Office of the
Deputy Prime Minister
Creating sustainable communities

Process Evaluation of Plan Rationalisation Formative Evaluation of Community Strategies

Review of Community Strategies:
Overview of all and more detailed assessment of 50

December 2005

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Formative Evaluation of Community Strategies

Review of Community Strategies: overview of all and more detailed assessment of 50

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By:

Dr Peter Wells
Rosalind Goudie

POLICY RESEARCH INSTITUTE
LEEDS METROPOLITAN UNIVERSITY

CENTRE FOR REGIONAL ECONOMIC AND
SOCIAL RESEARCH
SHEFFIELD HALLAM UNIVERSITY

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EXECUTIVE SUMMARY

Introduction

This report reviews all Community Strategies prepared by local authorities and local strategic partnerships. The review combines both a quantitative assessment of relatively factual issues such as length and structure of the documents, together with a more qualitative judgement, for example on the degree to which evidence appears to have informed a priority. It assesses the state of Community Strategies as of Summer 2005.

The aim of the review is twofold:

- To review and highlight examples of good practice in Community Strategies

- To evaluate the rationale and coherence of the Community Strategies

The report is therefore intended to be both informative and aid the development of Community Strategies in the future and to provide an assessment of whether the strategies are 'fit for purpose'.

The starting point for the evaluation is the guidance for Community Strategies published by DETR (2000). This set out that Community Strategies should contain:

- A long-term vision

- An action plan

- Shared commitment to improvement

- Arrangements for monitoring and implementation

The assessment and review go on to consider how the strategies use evidence, how they address government policies and cross-cutting issues, and how they appear to engage different communities.

Overview of all Community Strategies

- The following provides some of the headline findings on the structure, content and presentation of Community Strategies. This is based on an assessment of the vast majority of English Community Strategies (357 were assessed) as available in Summer 2005.

- *Titles:* most documents use the title Community Strategy. However, some use 'Community Plan' (often in the case of district authorities). A few have used other titles, or have added a 'strapline'. For example, Bradford's is called "Delivering the Vision 2002-2007: One Landscape Many Views".

- *Author:* the majority of documents have been published by the LSP and typically include a foreword from the chair of the LSP. However, in most cases it is evident that the organisation contributing to the development of the document has been the local authority.

- *Key Elements Vision, Strategy, Action Plan and Monitoring Framework in Place*: all Community Strategies assessed contain a Vision. This can be a short line or a whole page (e.g. Bradford). Most documents also outline a strategy. However, not all documents contained an Action Plan, typically because this was produced as a separate document. A range of approaches to monitoring were set out: this included outlining the processes for monitoring through to a detailed list of how targets would be measured.

- *Length*: documents ranged in length from three pages to 248 pages. The difference in length can be explained by the following. Some documents are produced as marketing documents to communicate the work of the LSP to local people. In many cases these are produced in an A5 format. The longer documents contain more details on evidence, actions and targets, with the longest documents having the Action Plan subsumed into the Strategy.

- *Lifespan*: the lifespan of Strategies and their Visions ranged from three years to 2034. Most documents set visions of between five and 10 years. The documents with shorter lifespans tended to be for counties. Action Plans were set for anywhere from one to five years. Some Action Plans outlined actions in the coming year together with an indication of priorities for three-five years.

- *Status and Version:* most documents were final versions. However, some remained in draft and according to the text should have been finalised.

- *Structure:* most documents were structured around themes: for example, around health and social care, community safety, economy and jobs, and the environment. The titles of the themes, or priorities, were often phrased around: *creating more employment opportunities*, *improving health lifestyles*, or *keeping people safe*.

- *Accessibility*: documents were nearly all available via the web and were located on the LSP's own site, on the partnerships' sections of local authorities' sites or on the documents section of local authorities' sites.

Evidence, Actions and Targets

The following outlines the use of evidence, actions and targets in Community Strategies. The following sections are based on a more detailed sample of 50 Community Strategies selected to be both representative though predominantly random.

Evidence

Overall, very few Community Strategies included sufficient material to suggest whether evidence had been used appropriately to derive the strategy and a series of actions. Reflecting the focus of Community Strategies as documents to communicate the work of the LSP to local residents, most Community Strategies contained some evidence from household surveys. This appeared to place greatest evidence on issues such as 'fear of crime' (even when secondary data revealed that actual crime was very low and falling), 'young people' (i.e. either seen to be a nuisance or too few things for them to do) and the local environment.

However, there were examples of evidence being used robustly. This included areas such as Wandsworth, Croydon and Ryedale. In these cases a range of evidence was used, including local consultation/household data, secondary data and some attempts to model the direction the local area was taking.

Evidence in Community Strategies was used for three broad purposes: to set a local context; to identify how conditions might have changed; and to suggest that certain issues were more important than others.

Many Community Strategies however fell back to making broad statements about the area which informed the strategy and action plan.

Actions

A variety of approaches had been taken to setting actions. Some areas had produced extremely detailed action plans which outlined precisely the nature of actions which would be undertaken. Croydon, for example, outlined approximately 150 separate actions. Other documents were far more cursory and only considered a few actions.

There also appeared to be differences in terms of what should be contained in an Action Plan, and which actions should be specified. Some documents appeared to set out to list as many actions by partner agencies as possible. Others, for example Hampshire, focused on relatively few priorities which the LSP, as distinct from partner agencies, should work on.

Actions included: preparing further strategies; gathering more evidence; forming a partnership; and achieving a target. Some actions were precisely defined, whilst in other cases they were around achieving a broad objective.

Targets

Most areas set targets which closely followed central government policy objectives, PSA targets and Floor Targets. This was especially the case in NRF supported areas. In many cases targets were presented as being locally defined. However, they typically reflected central government targets. This was the case in the areas of crime (reductions in crime rates per 1,000), health (reductions in standardised mortality rates including those for cancer and heart disease) and education (5 A*-C GCSE rates).

Other targets set were typically around process outcomes or outputs (e.g. gathering evidence, forming a partnership, reclaiming land).

The judgement of whether targets were realistic was difficult. Very few strategies and action plans contained baselines and even fewer trend data. Some documents contained comparative data for national averages, but these were the exception.

There was one example of an international target being set: Hampshire set a target to achieve the EU target for the recycling of household waste (at 40 percent).

Policy Integration

Central Government and European Union Policy

The majority of Community Strategies did not explicitly consider central government policy and the implications of this for the development and implementation of strategies. Consideration of central government policy was indirect and came in the following ways:

▪ Inclusion of *targets*, particularly in the areas of health, crime and education.

▪ Reference to *specific initiatives* (e.g. Sure Start, New Deal for Communities).

▪ Inclusion of *agencies* in the delivery of actions (e.g. Jobcentre Plus, Primary Care Trusts).

Only one Community Strategy (Wandsworth) contained a specific section in the Community Strategy setting out how it responded to central government policy. Nearly all Community Strategies contained no reference to European Union policy and legislation or to international obligations.

The approach particular Community Strategies have taken with regard to addressing Central Government, EU Policy and the policy positions of other organisations varies considerably. 16 of the strategies assessed made no reference to these policies and many others made only very limited reference, often with regard to floor targets being informed by national requirements. The general conclusion is that community strategies primarily reflect local issues, use central government targets to structure the setting of local target setting and then made limited and partial reference to government policies, agencies and initiatives.

The government policies more fully reflected locally are those around health, community safety, education and regeneration (where appropriate). The prevalence of these issues probably reflects the significance of these policy areas as funding streams for local areas and, therefore, the greater likelihood that the Police, PCTs and local authorities will play a greater role in setting the priorities contained in Community Strategies.

Cross-cutting themes

Cross-cutting themes were found to exist in around half of the Community Strategies. They were typically presented as horizontal priorities or principles with which the Community Strategy would comply. In most cases they were seen as positive sets of values which the LSP sought to promote. The most common themes which appeared in the documents included:

- *Sustainability* (including environmental sustainability) – covered to some extent by 91 percent of Community Strategies.

- *Equality and Diversity*: largely in relation to BME groups, disability and age – each of these covered to some extent by approximately two-thirds of Strategies. However, fewer (46 percent) highlighted gender equality.

- *Social Inclusion* – covered to some extent by 78 of Strategies.

