



FROM THE GROUND UP

EMPOWERING COMMUNITIES
THROUGH ENVIRONMENTAL ACTION

July 2022



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Executive Summary

For 40 years, Groundwork has been empowering communities across the UK to act on poverty and the environment. This report reflects on the range of work underway across the Groundwork network to support local community action and, through interviews with those involved, draws lessons about what works and why.

The report identifies five key ingredients we consider essential to the success of our community environmental projects:

- Project longevity: having enough time to develop trust and deep local networks
- Community hubs: having space to meet and develop relationships
- Acting as mediators and capacity builders: providing an interface between local people and services and equipping communities to take a more active role in their delivery
- Variety and detail: offering a range of activities to promote inclusion and paying attention to the 'little things' that make people feel valued
- Building the communities workforce: having staff who understand the issues communities face and are expert in supporting empowerment

Taking a community-centred approach to policy and practice will be vital if we are going to 'level up' the country, address health inequalities and support a just transition to net zero. These lessons – backed by a wider body of research – point to the need to invest in professional support to ensure communities are equipped with the confidence and connections to become more resilient and play a bigger role in addressing the challenges presented by a cost-of-living crisis and a climate and nature emergency. Groundwork will remain committed to finding the resources and building its own capacity to support this work as it develops its next federation strategy.



Introduction

As we continue to recover from the impact of the Covid-19 pandemic, we are now seeing communities across the UK being affected by further crises. The consequences of the climate and nature emergencies for our quality of life are becoming more real by the day – with those who have least being impacted first and worst by floods, extreme heat, and air pollution.

Meanwhile, dramatic increases to the cost of living are making us all reappraise the way we live and work and pushing many more into poverty, with people having to make impossible choices about food and energy. It is becoming increasingly clear that we need to address these two crises in tandem – reducing cost and carbon together through a ‘just transition’ to net zero. It is also clear that ‘community action’ is an important, but often missing, link between individual and government responses to the social and environmental challenges we face (New Local, 2021a).

During the pandemic, we saw the impact that community-level concern and action had, with many people who wouldn’t consider themselves ‘volunteers’ providing essential support to neighbours and keeping people connected despite social distancing. Many of the mutual aid groups formed during the pandemic are still active and helping people to navigate current challenges (We’re Right Here, 2022), demonstrating the essential role that community action plays in responding to crises.



Numerous reports have been written asking what it might take to sustain these informal networks and support community action beyond a period of acute crisis – or how we nurture similarly empowered responses to crises of equal or greater magnitude, but where the impacts may be less immediately obvious and more unevenly distributed, such as climate change.

There has been renewed interest in how to bring about community empowerment in UK government and civil society in recent years. From the concept of community power (New Local, 2021b) to exploration of the role of social infrastructure (The Bennett Institute, 2021), people have been recognising both the potential of local people to solve their own problems and the things that need to be in place to help them to do so.

This builds on a long tradition in the UK of grassroots community activism, which has been supported over the last four decades by organisations and initiatives such as Community Technical Aid Centres, the Community Development Foundation and the Local Trust (Local Trust, 2020). Groundwork's contribution to this movement, since being established in the early 1980s, has been to provide professional support to communities in disadvantaged areas to help regenerate the environmental fabric of neighbourhoods and to use the practice and principles of community work to support more sustainable living. This work was the subject of a study 20 years ago by the Joseph Rowntree Foundation (2002).

This report explores the ways in which Groundwork is still using community environmental projects as a platform for empowering people to find solutions to the challenges facing us now.



About Groundwork

Groundwork is a federation of charities mobilising practical community action on poverty and climate change. Since the establishment of the first Groundwork Trust in St Helens & Knowsley (Merseyside) in 1982, our movement has grown with projects in neighbourhoods across the UK as well as in parallel organisations in the United States and Japan.

The Groundwork approach puts local people in the driving seat, empowering them to shape the future of their local area. This approach is reflected in our commitments:

- > We will invest in the places and people that need us most: prioritising our resources to bring about lasting change by building skills and capacity within the local communities where we can make most difference.
- > We will work with local leaders and listen to local voices: ensuring our work is shaped by those it is designed to benefit and adds value to the assets that exist in local areas.
- > We will grow a culture of equity and inclusion: operating transparently and with integrity and seeking out a diversity of viewpoints, both in the work we do and the people we employ.
- > We will be committed to collaboration: forging strong partnerships, contributing to a thriving community sector, and helping others lead where this will achieve greater impact.
- > We will act as environmental exemplars: championing practical action to combat the climate and nature emergencies and measuring and reducing our own environmental impact.

