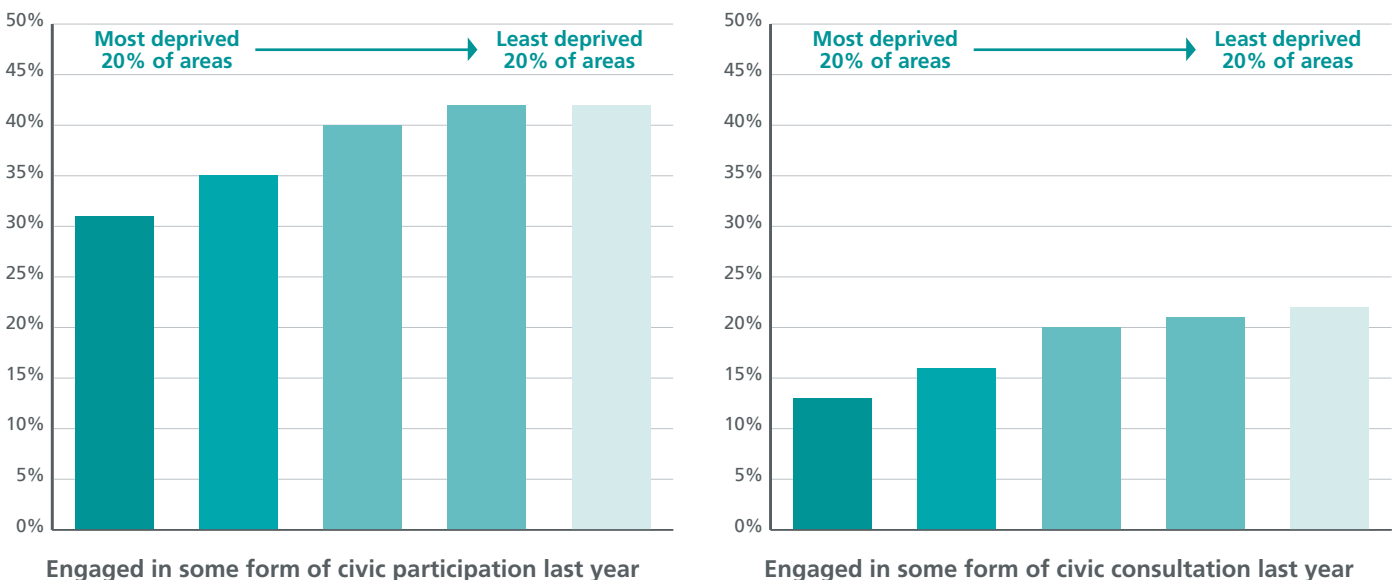
Note: The bars in this chart show each of the five quintiles of the Indices of Multiple Deprivation (IMD), from 1-5 from left to right. 'Areas' refers to slower-level super output areas.

Government and partners are also supporting social investment and other approaches to boost the economy in 'left behind' places. Using dormant assets funding, Big Society Capital and Access - The Foundation for Social Investment have launched a new social investment programme called Local Access, with up to £33 million available an estimated five places, yet to be chosen. The programme will provide a mixture of grant and repayable investment that will help reduce poverty and inequality and grow the social economy. Meanwhile, **The Cultural Development Fund (CDF)**, announced as part of the Creative Industries Sector deal and delivered by Arts Council England, will invest in heritage, culture and creativity as a catalyst for regeneration in five towns and cities across England.

> ❝
> *We will focus on those communities with the highest need and whose voices may be least often heard.*

Acknowledging the link between strong communities and inclusive economic growth, the Ministry for Housing, Communities and Local Government will continue to seek opportunities to join up investment in the civic, social, and economic infrastructure in places. We will focus on those communities with the highest need and whose voices may be least often heard, and work to enable local people to have a stake in shaping local economic decisions. This will include:

- **Encouraging community involvement in Business Improvement Districts:** as highlighted in our response to the Housing, Communities and Local Government Select Committee's report into High Streets and Town Centres in 2030. This will include considering the option of appointing a community representative to their boards, alongside options for promoting community engagement and involvement.