There were some references to community cohesion issues (only in Blackburn with Darwen and Bradford), e-government and rural proofing. Some Community Strategies also saw good partnership working as an important cross-cutting principle.

Mainstreaming, Joining-up and Prioritisation

There was no evidence from Community Strategies that they were seen as documents to help mainstream practice across agencies. However, they were seen, most commonly, as documents to help join-up activities across agencies and to set some broad goals for the local area. As the preceding analysis shows, this was done to varying extents.

Partnership

Partnership Roles

The following outlines emerging findings around partnership roles and involvement as represented in the Community Strategy:

- *LSP Members*: most Community Strategies contained details of the members of the LSP. Some documents also outlined LSP structures. Around half of the documents also outlined lead organisations for each theme. Some contained contact details. However, it is unclear why all strategies do not contain details of members: this would aide transparency and accessibility.

- *Voluntary and Community Sector*: in most cases the voluntary and community sector were members of the LSP but were not given any specific roles in the implementation of the strategy.

- *Private sector:* in most cases the LSP contained representatives of the private sector (e.g. Chambers of Commerce) with some having direct private sector involvement (often local companies but in some cases representatives of major international companies). However, few Community Strategies outlined a role for the private sector in implementation. An exception to this was Croydon. Some suggested the creation of a business forum.

- *Area Based Working and Targeting*: spatial issues (i.e. the social, economic, environmental and physical geography of places) were rarely considered in Community Strategies. Most Community Strategies, and all those for district authorities, did not propose any area based working (e.g. partnership at a sub-district or neighbourhood level) or the targeting of resources.

Working at Different Geographic Scales

This section of the report considered working in two-tier authorities and links to regional strategies.

Two-tier issues and 'county holes': the assessment found two approaches to two-tier working. Firstly, county community strategies which sought to synthesise district strategies and identify gaps which were not being addressed at the district level. Secondly, the alternative approach was more top down with the county setting themes for districts to follow.

Community Strategies underplayed the significance of *regional issues*. The assessment looked for links with regional strategies (RES and RSS) and for examples of regional and sub-regional working. Very few community strategies addressed these issues. The more frequent response was that the community strategy identified resources to be secured from regional development agencies to support business support initiatives. This process is probably constrained by the complexity of joining up strategies at the time of publication: it is easier to suggest that links will be made in the future.

Conclusion

The conclusion to the report identified the following areas for improvement:

- *Use of Evidence* in many cases lacked coherency and in around a third of the 50 strategies assessed did not support the actions specified.

▪ *Baselines, Actions and Targets*: ideally there should be clearer links between these as part of a performance management framework. There was also variation between strategies which contained a limited number of actions and those which may contain over 100. The latter case would place much greater burdens on the performance management framework.

▪ *Policy integration*: greater consideration should be given to the totality of government policies which may affect an area. There was a tendency to focus on specific initiatives or targets rather than responding to the main drivers of policy agendas.

▪ *Audience*: Community Strategies have been written for different audiences. The longer documents tended to be more technocratic and aimed at partner organisations whilst some of the shorter documents appeared to be written for publicity purposes to communicate the priorities of the LSP to local people. Both approaches are probably required and there is a case for producing documents of different lengths.

▪ *Spatial Issues*: community strategies rarely considered spatial issues or even contained maps of the areas they covered. There were seldom references to local development frameworks. It is recommended that that spatial issues are considered more fully in future documents.

▪ *Engagement of the Voluntary and Community Sector*: VCS organisations appeared to be included in different thematic partnerships. However, community strategies did not seek to outline how the sector as a whole should be involved in the design and delivery of the community strategy. As a result, there may be a tendency to rely on a relatively small number of public sector agencies.

▪ *Engagement of the private / business sector:* there was limited evidence of good practice here. Only a few Community Strategies reflected the close involvement of the private sector, and where this was demonstrated, it tended to be around themes such as economy and job creation.

▪ *Two tier working*: this appeared to be very limited with few tangible links made between the strategies for different tiers. It is suggested that the process of preparing strategies must operate in tandem for the strategy for either district or county tiers to be realistic and fit for implementation.

▪ *Resources required to implement Community Strategies*: none of the 50 Community Strategies or their action plans that were assessed outline what resources were entering an area and how these should be allocated. Two community strategies provided budgets for different actions. A consequence of this is that it is impossible for local partners to assess, on the basis of the material contained within community strategies, the relative cost effectiveness of different interventions.

1   INTRODUCTION

1.1   Purpose of the Report

This report reviews all Community Strategies prepared by local authorities and local strategic partnerships. The review combines both a quantitative assessment of relatively factual issues such as length and structure of the documents, together with a more qualitative judgement, for example on the degree to which evidence appears to have informed a priority.

The aim of the review is twofold:

▪   To *review and highlight examples of good practice* in Community Strategies.

▪   To *evaluate the rationale and coherence* of Community Strategies.

The report is therefore intended to be both informative and aid the development of Community Strategies in the future, primarily by providing an assessment of whether the strategies are 'fit for purpose'.

The review contains the findings from a review of 357 Community Strategies (those available in spring 2005) and a more detailed and qualitative assessment of 50 documents. The more extensive review collected information on, for example the length and structure of documents, whilst the detailed assessment considered issues such as how evidence was used. The documents were collected from the internet sites of local authorities and LSPs and through direct contact. Details of the methodology are set out in Annex 1.

1.2   Background to the Evaluation

The Policy Research Institute (Leeds Metropolitan University), together with the Centre for Economic and Social Research (Sheffield Hallam University), has been commissioned by the Office for the Deputy Prime Minister (Local and Regional Government Research Unit) to undertake the linked evaluations of Plan Rationalisation and Community Strategies. Both evaluations will be undertaken between 2004 and 2007 and will focus on assessing the effectiveness of the processes which underpin each policy area and linkages between them.   The assessment and review of Community Strategies forms one element of these evaluations.

1.3   Structure of the Report

Section 2:   This section examines how and the extent to which Community Strategies have responded to the DETR Guidance (2000) that Community Strategies should contain:

▪   A long-term vision

▪   An action plan

▪   Shared commitment to improvement

▪   Arrangements for monitoring and implementation

The subsequent sections of the report are concerned with some of key questions of the evaluation as a whole and in particular address:

▪   Evidence, Actions and Targets **(Section 3)**

- Policy integration: how community strategies respond to central government and European Union policies, how cross-cutting themes (e.g. environmental sustainability) are embedded in Community Strategies, and the extent to which policies are joined-up by the documents **(Section 4)**

- Partnership: how Community Strategies involve different groups (including the voluntary and community and private sectors, and how they reflect multi-tiered working within two tier authorities and with regional tiers. **(Section 5)**

These sections are intended to provide both a critical assessment of the strategies but also identify examples of good practice.

Section 6 provides a conclusion and indicates the main areas where current Community Strategies could be improved. This is not to suggest that all Community Strategies share common problems, just those that are the most common. These should also be seen as the principal recommendations from this report.

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2 OVERVIEW OF COMMUNITY STRATEGIES: LENGTH, STRUCTURE AND CONTENT

2.1 Introduction

This section provides an overview of the length, structure and content of Community Strategies. It also examines the extent to which the strategies have responded to the DETR (2000) guidance, for example that strategies have a vision, action plan and monitoring framework. Commentary is also made on the presentation of the documents, for example the extent and nature of their design, and whether and how they are available on the internet. This section draws on both the review of all Community Strategies and assessment of 50 Community Strategies.

2.2 Length of Document

The average length of the 357 Community Strategies collected is 40.1 pages. The shortest document is 3 pages and the longest 248 pages. To some extent this reflects variations in progress in preparing Community Strategies: the shortest documents tend to be drafts and do not contain Action Plans or Monitoring Frameworks. Some Community Strategies have also been produced in different formats. For example Wychavon LSP has produced versions of different lengths with each intended for a different audience.

The following table reveals the variation in the length of Community Strategies by type of local authority. It shows that metropolitan authorities produce longer strategies as they are on average 58.4 pages in length with district authorities in two-tier areas producing documents on average of 34.0 pages in length. However, there are significant variations around these averages. For example, the shortest Community Strategy in a metropolitan authority was found to be just 11 pages and the longest 205 pages. Similarly, district Community Strategies ranged from 3 pages to 216 pages.