Groundwork employs staff in a wide range of roles working with communities. This work generally comes in three forms:

- > Community consultation: enabling people to have a say in decisions affecting their local area.
- > Community engagement: helping people participate actively in events, projects, or the delivery of services.
- > Community development: supporting groups of people to act on issues that are important to them.

In addition to this local, on-the-ground support, Groundwork also manages national and regional grant programmes, helping funders in the public and private sectors distribute funds to support local community action.

Methods

This report draws on interviews with community practitioners working for Groundwork Trusts across the UK. The interviewees were selected for the breadth of projects they are involved in and the variety, both geographically and demographically, of the communities they work in across the UK.

Interviews were undertaken with Groundwork staff involved in:

- Managing community hubs
- Delivering training and capacity building
- Supporting community relations
- Acting as a 'local trusted organisation' for Big Local projects
- Connecting communities with nature
- Facilitating volunteer action for learning and employment
- Running community food growing projects
- Community grant schemes.



Approaches to community empowerment

This section introduces some of the different models Groundwork applies to its community work, which are referenced throughout this report. The projects and programmes mentioned here are just a small number of the initiatives Groundwork is involved in with communities across the UK. These examples have been selected to show the variety of ways in which community empowerment can be achieved through nurturing social and environmental infrastructure.

Community hubs

@TheGrange is a community centre located in Grange Park in Blackpool. The community hub is home to a thriving community garden as well as shops, a café, and flexible community space. The centre also acts as a hub for local services to provide additional support to the local community. Local people are involved in deciding what goes on there through the 'Friends of' group and many volunteering activities. It is a partnership between Groundwork Cheshire, Lancashire and Merseyside and Blackpool Council.

www.groundwork.org.uk/projects/at-the-grange

Training and capacity building

Communities Prepared is a climate resilience programme equipping community volunteer groups across the country with the knowledge, skills, and confidence to prepare for, respond to, and recover from flooding, snow, storms, public health, and other emergencies. It also is developing a 'train the trainer' programme to enable local and national organisations to engage their staff and local volunteers directly. The project was developed by Groundwork South in partnership with the Environment Agency, Cornwall Community Flood Forum and Cornwall College Business and is now providing support to community groups across the country.

www.communitiesprepared.org.uk

Community relations

Groundwork Northern Ireland runs a variety of community and environmental projects, many of them focused on 'contested spaces' or working to build good relations within divided communities. Some of the highlights include their involvement in the Men's Sheds network, community spaces where people who are isolated – typically older men – can come together to get involved in practical activities as a way of building their confidence and social networks. The Trust also runs a number of community gardens, which provide opportunities for people to connect with nature, food, and each other.

Local Trusted Organisation

Big Local is a ten-year project providing at least £1m to each of 150 communities across England to be spent over 10-15 years through resident-led work. Groundwork Trusts have been appointed as 'local trusted organisations' for Big Locals in various parts of the country, acting as an accountable body and a source of support and advice.

In Brinnington, Greater Manchester, the focus of the Big Local has been on addressing the high levels of unemployment, food poverty, debt, and anti-social behaviour in the area. Groundwork's role in the partnership has been to offer expert guidance with programme and project management, implementation, and delivery in order to achieve the Big Local partnership outcomes. The project delivers a wide range of interventions for the community and has established a community hub and community garden through which residents can access support, services, and training as well as acting as a space for community events.

www.groundwork.org.uk/projects/brinnington-big-local

Connecting communities with nature

Wellies in the Woods courses introduce families to the outdoors as a learning environment, and as a place to improve their health and well-being. Developed initially by Groundwork East, funding from the Sylvia Adams Trust is enabling Groundwork Trusts to offer Wellies in the Woods programmes in various parts of the UK, helping parents and carers of pre-school children get out into nature and learn fun new ways to engage and interact with the world. The focus is on making the activities accessible and inclusive for families to take forward – connecting them with nature and with each other in a way that strengthens networks within communities.