- **Work with Local Enterprise Partnerships (LEPs):** We will continue to work with Local Enterprise Partnerships to help them prioritise policies and actions that are based on clear economic evidence and intelligence from businesses and local communities, and to help create more inclusive local economies. We will continue to work to improve the gender balance and representation of those with protected characteristics on boards and ensure all Local Enterprise Partnership boards are representative of the businesses and communities they serve.

Jaywick Sands Coastal Community Team

Jaywick Sands is a seaside village near Clacton-on-Sea, Essex. It is the most deprived area in the UK, where very poor housing conditions significantly contribute to the high levels of deprivation. Jaywick Sands Coastal Community Team was established in 2015 and brings together community groups with local partners, chaired by the Chief Executive of Tendring district council. The overall ambition of the Coastal Community Team is to create a "new coastal village", seeking to improve the long-term sustainability of the community and the lives of Jaywick Sands residents by providing them with better and safer housing.

For the first time, regeneration of Jaywick Sands is being planned with the involvement of residents, with both community representatives and the community interest company Developing and Empowering Resources in Communities (DERiC) being members of the Coastal Community Team. This has brought about a momentum for change in the village, which has seen the first flood resistant housing being developed in decades, serious private sector interest in investing in an area that has traditionally been of little interest, and a community that is willing to engage in proposals, knowing they will be listened to and have an influence.

Section 3: How we will take this forward

This document is the next step in refreshing the government's aspirations for stronger, more confident communities. It provides a framework to build on a range of government activity that is contributing to stronger communities in different ways - from the implementation of the Civil Society Strategy and Integrated Communities Action Plan, to our efforts to boost productivity and inclusive growth through the Industrial Strategy and by supporting local industrial strategies across the country.

There is much further to go, and it is imperative that the next stage is conducted in partnership with communities and local partners. As a next step in that process, the Ministry of Housing, Communities and Local Government will:

- **Hold a national conversation with communities across England** about their view of who we are as a nation, their vision for the future of their community and our country, and what local and national government can and should be doing to support their community to thrive.

- **Establish a series of Civic Deal pilots** to test how the Ministry for Housing, Communities and Local Government and the Department for Digital, Culture, Media and Sport put into practice the principles set out in this document in partnership with local areas.

- **Publish a Communities White Paper** to renew government's focus on building stronger communities across England. The scope of the White Paper will be developed in partnership with communities and informed by the national conversation and Civic Deal pilots.

Alongside these next steps, we will build on the four pillars set out in this document and support the crucial role that partners across local government, business and the social sector play in building stronger communities. The department will:

- **Work with local government** to share best practice and further strengthen their role in supporting communities.

- **Champion the important work of parish and town councils**, including updating and strengthening Community Governance Review guidance to support the creation of new parish, town or community councils where local communities wish to establish them.

- **Help support a sustainable social sector**, working with the Department for Digital, Culture, Media and Sport to build on the Civil Society Strategy and recognise the contribution that the social sector makes in local places**.**

- **Work with Business in the Community and their Place Leadership Team** to help deliver against the principles set out in this document and explore how government and business can work together to build thriving communities in which to live and work.

- **Encourage community involvement in Business Improvement Districts** including considering the option of appointing a community representative to their boards, alongside options for promoting community engagement and involvement.

- **Support delivery of the next phase of the Loneliness Strategy**, to help connect communities and reduce loneliness.

- **Establish design principles and guidance for planning new homes and places** that put communities and community involvement at their heart.

- **Take action to address unfair segregation in housing developments and promote integrated and socially cohesive communities**, working with the industry and local planning authorities to implement the National Planning Policy Framework.

- **Strengthen community involvement in local placemaking**, including providing continued support for communities to shape the future growth of their areas through neighbourhood plans.

- **Support volunteering**, by working with the Department for Digital, Culture, Media and Sport to implement the commitments in the Civil Society Strategy.

- **Set a standard for community involvement across all departmental policies**, and champion this standard across government.

- **Explore opportunities to strengthen community ownership of local assets**, and make it easier for communities to take on the ownership and running of local assets.

- **Explore opportunities to coordinate funding for civic infrastructure more effectively in local areas**, working with local government, charitable funders and government departments.

- **Share learning from the Open Doors pilot programme**, which is opening up empty shops in high streets for community use.

- **Encourage councils to work with water companies and businesses to increase the availability of water fountains and free water refill sites in every community**, supporting existing work underway by the water industry to achieve this, as set out in the government's 2018 environment strategy.