Table 1   Length of Community Strategy by Authority Type

	Base	Mean	Minimum	Maximum	Std. Dev.
Met	35	58.4	11	205	38.9
London Borough	33	47.8	13	122	38.4
New Unitary Authority	41	48.1	9	124	26.2
County	29	44.1	12	139	31.9
District	216	34.0	3	216	22.4
District – Rural	124	35.0	3	216	26.1
District – Non Rural	92	32.6	9	94	18.2

Source   Review of all Community Strategies (CRESR)

NRF supported areas were more likely to produce longer documents – reflecting the incorporation of Local Neighbourhood Renewal Strategies into many Community Strategies. On average NRF-funded Community Strategies were 51.3 pages in comparison to 36.7 pages in other areas. The shortest Community Strategy (3 pages) was in a non-NRF area.

2.3 Authorship

In the vast majority of cases the author of the Community Strategy is the LSP (87.1 percent) with the local authority the only other significant author (10.9 percent). This is indicated in the following table. There was generally little variation in these proportions between types of authority. The only exception was for counties, where 75.9 percent were prepared by LSPs and 24.1 percent prepared by local authorities: this may reflect that there are fewer fully functioning LSPs at the county level. However, one should note the low base for these figures (which would have the effect of accentuating outliers).

Table 2   Author of Community Strategy

	Frequency	Percent
LA	39	10.9
LSP	311	87.1
Other	1	0.3
Don't Know	6	1.7

Base   357 Community Strategies
Source   Review of all Community Strategies (CRESR)

2.4 Title

The majority of the 50 documents assessed were called the Community Strategy for a particular area. Some were called Community Plans instead: this was typically the case for rural areas, despite the documents being published since 2000. Some Community Strategies also contained a 'strap line'. This provided more meaning than simply calling the document a Community Strategy. Examples of this included:

> *Making Southwark a better place to live, to learn, to work and to have fun* (Southwark)

> *An attractive Place to Live, Visit, Work and Invest* (Redcar and Cleveland)

> *A county fit for our children (Warwickshire)*

> *Make Life Better (West Suffolk)*

The use of alternative titles and 'strap-lines' does appear to help distinguish the documents, especially where titles are reflected throughout the document.

2.5 Key Elements Contained in the Community Strategy

The following table reveals whether the Community Strategy contains the following elements: a vision, a strategy, an action plan and a monitoring framework.

Table 3   Contents of Strategy

	Frequency	Percent
Vision	326	91.3
Strategy	357	100.0
Action Plan	311	87.1
Monitoring Framework	271	75.9

Base   357 Community Strategies
Source   Review of all Community Strategies (CRESR)

Vision

91.3 percent of 357 Community Strategies reviewed were found to have a vision statement of some form. The qualitative assessment of 50 documents showed that this ranged in length from a short statement of a 2-3 lines to a vision statement of a page in length (e.g. Bradford). Typical vision statements are outlined on the following page.

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COMMUNITY STRATEGY VISIONS	6

Metropolitan Authorities Group

For Liverpool to become a premier European City achieved by building a competitive economy, developing healthier, safer and more inclusive communities and enhancing individual life chances.

Liverpool

Three key ambitions:
1. *to be an innovative vibrant 21st Century market town at the centre of a modern dynamic economy*
2. *to be recognised for its learning and innovation*
3. *to be a great place to live*

Barnsley

London Boroughs Group

To create a place which is safer, healthier, more prosperous and sustainable - a place where people choose to live, work, visit and socialise, and which is addressing the needs of the future

Croydon

Putting people first by creating the best opportunities, the best environment and the best public services that we can for everyone who lives, works or visits here

Havering

New Unitary Group

Imagine a place where there is work for all who seek it, where all our people can take full advantage of learning opportunities and can expect a healthy lifestyle, free from poverty and pollution. A future in which effective public transport links our homes to thriving town centres and a full range of sports, leisure and cultural facilities, and where everyone has access to the new communications technologies. A future in which every citizen feels involved in his or her local community and our diverse cultural groups live in harmony and work together for the common good of all the people in Blackburn with Darwen. Imagine a future like this that can be sustained because we have made the fundamental changes needed to keep the place healthy, vibrant and popular.

Blackburn with Darwen

Bracknell Forest a place where people can thrive; living, learning and working in a clean, safe and healthy environment.

Bracknell Forest

Thurrock will be a place for enterprise and skills which builds on the heritage and prosperity of the River Thames and welcomes new opportunities for trade. It will be a place where people feel included and where our driver communities can build a safe, healthy, vibrant area in which they are proud to live, work and play.

Thurrock

County Group

We want Cheshire to be a place where everyone can thrive; at work and at play, at home and in the community, in a safe and healthy environment, take an active part in decisions and continue to learn and develop throughout their lives

Cheshire

Hampshire will be a prosperous and attractive county for all, where economic, social and environmental needs are met in the most sustainable way and the quality of life and sense of community of present and future generations are improved

Hampshire

District Group

To make Boston a great place in which people want to live, work, invest and visit

Boston

Our vision is a confident and vibrant Borough, a place where people have pride in their community, with new leisure facilities and shops, and better facilities and support for our parishes. There will be access to services close to home and electronically. This reflects the priorities that local people, businesses, organisations and visitors have described.

Eastleigh

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In some cases (e.g. Craven District Council) there was no single vision; rather a vision was set for each theme.

CRAVEN COMMUNITY STRATEGY – VISIONS FOR EACH THEME

Prosperous Economy – to create a prosperous, sustainable economy, which delivers a wide range of employment opportunities within Craven, to satisfy the needs of local people, whilst raising earnings levels towards the national average

Education and Skills for All – to maintain high educational standards and raise skills levels, promote lifelong learning for all, create a skilled and adaptable workforce, ensure equality of opportunity and improved access to training and employment

Sustainable Communities – To develop and support sustainable and vibrant communities, through community based services, improved access for isolated communities and an increased capacity for community and self-help within all sections of the community

Good health and social wellbeing – to enhance the general wellbeing of the community, through the achievement of improved health, social care and affordable housing, a reduction in crime, and support for quality of life initiatives through culture, leisure and sport

A quality environment – to conserve and enhance Craven's outstanding natural and built environment for present and future residents and visitors to enjoy and to find effective solutions to waste and pollution, and develop sustainable transport

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At one level, many vision statements seem to be remarkably similar. Many focused on general issues of the wellbeing of an area (e.g. quality of life), referring both to improving working lives and to improving the area as a place to live. Some strategies contained more specific visions, often reflecting issues facing the area. This is reflected in the visions for Bradford and Blackburn with Darwen (both with an emphasis on community cohesion) and districts such as Craven and Eastleigh (which emphasise the quality of the natural environment).

In the 357 strategies reviewed, there was not found to be a positive correlation between CPA performance and having a Vision statement. Indeed Excellent-CPA rated authorities were those least likely to have Community Strategies with a Vision statement (all Poor rated authorities and 97.2 percent of Weak authorities had Vision statements).

From the documents alone it is not possible to determine whether vision statements are fit for purpose. However, the assessment did reveal some quite clear messages. Vision statements are an opportunity to embody the overall aims of the LSP, they need to have meaning for both stakeholders (LSP members and their organisations) and also local residents and those not directly involved in the process, and steer individual themes or priorities.

Strategy

Community Strategies were reviewed to see whether they had a Strategy. By this is meant a set of priorities or themes which may form the basis for an Action Plan. **All Community Strategies were found to contain some form of 'strategy' although this was presented in a multitude of ways and in many cases was embedded in an Action Plan.**

Action Plan

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87.1 percent of 357 Community Strategies reviewed were found to contain an Action Plan. In many cases this was embedded within the Community Strategy whilst in others it was a stand-alone document. The review of 357 Community Strategies looked simply for whether the document contained a set of actions the LSP and its partners may wish to implement.

NRF supported areas were more likely to have an Action Plan in their Community Strategy (91.7 percent in NRF compared to 85.7 percent in non-NRF funded areas). Excellent CPA rated authorities were found to be least likely to have an Action Plan (84.6 percent) with Poor authorities most likely to have an Action Plan (94.4 percent). This reflects the findings on 'vision', above, where CPA-excellent authorities were not the most likely category to have a vision

The more detailed assessment of 50 Community Strategies examined the consistence and coherence of action plans: this is considered in more detail in the later sections of this report.