www.welliesinthewoods.org.uk

Volunteer action for learning and employment

Run by Groundwork Wales, We Care helped volunteers to transform neglected neighbourhood green spaces into thriving community assets. The programme has offered people the opportunity to get involved in three different capacities: through Green Teams – a formal structured programme for adults aged 16+ to gain new skills and qualifications; Green Communities – a volunteer programme engaging and supporting young people to champion their local green spaces; and Green Education – a curriculum-based learning programme for young people, schools, and groups.

www.groundwork.org.uk/projects/we-care



Community food growing

Luton Food Hubs provide an opportunity for volunteers to grow fresh food to address issues of food poverty across the town as well as promoting the benefits of a fresh diet and good nutrition to support both physical and emotional well-being. Sessions run by Groundwork East's community workers at the hubs help residents learn how to grow, harvest, and cook with fresh produce and cover a variety of activities including low-cost nutritious meal planning and cooking on a budget. The food grown at the hubs helps to provide fresh produce for the local food bank, crisis and destitution services, and holiday hunger activities.

www.groundwork.org.uk/projects/community-food-growing-hubs

Community grant schemes

As part of our commitment to empowering communities to create change in their local areas, Groundwork manages grant schemes on behalf of partners. Many of these schemes are aimed at grassroots community groups, made up of local people with ideas for how to improve their neighbourhood. This work is an essential part of our commitment to working with local leaders and listening to local voices.

Groundwork's local community enablers help groups to access these grants to make their projects a reality. Many of the people we work with are new to making funding applications, so our teams are skilled at giving them the support they need. This also means they play a key role in the success of grant schemes that Groundwork manages, ensuring that the money reaches groups that other schemes cannot.

www.groundwork.org.uk/apply-for-a-grant

Lessons learned from working alongside communities

Groundwork's approach is to provide expert support to community organisations and volunteers so that they feel empowered to play an active role in decision-making and are better able to sustain the delivery of projects and services in their local area. Research tells us that building networks of trust and facilitating communication between residents, organisations and service providers are vital to successful community engagement (Gilchrist, 2018). What exactly these networks are and how they can be cultivated is complex and necessarily differs with each project and each community.

While there is no formulaic recipe for success, our interviews revealed five ingredients that enhance the connections made within and between communities and the capacity of those involved to engage with and address local needs:

- Project longevity
- The presence of community hubs
- Mediation and capacity building
- Variety and detail
- Workforce expertise and experience.

Where community environmental work had been delivered successfully, it was achieved through a tailored approach to ensure that the methods deployed by Groundwork teams matched the needs and capacity of the community they were working alongside. While these five elements may not all be applicable to every project, they were found to be contributing factors to the success of the projects in this study to varying degrees.



Project longevity

The importance of project longevity was frequently cited, particularly by those who had struggled to achieve it. Community environmental projects are often funded on a short-term basis through competitive processes, with funding allocations typically not exceeding three years in one go. This leads to a cycle of funding applications for projects in an attempt to continue their work. For those that do not manage to secure multiple funding rounds or any form of long-term funding, efforts to grow local networks can be interrupted.

As one community worker reflected:

“the bugbear for me is that it’s always short-term funding. You get to a certain stage and the project is going really well, everyone is getting the support they need and then STOP... all the staff are lost. You have to start from scratch”.

Trusting relationships between community support organisations like Groundwork and the residents and leaders within local areas are essential to successful community engagement work – and take time to develop. Groundwork’s community environmental projects are often taking place in areas that have been let down previously – or where ‘consultation fatigue’ is rife - leading to low levels of trust in outsiders, however well-meaning. This makes it important for any organisation attempting to provide support to demonstrate a long-term commitment to the area that is able to withstand the peaks and troughs of funding.

When initiatives run for finite periods of time, a large proportion of that time can be spent building up a network and, by the time deeper and more extensive ties have been forged, the project is over. Repeating this process on many short-term projects is inefficient as time and effort spent on establishing or re-establishing networks could have been spent on delivery were the project longer term. Finding a way of sustaining an ongoing presence in a community – either through core funding from local authorities or housing associations or through the management of local community assets (such as community hubs) - means any support activity will have a more significant impact as well as being more attuned to the needs of the community.