- **Work with Local Enterprise Partnerships** to ensure that they are representative of the communities that they serve and prioritise policies and actions that are based on clear economic evidence and intelligence from businesses and local communities.

Alongside these commitments, we will continue to **promote good practice and celebrate our communities** through targeted activities such as Communities Week, as well as through our social media channels and communications campaigns. We also acknowledge the need to continue to develop the evidence base on what works to strengthen communities, and to learn from the range of activity underway across the country. As we deliver the commitments set out above, we **will conduct further research and evaluation** to build our understanding of where government activity can have the most impact to improve social and economic outcomes in communities. We will also **develop a basket of success indicators and metrics to measure progress** in our mission to build stronger communities across the country.

Appendix: The Communities Partnership Board

The Ministry of Housing, Communities and Local Government's Communities Partnership Board helps to inform government policy on communities. We would like to thank members for their contribution to this document, including those that responded to our call for evidence, suggested case study examples, and provided feedback on early drafts. The department will continue to work with members of the Communities Partnership Board as it builds on the principles and commitments contained in this document.

Currently co-chaired by Tony Armstrong, chief executive of Locality, the following organisations are represented on the Communities Partnership Board:

- Action with Communities in Rural England (ACRE)
- Business in the Community (BITC)
- Co-operatives UK
- Cornwall Council
- Faith Based Regeneration Network
- The Local Government Association (LGA)
- Local Trust
- Locality
- National Association of Local Councils (NALC)
- NAVCA (National Association for Voluntary and Community Action)
- NCVO (National Council of Voluntary Organisations)
- Plunkett Foundation
- Power to Change
- Responsible Finance
- The Company of Community Organisers (COLtd)
- Voice4Change England

Endnotes

i   Locality & Power to Change (2018). '**People Power: Findings from the Commission on the Future of Localism: Summary Report**' (viewed on 1 July 2019); Public Health England (2015). '**Local action on health inequalities Reducing social isolation across the lifecourse**', pages 6,9,12 (viewed on 1 July 2019); Pennington, A. and others (2018). **'A systematic review of evidence on the impacts of joint decision-making on community wellbeing.'** (viewed on 1 July 2019)

ii   Involve (2005). '**The True Costs of Public Participation'**, pages 67-72 (viewed on 1 July 2019)

iii   Involve (2005). **'The True Costs of Public Participation'**, pages 67-68 (viewed on 1 July 2019); Boyle, D. and Harris, M. (2013). **'The Challenge of Co-production'**, pages 19 – 21 (viewed on 1 July 2019); NEF (2013). **'Co-production in mental health: a literature review.**' (viewed on 1 July 2019).

iv   Public Health England (2018). '**Guidance: Health Matters: Community-Centred Approaches for Health and Wellbeing**' (viewed on 1 July 2019)

v   Locality (2016). **'Places and Spaces: the future of community asset ownership.'**

vi   Jan Franklin (editor) (2004). **'Politics, Trust and Networks: Social Capital in Critical Perspective'** Office for National Statistics (2005). 'Labour Market Trends', page 116 (viewed on 9 July 2019)

vii   Department for Communities & Local Government & Cooperatives UK (2017.) '**Community Economic Development Lessons from two years' action research**' (viewed on 1 July 2019)

viii   Power to Change (2018). '**The Community Business Market in 2018'**, page 4 (viewed on 1 July 2019)

ix   Joseph Rowntree Foundation (2016). '**Uneven growth: tackling city decline**' (viewed on 1 July 2019)

x   **Social Integration Commission (2014). 'Social Integration: A Wake-Up Call'**, page 13 (viewed on 1 July 2019)

xi   Involve (2005). '**The True Costs of Public Participation'**, page 14 (viewed on 1 July 2019); VCS Round Table, 18 March 2019; Scottish Government (2016). '**Mainstreaming Participatory Budgeting: Ideas for delivering Participatory Budgeting at Scale**', pages 3, 10,16 (viewed on 1 July 2019)

xii   Involve (2005). '**The True Costs of Public Participation'**, page 72 (viewed on 1 July 2019)

xiii   See for example Community Energy England (2018) '**Community Energy State of the Sector 2018**', page 31; Keep Britain Tidy (2015). **Community Freshview: Community capacity building to improve local environment quality**.