Monitoring Framework

75.9 percent of the review of 357 Community Strategies examined contained a set of a set of targets that could be monitored. It was not possible to examine from the documents alone what processes might be used to monitor the strategies or what resources were used to do this. 85.7 percent of NRF funded areas contained some form of monitoring framework in comparison to only 72.9 percent in non-NRF funded areas. Reflecting the other sections of the Community Strategy, only 69.2 percent of CPA-excellent authorities had a monitoring framework. However, it was the Weak authorities which were least likely to have a monitoring framework (63.9 percent of authorities). The coherency of targets is considered in more detail in a later section.

2.6   Lifetime of the Document

From the review of 357 Community Strategies it was only possible to determine the lifetime of the document in 225 cases. In these cases **the average lifetime of Community Strategies is 7.3 years** (the same for NRF and non-NRF authorities) although this ranges from 1 year to 30 years (with a standard deviation of 5.0 years). The following tables show the introduction and end years for Community Strategies:

Table 4   Year of introduction of Community Strategy

	Frequency	Percent
2000	4	1.6
2001	9	3.7
2002	38	15.5
2003	95	38.8
2004	82	33.5
2005	17	6.9

Base   245 Community Strategies
Source   Review of all Community Strategies (CRESR)

Table 5   Year end of Community Strategy

	Frequency	Percent
2004	2	0.9
2005	21	9.3
2006	34	15.1
2007	31	13.8
2008	18	8.0
2009	10	4.4
2010	12	5.3
2011	4	1.8
2012	14	6.2
2013	20	8.9
2014	20	8.9
2015	8	3.6
2016	1	0.4
2018	3	1.3
2019	1	0.4
2020	15	6.7
2021	4	1.8
2023	1	0.4
2024	4	1.8
2025	1	0.4
2034	1	0.4

Base   225 Community Strategies
Source   Review of all Community Strategies (CRESR)

This shows that the majority of Community Strategies were published in the years 2003-2004; although there were a significant number of strategies that did not indicate any publication date. The end dates for Community Strategies appear in the following clusters:

- 2005-2010: indicating a cluster of 5 year strategies (126) and/or strategies with a 2010 end date (12)

- 2012-2014: indicating a cluster of 10 year strategies (54)

- 2020-2025: indicating a 20 year strategy (25) and/or a 2020 end date (15) or a 2025 end date (1)

One strategy had an end date of 2034 (Milton Keynes).

There is a huge variation in the lifetime of Community Strategies. The assessment of the 50 Community Strategies showed that there was a tension between using the document in a visionary way to set long term goals and providing something more practical which might guide service delivery in the next three-five years. Where strategies had a long lifetime, typically reflecting the lifetime of the vision, the Community Strategy was more likely to be concerned with long term goals, setting a direction of travel and being aspirational. In contrast, strategies with shorter time horizons, especially those with five year lifetimes, were more action-oriented.

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2.7 Strategy Themes

Number of Themes

Community Strategies contained on average 6.8 themes (for 350 strategies where these data were available). The minimum number of themes was two and the maximum 18 (Arun)**.** However, many Community Strategies also contained sub-themes: for example within a theme for Quality of Life, there may be themes for transport, community safety and the natural and physical environment.

Type of Themes

The following table gives a broad indication of the themes which are covered in Community Strategies.

Table 6   Theme contained within Community Strategy

	Frequency	Percent
Community Safety	332	94.9
Health and Social Care	326	93.1
Economy, Business and Jobs	333	95.1
Education and Skills	317	90.6
Housing and Physical Environment	274	78.3
Community	207	59.1
Transport	260	74.3

Base   350 Community Strategies
Source   Review of all Community Strategies (CRESR)

Some judgements were used in assembling the table. For example, where a specific issue (e.g. crime) was part of a wider theme (e.g. the wellbeing of local residents), the Community Strategy was scored as having a Community Safety sub-theme. This may have inflated some of the totals under the Housing and Physical Environment, Community, and Transport themes. For example, a specific set of environmental activities would equate to the Community Strategy being scored as having a Housing and Physical Environment theme.

The table reveals the importance in most Community Strategies of four key sets of issues:

▪ Community Safety

▪ Health and Social Care

▪ Economy, business and jobs

▪ Education and skills

Environmental issues were also found to be significant (more so than housing), as were specific themes for community and transport. However, Community Strategies also contained with other issues. Indicators of this were the number of *other themes* identified (i.e. those which did not fall into the seven categories identified above). This is shown in the next table.

Table 7   Number of themes as stated in document

	Frequency	Percent
2	1	0.3
3	14	4.0
4	26	7.4
5	52	14.9
6	80	22.9
7	54	15.4
8	57	16.3
9	29	8.3
10	20	5.7
11	8	2.3
12	3	0.9
13	3	0.9
15	1	0.3
17	1	0.3
18	1	0.3

Base   350 Community Strategies
Source   Review of all Community Strategies (CRESR)

Differences by Type of Authority

The following figures reveal differences between types of authority in the selection of themes. The tables relate to the review of 357 Community Strategies.