The Big Local programme demonstrates the impact that a long-term funding source can have on levels of local community empowerment. The programme is providing at least £1m to each of 150 communities in England that had previously missed out on funding through other sources. Big Local is funded by an expendable endowment from The National Lottery Community Fund and managed by Local Trust. Funding is provided on the basis that it can be spent over 10 to 15 years at the communities' own chosen pace, and on their own plans and priorities. In the case of Brinnington Big Local, this has allowed the community leaders involved to build up strong networks over time and work with external service providers to improve the support they offer to residents, and ensure services are structured in a way that suits their needs.

A Groundwork community worker who supports the Brinnington project through the Local Trusted Organisation model explains how stable funding has allowed residents to build strong networks with local services:

“(The community) have difficulty accessing services. As you can imagine, there is such an enormous need for people to be accessing things like Credit Union, Citizen’s Advice, housing support and financial management. So the services that we’ve invested in, we’ve actually brought them in, and tailor made them to Brinnington. That includes working with Stockport Public Health and developing a programme called the Orange Umbrella that is specifically tailored to those who experience domestic abuse in Brinnington because, unfortunately, we’re also an area with one of the highest rates of reported incidents.”



Community hubs

The benefits of basing activities around a recognised community hub were a common theme in the interviews. Having a physical space – whether a garden or building - to come together contributes to the ability of community environmental projects to build effective networks and cultivate meaningful relationships within the community. Those that have use of permanent spaces find that it has enhanced their ability to engage with the community enabling local people to have a stronger sense of ownership and collective responsibility. Hubs also act as an anchor or magnet for securing resources, as multiple overlapping activities can be delivered from the same space, offering mutually reinforcing outcomes, and helping to sustain a long-term presence in an area.

@TheGrange is an example of how having a well-managed community space brings together residents and services. The building, run by Groundwork Cheshire, Lancashire & Merseyside, is home to many different community groups and organisations including Blackpool Coastal Housing, Blackpool Football Club Community Trust, and Blackpool Public Health as well as a pharmacy and a shop on-site. The hub acts as a central point of contact for residents to be able to tap into a wide network of local organisations and services. Residents input into the running of the hub through a 'Friends of' group.

One of the community workers based at @TheGrange explains:

“The benefits of having a hub with different groups and organisations is that it becomes a more well-rounded facility that can cater to, and engage with, a wider range of what is going on in the community... Somebody may come in who has a housing need and we’re lucky because the housing offices are on-site and together we can sit down and work out a package of measures for that person and try to get them a safe space. So, we work together on that and having those partners in the building is amazing.”



The wide range of issues that can be addressed in the hub contribute to local people's sense of belonging:

"I think the biggest impact is that they feel comfortable that there is a safe space and there is help for them if they need something."

Facilitating networking between residents in an area and external services and organisations is a vital part of building a more effective system of support for communities, and a platform for greater empowerment. It can expand the range of help and support people can access outside of what is being offered by a specific project but also creates channels of communication between communities and service providers that enable people to continue developing their personal and collective capabilities, even if a funded project comes to an end. Community hubs provide an opportunity to co-locate services and to enable statutory bodies to bring their advice and interventions closer to the point of need.



Mediation and capacity building

Successful community development rests in enabling the community to take the lead, but also providing the expertise needed to support those involved as they shoulder additional responsibility. This may involve the provision of individual or group training or simply providing a supportive and safe framework within which residents can learn through experience. It sometimes involves shielding those stepping up as leaders from potential ramifications within their community (e.g. being subjected to pressure or stress regarding decisions they are involved in or are perceived to be involved in) and supporting conflict resolution. The role of experienced staff acting as intermediaries is vital in these situations. An independent third party can have a degree of separation from any potentially problematic situations that may arise and can act as the glue in a relationship between a variety of sometimes competing community views and interests and other local stakeholders responsible for the strategic development of an area.

What this looks like in each situation will vary as different communities and projects will have differing needs and capacities. Helping community leaders to navigate complex stakeholder relationships and overcome bureaucracy is an important part of the capacity building process and is best achieved by people with an existing knowledge of the local area, its politics, and personalities.

This capacity building and mediation support applies not just to individual relationships within a local area but to the ability of groups to interact with established local structures. This comes to the fore in particular when addressing local resilience strategies – the ability of communities to withstand and work through crisis or emergency situations, from flooding to pandemics.