xiv   The **Enabling Social Action Guidance** can help commissioners to work with communities in developing and delivering public services. Department for Digital, Culture, Media & Sport/New Economics Foundation (2017). '**Enabling social action, Section D: Commissioning for social action'** (viewed on 1 July 2019)

xv   Department for Digital, Culture, Media and Sport (2017). '**DCMS Sectors Economic Estimates 2016: Gross Value Added**', pages 6-7 (viewed on 10 July 2019)

xvi   Department for Business, Energy and Industrial Strategy (2018). '**Statistical release: Business Population Estimates for UK and Regions**' (viewed on 1 July 2019)

xvii   Office for National Statistics (2018). 'Statistical bulletin: UK business; activity, size and location: 2018 UK businesses broken down by legal status, industry, region, employment and turnover size bands', page 10 (viewed on 3 July 2019)

xviii   HM Government (2018). '**Civil Society Strategy: building a future that works for everyone**' (viewed on 1 July 2019)

xix   Department for Communities & Local Government & Cooperatives UK (2017.) '**Community Economic Development Lessons from two years' action research**' (viewed on 1 July 2019)

xx   The Business in the Community (BITC) Place Leadership Team is chaired by Marks and Spencer, and exists to unite businesses, organisations and neighbours to create thriving communities by co-creating opportunities and building long-term trust. Further information, including the full membership of the board, is available at: https://www.bitc.org.uk/campaigns-programmes/leadership/place_leadership (viewed 10 July 2019)

xxi   HM Government (2018). '**Civil Society Strategy: building a future that works for everyone**' (viewed on 1 July 2019)

xxii   HM Government (2018). '<u>Integrated Communities Strategy Green Paper</u>' (viewed 5 July 2019); HM Government (2019). '<u>Integrated Communities Action Plan'</u> (viewed on 1 July 2019)

xxiii   HM Government (2018). '<u>A connected society: A strategy for tackling loneliness – laying the foundations for change'</u> (viewed on 1 July 2019)

xxiv   Data compiled from Community Life Survey 2017-2018. The graph shows percentage of people fairly/very satisfied with their local area among those reporting most and least positively on selected positive statements about local social relationships. The survey question on area satisfaction also included the options 'neutral' or 'dissatisfied.' The survey question on trust also included the options 'some can be trusted' and 'a few can be trusted'.

xxv   Department for Digital, Culture, Media and Sport (2018) '<u>Community Life Survey 2017/18'</u>, page 1 (viewed on 1 July 2019)

xxvi   Department for Digital, Culture, Media and Sport (2018) '<u>Community Life Survey 2017/18'</u>, page 11 & 8 (viewed on 1 July 2019); Edelman. (2019). '<u>2019 Edelman Trust Barometer Global Report</u>', page 6 (viewed on 1 July 2019)

xxvii   Dame Louise Casey (2016). '<u>The Casey Review: a review into opportunity and integration</u>' (viewed on 1 July 2019)

xxviii Data compiled from Community Life Survey 2017-18. The survey question also included the options 'some can be trusted' and 'a few can be trusted'.

xxix   Department for Digital, Culture, Media and Sport (2018) '<u>Community Life Survey 2017/18'</u>, page 14 (viewed on 1 July 2019)

xxx   "Community meeting spaces' comprise community/village halls, community service centres, church halls and religious meeting places. The map draws on 2019 data. It is presented by NUTS 3 region, source: NUTS Level 3 (January 2018) Full Clipped Boundaries in the United Kingdom, ONS Geography Open Data, 2017

xxxi   The Keep it in the Community Website can be visited at: <u>www.keepitinthecommunity.org</u>

xxxii   Centre for Regional Economic and Social Research & Institute for Voluntary Action Research (2019). **'<u>Our assets, our future: The economics, outcomes and sustainability of assets in community ownership'</u>**, Power to Change Research Institute Report No.21, page 2; 7 (viewed on 15 July 2019)

xxxiii HM Government (2018) **'<u>A Green Future: Our 25 Year Plan to Improve the Environment'</u>** page 88.

xxxiv   Local Trust/OCSI (2019). 'Developing a measure of 'left-behind areas: Data analysis and summary report' – publication forthcoming in 2019.

xxxv   Data compiled from Community Life Survey 2017-18.

Notes

Notes