Figure 1   Themes contained in strategy by Authority Type

London Borough Council

NUA

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County Council

District Council

District Council - Rural

District Council - Non-Rural
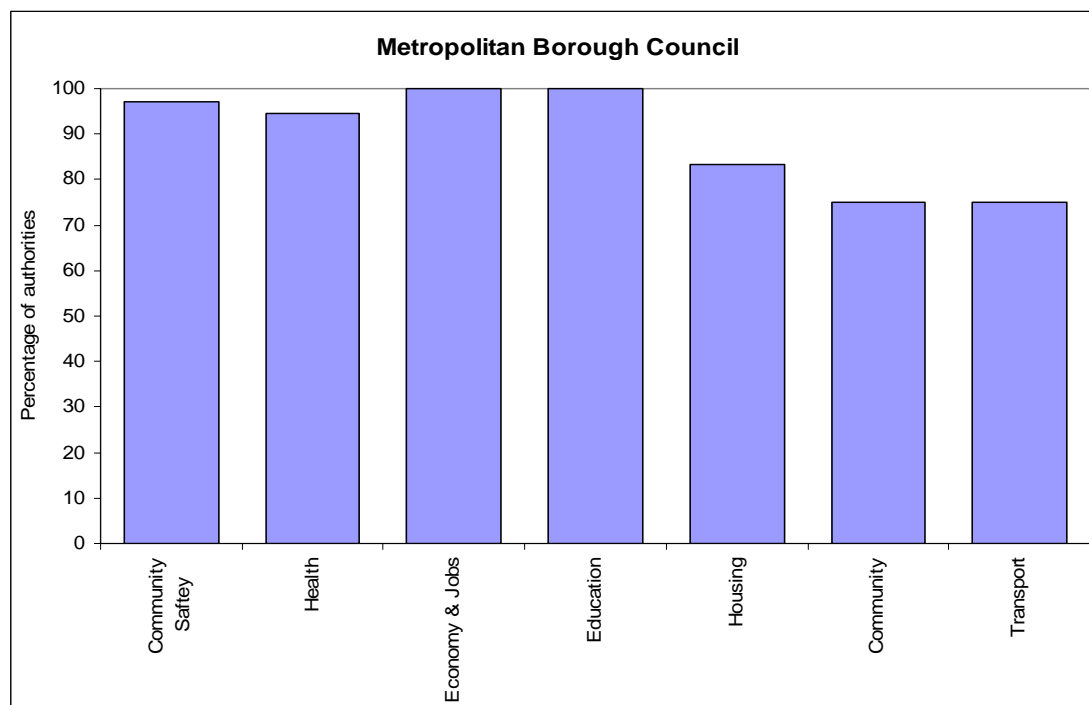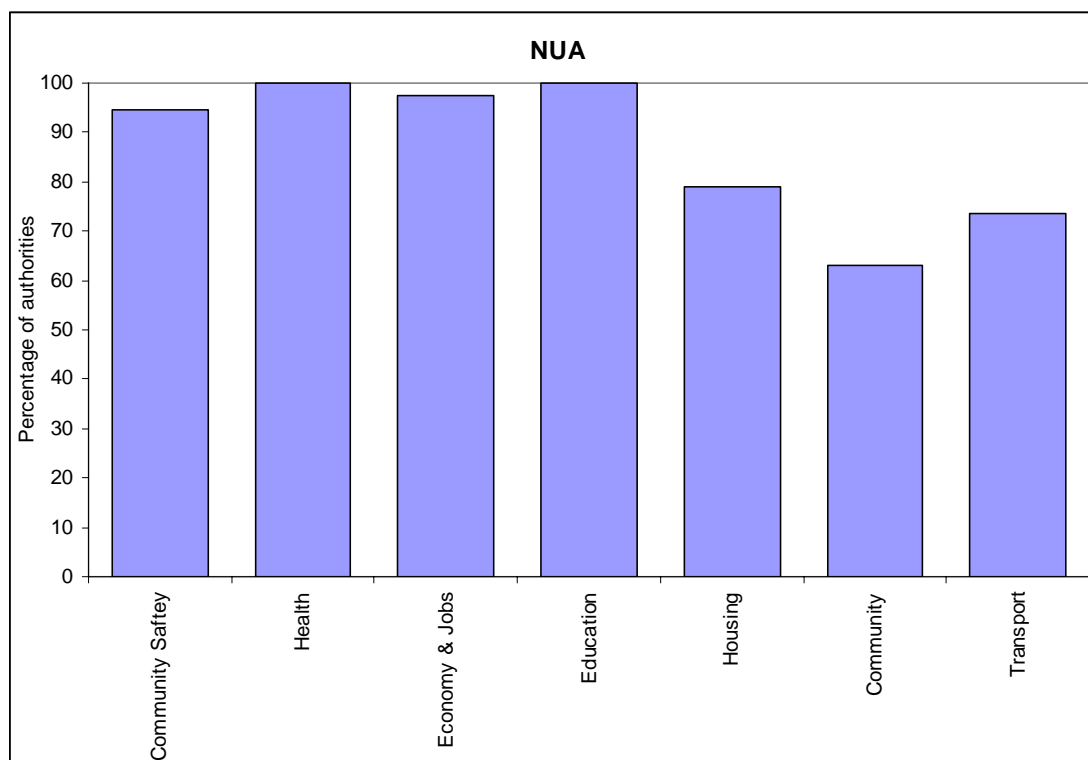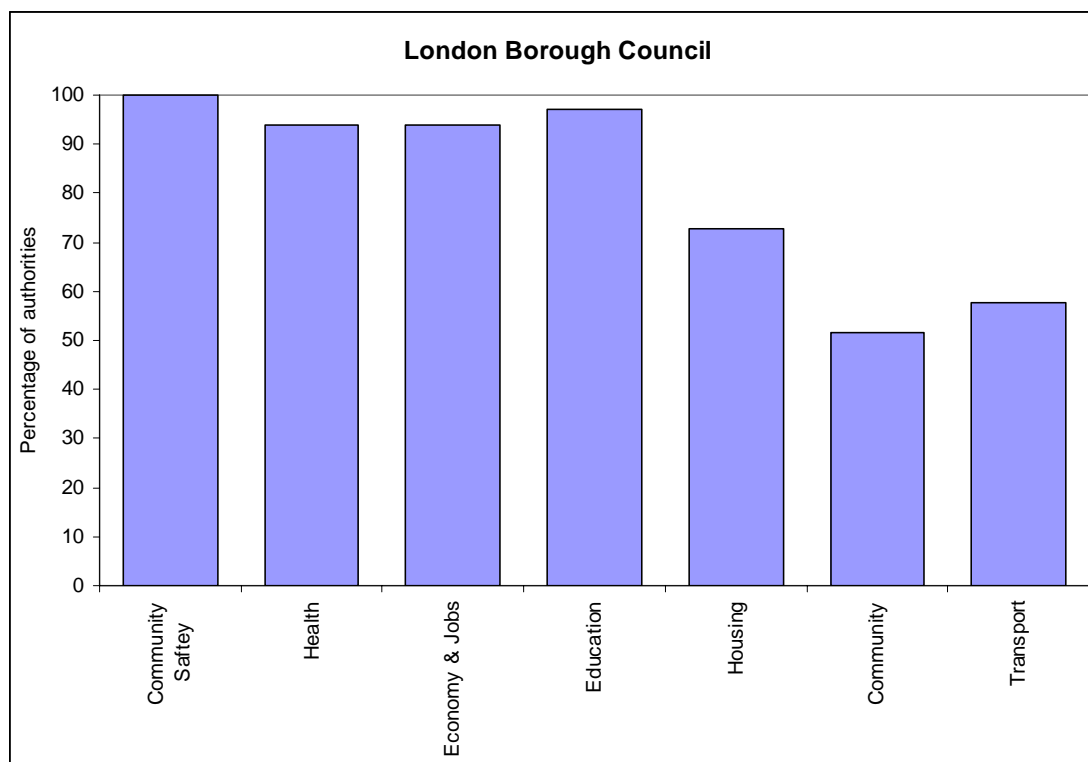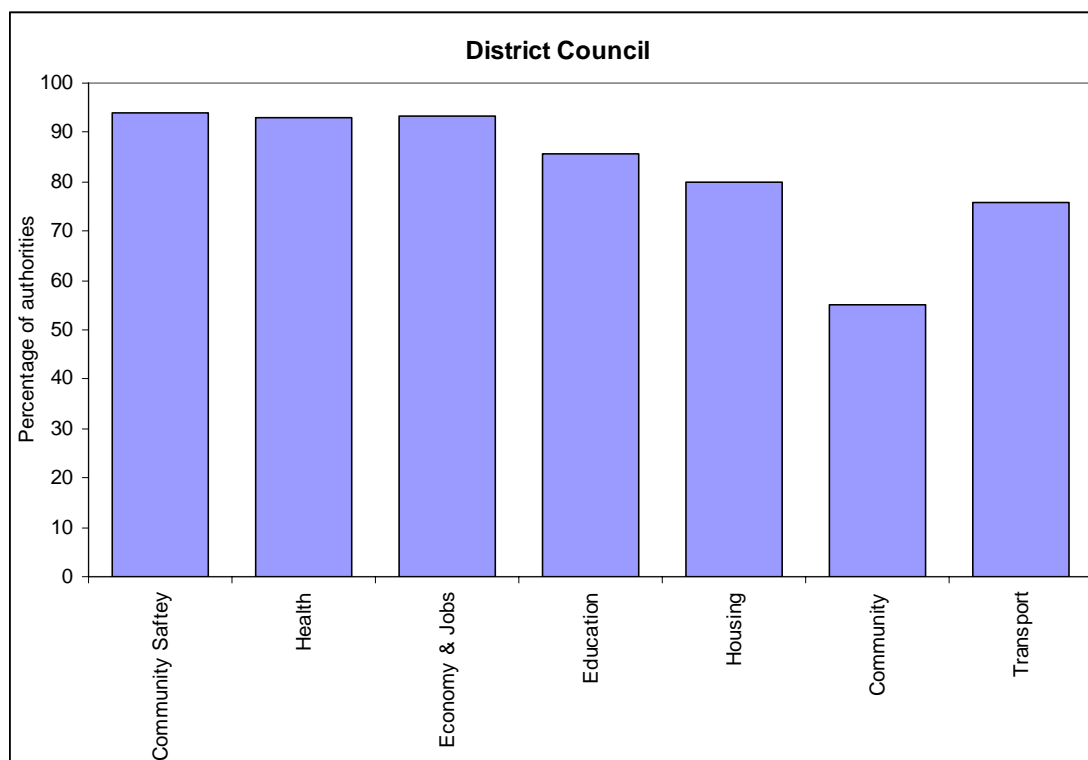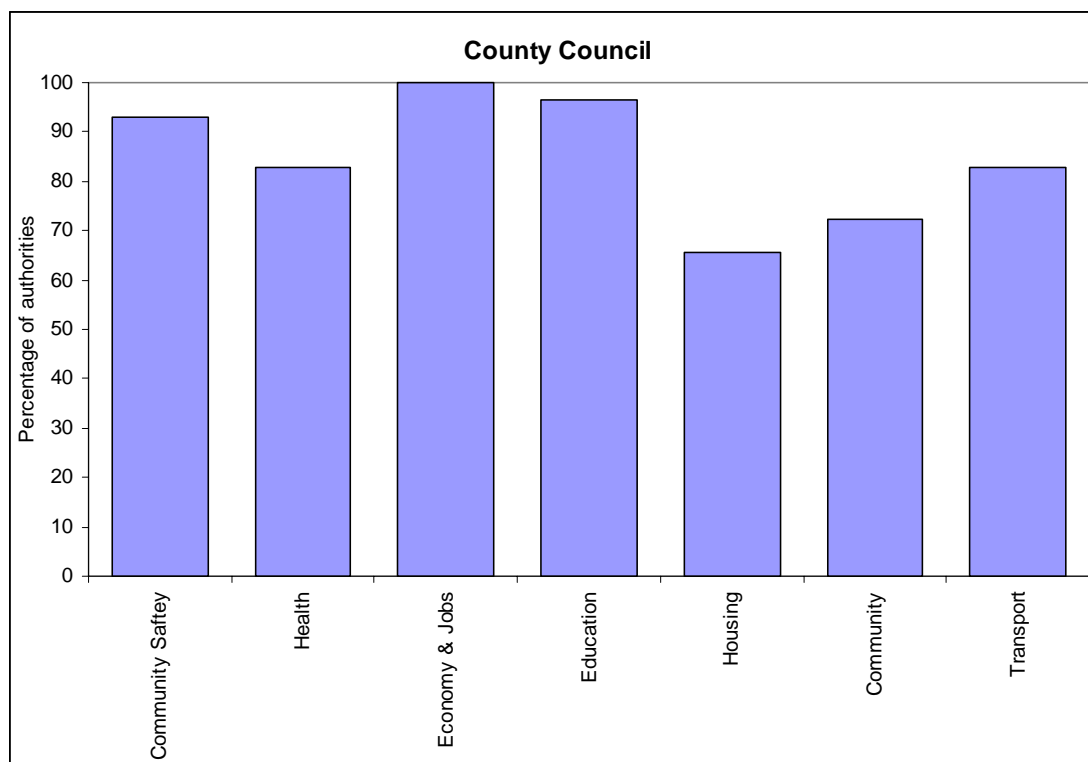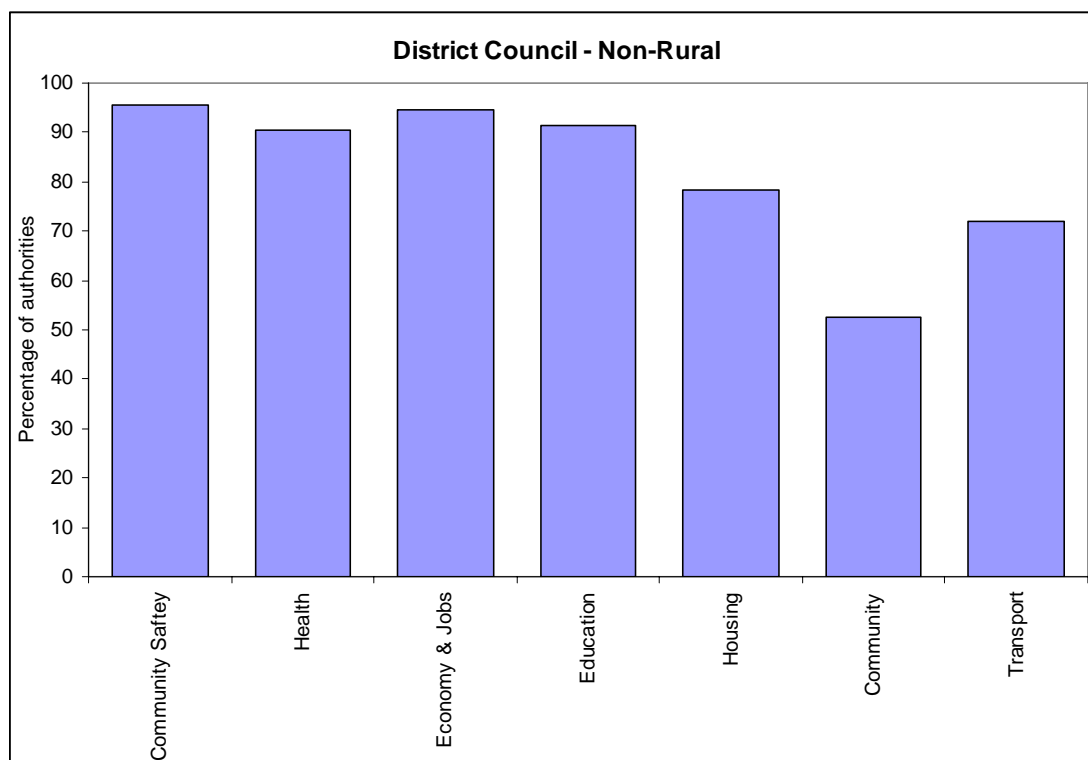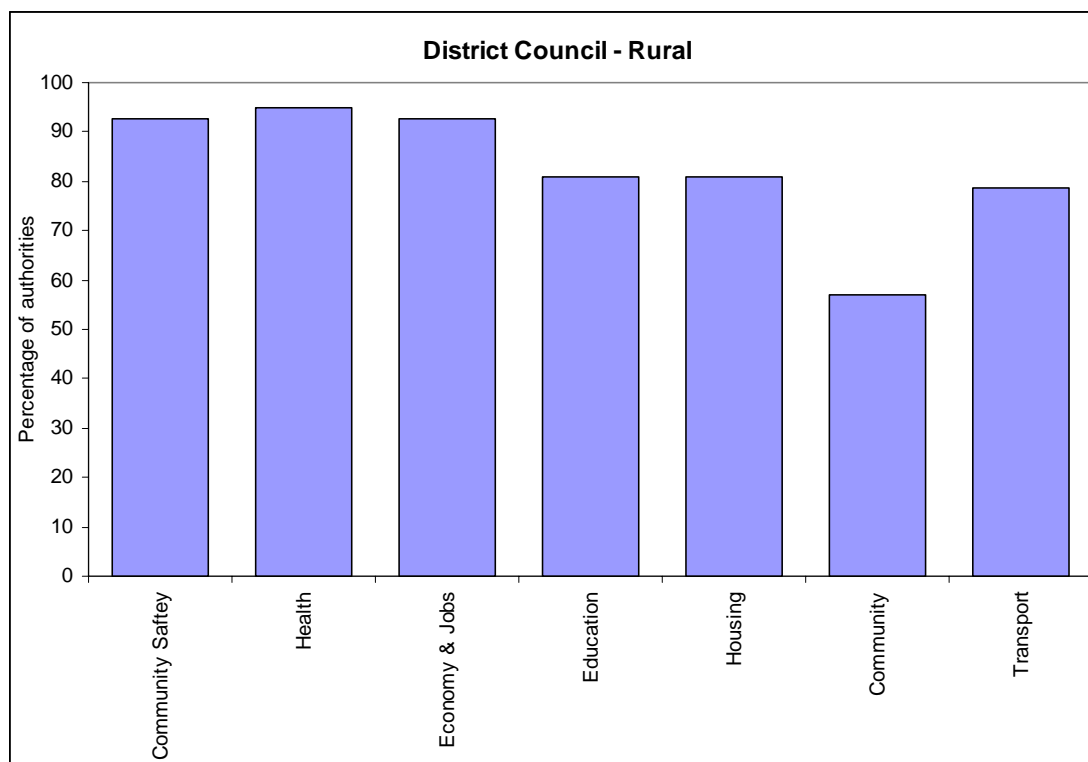
The variations are between:

▪ Health and housing and physical environment are less likely to be a stated priority in County community strategies

▪ Education is less likely to be a priority in district authorities

▪ Community is more likely to be a priority in metropolitan authorities and counties

▪ Transport is less likely to be a priority in London boroughs

These variations largely reflect the competences of different types of authority: for example, education at the county level and transport being a London-wide responsibility under the GLA and Transport for London.

NRF and Non-NRF Areas

There were also some differences between NRF and non-NRF funded areas in the review of 357 strategies. These typically reflected the finding that NRF areas tended to have more themes:

Community Safety, Health and Social Wellbeing, Economy, Jobs and Business, Education and Skills, Housing and Physical Environment, and Community themes were all more likely to appear in NRF-supported areas.

Only transport was less likely to appear in NRF-supported areas (although this may reflect transport being less likely to be a priority of London Boroughs).

Of particular note is that **50 percent of NRF-supported Community Strategies had area-specific themes (e.g. targeting specific neighbourhoods), in contrast to 29.8 percent for non-NRF Community Strategies.**

The average number of themes in each Strategy was 6.8. This is consistent with both NRF and non-NRF areas, although non-NRF areas are more likely to have 'other' themes (i.e. outside the main seven indicated previously).

Types of Themes

In the assessment of Community Strategies, 37 of the 50 documents were found to be organised around policy domains (e.g. health and social care, community safety). A range of models for Community Strategies are indicated in the following box.

COMMUNITY STRATEGY THEMES	
Wandsworth	**Blackburn with Darwen**
1. *Making Wandsworth Safer* 2. *Improving the Local Environment* 3. *Building a Prosperous and Vibrant Community* 4. *Improving Education for All* 5. *Improving Health and Social Care* 6. *Meeting Housing Needs*	1. *Improve the local economy* 2. *Build stronger and more involved communities* 3. *Enhance cultural harmony* 4. *Improve health and social wellbeing* 5. *Improve and promote learning opportunities and achievements* 6. *Improve the neighbourhood and environment* 7. *Decrease crime and improve community safety*
Isle of Wight	**Cheshire**
1. Guaranteeing the Quality of Life and sustainability [includes community safety] 2. *Improving Access to services and facilities* 3. *Promoting Equality* 4. *Supporting Jobs and the Local Economy* 5. *Developing Learning and Skills* 6. *Developing Tourism* 7. *Ensuring Quality in the Built Environment*	1. *Innovation and New Ways of Working* 2. *Positioning Cheshire in the Wider World* 3. *Community Wellbeing* 4. *Valuing Diversity and Tackling Inequality* 5. *Thriving Rural Communities* 6. *Shared Prosperity* 7. *A Sustainable Environment*

COMMUNITY STRATEGY THEMES	
Boston	**Horsham**
1. *A Safe Place* 2. *A Healthy Boston* 3. *A greener and cleaner Boston* 4. *A learning and well-informed Boston* 5. *A prosperous and developing Boston* 6. *A creative and vibrant Boston* 7. *An inclusive Boston with strong communities*	1. *Helping business to succeed* 2. *Communities and voluntary organisations* 3. *Community engagement* 4. *Community safety* 5. *Good health* 6. *Leisure and cultural activities* 7. *Lifelong learning* 8. *Local housing* 9. *Facilities and services for older people* 10. *Protecting our world* 11. *Transport* 12. *Facilities and services for young people*

In each of the six strategies it is possible find themes for: community safety; environment; economy and business; education and learning; and health.

Cross-cutting themes

31 documents also contained cross-cutting themes or principles. These often included social inclusion, sustainable development and partnership working. Examples of cross-cutting themes or guiding principles are:

GUIDING PRINCIPLES OF COMMUNITY STRATEGIES
Mid Sussex guiding principles 1. *Equalities and Social Inclusion* 2. *Sustainable development* 3. *Openness* 4. *Effectiveness*
Hampshire County Council underlying principles 1. *Sustainability* 2. *Positive Action to promote equality, diversity and social inclusion*

Greater consideration of cross-cutting themes is given in Section 4 of the report.

In the majority of cases action plans are structured along the same lines as overall strategies.

2.8 Presentation and Communication

Most of the assessed Community Strategies have been produced to a high visual standard. These documents are clearly intended for a range of audiences, including local people, partner organisations on LSPs, external organisations such as central government departments and in some cases inward investors. In cases where documents have been produced to a high standard, external design consultants appear to have been used to produce a professional published document. This allowed for a wide range of images to be used such a photographs and maps.

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The visual image of documents allowed for the LSP to brand its work and for this to inform the design style used by partner organisations. Examples of this include Ryedale where colours were used to denote different themes. Other strategies have also used symbols to denote different themes. However, there were Community Strategies which had very weak design: for example, in two cases the Community Strategy was a word processed document with very basic formatting. In other strategies, the documents were prepared in a report-style with a high density of text, bullet points and tables.

The following table outlines some of the key presentational issues raised in the assessment of 50 Community Strategies and examples of good practice.

GOOD PRACTICE PRESENTATION

1.   Structure
 	
 Croydon Community Strategy is 86 pages long and contains extensive details. It is structured around the following headings:
 	
     1. Introduction
     2. Key Facts
     3. Your Views
     4. Vision and Priorities
     5. Developing and delivering the strategy
     6. Priority Areas
     7. Appendices
 	
 Each section also uses a different colour for the banner.

2.   What has been achieved, what are the priorities for the future   *Many Community Strategies used Action Plans to indicate the 'journey' or the 'direction of travel' the LSP was taking. One example is **Blackburn with Darwen** Community Strategy where the Action Plan outlines what has been achieved in the last 12 months and what will be done in the next three years.*
3.   Communicating complex messages   *Many Community Strategies broke with a traditional 'reporting style' and attempted to provide a document which was more accessible to a range of stakeholders.*   *An example of this is **Hampshire** Community Strategy which is presented in landscape format and contains header and side bars, each of which conveys additional information to the main body of text. **Northumberland** Community Strategy uses a similar approach and contains text boxes (in a different colour and font) to showcase practice examples of the activities supported through the community strategy. **West Suffolk** Community Strategy is also well presented and uses a range of images (examples, maps and diagrams) to illustrate how the LSP works and the activities it is supporting.*
4.   Action Plans   *Action plans were presented as both stand alone documents and also embedded in Community Strategies. As these are more likely to be 'live' documents there is a logic for them to be separate. However, as with the main Community Strategy, consideration should be given to presentation, with actions plans containing a rationale for the action, a baseline of previous activity, an outline of activities, clear measurable targets and a organisation responsible for achievement. This format was well used in both **West Suffolk and Croydon.***

2.9   Web Accessibility

The web-accessibility of Community Strategies was also examined. Overall, **348 of 357 Community Strategies obtained were available on the web**. However, the location of Community Strategies on the web was not always straight-forward. The following issues were found:

- *Links from the Council Home Page* – few authorities had direct links to Community Strategies or the LSP from their home page. This meant that other methods for searching were needed, either using the local authority website search function or using a search engine such as Google.

- *Names of Community Strategies* – some Community Strategies were located under a heading for the local community plan, although once accessed clearly stated inside that they were the community strategy.

- *Local Strategic Partnership home page* – most Community Strategies were found on LSP home pages. In many cases these are part of the local authority site, but in some cases they are separate sites.

- *Web publication* – many Community Strategies are clearly sign posted and are accessible as single documents as PDF files. However, practice in this is variable. Moreover, in some cases Community Strategies have been broken down into separate PDF files (up to nine in one case) and it is not necessarily clear how they fitted together.

Web accessibility is clearly not the only way Community Strategies will be published. For, example, some areas, such as Wychavon, have produced bite- and punnet-sized versions.

An approach to accessibility which embodies a number of good practice principles is that of Bath and North East Somerset. This document also has a Crystal Mark for Plain English. The principles used to communicate the strategy are indicated in the box below.

GOOD PRACTICE PRINCIPLES – BATH AND NORTH EAST SOMERSET

1. Accessible from the local authority web page

2. Available in Word and PDF formats on the web

3. Available in audio

4. Available in different community languages

2.10 Conclusion

The basis for Community Strategies was established in the Local Government Act 2000 and guidance provided by DETR in the same year. The guidance required that local authorities have a statutory duty to prepare a Community Strategy and that this contain the following elements:

- A Vision

- An Action Plan

- A Monitoring Framework

- The Shared Commitment of Partners to deliver the Strategy and Action Plan

This section has found that these elements are largely in place: although it is difficult to ascertain the level of partner commitment or the processes which underpin a monitoring framework. Moreover, there are few explicit references to the DETR guidance: clearly this is not a requirement, but as is discussed in later sections, few Community Strategies refer at length or systematically to government policies.

However, it was evident from many of the Community Strategies represented responses to significant levels of complexity. For example, **Liverpool** Community Strategy was working to achieve NRF targets, to implement geographically targeted cluster strategies and to deliver thematic priorities which cut across traditional policy domains. Similar challenges were reflected in **Croydon** where the Community Strategy appeared to have successfully combined issues around neighbourhood renewal, improvements in public services and more generally to develop Croydon as a place which is attractive to local residents and to business.