The premise of Communities Prepared is to facilitate connections between communities and statutory bodies – including blue light services - to ensure communities are equipped to play a bigger role in preventing and responding to crisis situations, using local knowledge to ensure effective mitigation plans are in place and those most vulnerable are protected. For example, Groundwork works with the Environment Agency and puts communities in touch with local Flood Resilience Advisors, who can offer support and guidance long-term.

The lead for the programme says:

“Those local connections with other partners are really important. If they didn’t know [the Flood Resilience Advisors] already it will have helped facilitate that link so that, once our central support has gone, they’ve got local contacts to reach out to.”

The level of support and mediation required can depend on the capacity of the community and the type of activities that local people want to be involved in. The We Care project worked with many groups of different capacities and abilities and project officers tailor their support to the needs of each individual group:

“Our involvement differs from site to site, depending on how strong the group are. But some groups literally organised all of the work that needed to be done. They have a management plan for the site that they want to do in the future, but they don’t have the funding capacity, so they go through us. Some sites would have smaller groups that weren’t so well established, so they’d provide less input and you’d be guiding them more.”



Variety and detail

While what can and will be delivered differs greatly between projects, there are two elements of project design and professional practice that were consistently highlighted as important for successful community engagement and empowerment: variety of activity and attention to detail.

Variety in provision and output allows projects to appeal to a wider range of people, which in turn promotes inclusive practice and leads to greater social mixing, something which is a fundamental plank of building a stronger, more resilient community. While some needs can be shared by entire communities, there is also a huge variety within each local area regarding the individual needs of people participating in a project and the type of support or training that will be most beneficial. These needs are not always immediately apparent to staff delivering a project and may only be partially recognised or slowly disclosed by project participants. Ensuring there is sufficient time for these to surface safely and ensuring any staff involved have the knowledge and networks to access more specialist support when required is clearly important.

As already discussed, providing a variety of activities can also make the support offered to communities more sustainable by bringing in different sources of funding, especially if these are linked to the same community hub. Having a range of layered funding streams offering multiple outcomes helps to alleviate the risk of leaving a community lacking in support after one grant or funding source ends.

Reflecting on the importance of the varied offer at Luton Food Hubs, one community worker said:

“I think what makes it more successful is that it’s not just “come and volunteer here at the garden” because we’ve got loads of activities going on. So, you’ve got families, you’ve got play, we do things like Cook It, Grow It cooking programmes, gardening programmes with pre-school children, employability stuff, training in the garden, making the raised beds. I think if it were just one thing it might not be as popular, but because we’re engaging with lots of different groups and lots of different projects it gives it more of a bigger kind of community feel about it.”



As well as ensuring there is a variety of tailored provision to respond to people's differing needs and circumstances, Groundwork practitioners also pointed to the importance of building personal connections with and between participants in a project. Many reiterated the importance of making time for the 'little things' that can make all the difference. Making people feel heard and valued is a large part of effective community engagement work and this is often achieved in the margins of a project: the extra time taken to ask about someone's day or to reassure them if they are having a tough time. These are the things that, while they cannot be formalised into project aims or strategies, make a world of difference to someone's experience.

Effective community work begins with finding a connection with people. One project officer described the simple strategies they use to begin building rapport with new people joining community activities:

“At the start it would be something as silly as debating whether there are more doors or wheels in the world or what chocolate do you leave in the Celebrations tin – there's always an argument about Bountys. We always try and make it really relatable so if you don't know that person very well, or if you've got new volunteers that day, at least you know they hate the same type of chocolate as you and that's a talking point. We try and really bond everybody.”



Building the communities workforce

Having recognised the importance of relationships and trust in community work, ensuring the people involved are equipped with the experience and skills to build them is clearly crucial. In each of the projects discussed in this report, people are involved in different ways: as staff, as volunteers, as partners and as participants. Often these categories are fluid, with people moving between them at different times.

The presence of paid staff on community projects can help to provide consistency and capacity, enabling communities to develop their own confidence and skills and facilitating their involvement in local decisions. Where these workers have existing knowledge of an area or lived experience of the issues being faced by those they're supporting, they are more likely to establish trust and connections more quickly.

There are numerous examples within Groundwork of participants developing into regular volunteers, and of volunteers progressing into paid roles on community projects. The benefits this creates are illustrated by the example of one of our community workers in Northern Ireland:

“The horticulture member of staff that we have is just so dedicated to the volunteers and is someone that knows what they're going through because she actually started off as a volunteer, which is just fantastic. She came on as a service user on the Gryphon programme, which was for people who had been unemployed. So she was on this programme, got her qualification, became a volunteer and is now a member staff and is working with our current volunteers. So she has been on that journey with them.”



Providing employment opportunities for local people is one benefit of nurturing social infrastructure and working in this way also contributes to the success of community empowerment initiatives.

The skillset needed for this work is wide-ranging and, given the importance (highlighted above) of delivering a variety of interventions and activities, Groundwork practitioners can be trained in a range of disciplines from food safety and early years provision to ecology and carbon literacy. Supporting the development of 'community engagement skills' has, however, become more challenging. Many of those involved in the projects describe how they have learned from practical experience, building their expertise over time – a significant proportion of Groundwork's staff who work with communities in this way have been working in similar roles for over a decade. As one commented:

“I have had both informal and formal introductions to ‘ways of working’, but the bulk of my experience has developed through ‘doing the job’. This is the same for previous jobs that have involved community engagement. My skillset has come from a passion and interest in working with local people and supporting their views. The opportunity to learn and progress has come from watching other colleagues do the same work or attend conferences and events where community organisers naturally come together.”

With the decline in funding for community work that has been witnessed in the last ten years has come a slimming down of the professional development infrastructure supporting those involved. Organisations such as the Federation for Community Development Learning (until its closure in 2017) provided a network to support the development, evaluation and dissemination of good quality learning, training, and qualification opportunities and now Groundwork practitioners report that there is little available to them covering the gap between short courses and degrees. This gap will become more important to fill as community workers support projects in areas facing significant change – for example from migration or the need to adapt to climate impacts.



Where next?

The learning set out in this report underlines the importance of organisations, individuals and spaces that can enable communities to thrive. It explores some of the ingredients that are necessary to successful community environmental projects, drawing on a wide range of experiences from within the Groundwork movement:

- > The longevity of projects
- > Having a green community hub
- > The role of mediators and capacity builders between communities and services
- > The variety of activities and attention to detail
- > A skilled communities workforce with relevant knowledge and experience.

It also highlights a number of challenges for the sector to address:

- > The need for stability in community initiatives in order to build up networks and trust that help communities thrive and become more resilient in the long-term
- > The availability of spaces to act as community hubs
- > The lack of a robust professional development pathway for staff working on community projects.

Under Johnson, the UK Government set a mission to ‘level up’ the country, citing pride of place as a key driver and goal and replacing EU structural funds with a UK Shared Prosperity Fund aimed, amongst other things, at ‘strengthening the social fabric of communities’. The Government has committed to producing a Community Spaces and Relationships strategy and to running a consultation on how to utilise an expanded dormant assets scheme, which will include consideration of a Community Wealth Fund as a long-term mechanism to turn around the prospects of so-called ‘left-behind’ neighbourhoods (Community Wealth Fund Alliance, 2022).

Alongside this, the introduction of Integrated Care Systems and the promotion of social prescribing within the NHS demonstrate a renewed desire to focus on wellbeing and prevention, with the work pioneered by Professor Sir Michael Marmot on the wider determinants of health now being embedded in national and local approaches to tackling health inequalities.

All this points to a new impetus for supporting community-led change, which will present both an opportunity and a challenge to the next government – how to set the policy framework and unlock resources while simultaneously letting go of control to foster genuine devolution and create the space for greater community empowerment. Recent studies have pointed to valuable lessons for how this might be supported and driven. A review of six decades of regeneration policy and programmes highlights the importance of community engagement to successful outcomes but also the need to provide a stronger support infrastructure (Onward, 2021).

The need for action has never been more urgent as our communities are being impacted by increasingly challenging global trends and events – including extreme weather and migration linked to conflict and climate impacts. Adapting to this will require greater resilience while more empowered communities will be able to play a greater role in generating solutions.

Groundwork began as an experiment in supporting communities to play a practical role in addressing the social, environmental, and economic challenges impacting their local area. The experiment was underpinned by the premise that people are generally proud of where they live and knowledgeable about how to improve it, but often need support and encouragement to lead. As we mark 40 years of operation and begin to develop our next Federation strategy, we will commit to finding the resources and building the capacity and capability within our organisation to help more communities become more connected, resilient, and better equipped to work with local partners to manage the spaces and services that matter to them.



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GROUNDWORK

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