This section also reported on the structure of the **Blackburn with Darwen** and **Wandsworth** Community Strategies. The Wandsworth document set out in a very clear way a set of strategic priorities and the process by which these would be implemented and who would be involved. Within each priority there were sections on:

- Context (including national statistics)

- Resources

- National and Local Priorities

- Key Strategies and Plans

- What Residents Think

- The Challenges Ahead

- Our Vision for the future

- Each Objective (including for each objective why it is important, what is being done now and in 3-5 years and who will ensure this is achieved)

At the time of the assessment the **Blackburn with Darwen Community Strategy** was being reviewed. However the draft demonstrated the specific challenges the area faced, not least in promoting community cohesion. As a result three of the seven priorities directly addressed community issues, whether these be at a neighbourhood level (through physical regeneration), promoting cultural harmony (across faith and ethnic communities), or finding ways to engage people (through community partnerships).

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3 EVIDENCE, ACTIONS AND TARGETS

3.1 Introduction

This section considers how Community Strategies, use evidence and set actions and targets. **The section draws largely from the assessment of 50 Community Strategies.** Different aspects of each Community Strategy were examined. Overall, the assessment sought to understand whether there was a logical sequence between the evidence used, the vision and priorities set, how actions were specified and what targets were set. It was not possible, however, to examine the validity of the evidence used: it has been accepted that any data cited in a strategy is correct and had been obtained in a robust way. However, where evidence or a target appears out of line with expectations then this has been highlighted.

3.2 Sources of Evidence

The assessment of 50 Community Strategies used a broad definition of what might constitute evidence. This included: secondary data, primary survey data, modelling, scenario planning, stakeholder workshops, community consultation, evaluation evidences, good practice, household surveys and employer surveys.

The assessment of 50 Community Strategies found that they draw on many different types of evidence: 29 used consultation events with either stakeholders or residents, 27 used secondary data and 15 used household surveys. These results are drawn from Community Strategies which clearly state the sources of evidence they use. However, many strategies implied that they had drawn on other forms of evidence, in particular household surveys or community consultations, and secondary data (for example, published national statistics). **However, nine strategies provided no account in any way of evidence being used: it was unclear how strategic priorities and interventions had been derived.** One Community Strategy outlined how it used a form of scenario planning or visioning (Ryedale) and only two drew closely from other sources of evidence (e.g. forecasting).

The following list provides an indication of the different ways evidence was used:

- **Croydon**: the strategy draws on a range of consultation mechanisms. These include: 'Talk about Croydon', household postal surveys, face-to-face surveys through interviews in the street, conferences and workshops, a Community Strategy conference and neighbourhood partnership meetings. Data are also drawn secondary sources and these are used throughout the strategy. There is also a particularly strong section on environment and sustainable development There is also an introductory Key Facts section.

- **Wandsworth**: a household survey was undertaken through 1,100 face-to-face in home interviews, with the survey sample carefully selected to reflect people living in the borough. Each thematic section also contains a summary of evidence (drawing on primary and secondary sources).

- **Merton**: along with many other Community Strategies, Merton provided a long-list of priorities with a list of the top 20 issues raised by local residents.

▪ **Bath and North East Somerset**: The strategy makes several references to community consultation throughout the document. This includes feedback on the draft strategy (p. 1), the use of a citizens' panel (p. 21), a household survey (p.25), a local environment consultation (p. 53) and a consultation by the PCTs (p. 59). Although the findings from these exercises are not detailed, there is a strong sense that they have shaped the priorities and key issues which the Community Strategy addresses.

▪ **Isle of Wight**: The Community Strategy draws strongly from consultation evidence including a postal household survey (with 1,300 responses) and 10 road shows which attracted 2,000 people.

▪ **Northumberland**: alongside presenting consultation evidence and a review of secondary data sources, the community strategy also contains in Appendix 3 a 'Spatial Profile of Northumberland'. This covers two pages and consists of a geographical description of the county, first in broad terms, second in relation to the County Development Strategy, and thirdly in terms of the different needs of its three sub-areas (SE Northumberland, Tyne Valley and the Rural Area).

▪ **Ryedale**: The community strategy was developed using a technique called 'IMAGINE' (developed by the New Economics Foundation). This involved conversations with over 400 people on what feel about the area and people, and what they would like to see in the future. Results of this, in terms of quotes, are used throughout the document. There is also a specific page on contextual information ('Where we are starting from in 2003', p.8) which has a huge range of (unsourced) facts and figures.

▪ **Boston**: The strategy is mainly based on evidence from a consultation with residents although the data was shown in the strategy. It is stated that the strategy is based on local research, including consultation with people on a wide range of issues. This included, 'likes and dislikes of Boston', concerns, priorities and future issues. The views of 6,500 people were incorporated and different methods of resident consultation were used: surveys of 4,000 people, face-to-face survey of 100 residents in the town centre, citizens panel of 500 residents, consultation on the cultural strategy with 900 people, seminars and a public consultation on the Master Plan, events in the market place, consultation with parish councils, CVS newsletters and newspaper articles.

▪ **Horsham**: the community strategy contained a range of evidence drawn mainly from secondary and statistical data. In 2002 the district council commissioned Brighton University, Care Equation Ltd and Sussex Rural Community Council to collect sources of evidence to prepare a community profile. The profile drew on 120 sources of data and gave a detailed statistical analysis of the district. Twelve subject-based working groups looked at particular subjects to identify priorities and ideas tested by the partnership board.

SOURCES OF EVIDENCE: TWO CASE STUDIES

York City

Consultation with people included a 'Without Walls' event which engaged local residents and visitors from around the city to find out more about the kind York they wished to see in 20 years time. This period of consultation was called the 'Festival of Ideas'. At festivals, events and public meetings, through questionnaires, on the internet and radio, people were encouraged to write postcards of how they envisaged York in the future. The following provides an indication of the range of activities which were used:

York Residents	*Communities of Interest*
• Callers and listeners to three live Radio York events • 190 people sent in pre paid postcards on the future of York • 150 people talked on camera about their vision for York • 923 'wishes for the future' were made • 380 people attended seven pubic debates • Over 500 Talk About citizens panel members sent in postcards	• 70 ideas to improve access in the city were raised by disabled representatives at a special meeting of the Disabled Persons Advisory Group • York Racial Equality Network invited comments via the Black and Minority Ethnic Forum • MESMAC invited comments through the Lesbian, Gay and Bisexual Resident's Forum • Nearly one hundred comments were collected from the Older People's Assembly
Children and Young people	*Geographical Communities*
• 807 wishes for the future were made by 270 school children • A class of 12 year old pupils from Millthorpe School investigated ideas for the future of the York Central site and interviewed eight and nine year olds to find out their views	• 780 residents contributed their ideas for improving their neighbourhood and city when they attended ward committee community planning events

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Pendle

Evidence to inform the Community Strategy was gained through consulting local people and organisations on their priorities and concerns. Primary data were collected through the following exercises:

- Visioning workshops with members of Pendle Partnership
- Community Strategy conference (agencies and community and voluntary sector organisations)
- Council area committees
- Youth consultation
- Pendle community network
- Young conference
- Area consultation events
- Section in the local newspaper
- Wide range of groups involved in key priority groups
- Dissemination of a draft of the Community Strategy to groups and organisations

Consultation evidence was also drawn from the work other agencies had done as part of the preparation of their own strategies. This included: Local Development Plan, Sure Start, West Craven Together Action Plan, Guide to the future of Earby Parish Plan, Crime and Disorder Partnership, Housing Strategy, SP strategy and the Local Agenda 21 strategy

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It was evident from many Community Strategies that commissioned local surveys, and in particular used the results from consultation with residents through surveys or some form of forums, were often given greater weight than secondary data (e.g. from nationally collected statistics).

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For example one Community Strategy quoted *"You have told us that there is too much litter, noise, do pollution, graffiti and vandalism in our neighbourhoods"* This seems to have been given greater weight in setting priorities for anti-social behaviour than recorded crime data. The response of the Community Strategy was therefore to outline actions to improve the liveability of neighbourhoods and to target Police action on issues of anti-social behaviour. It was unclear however, whether these measures would have been enacted anyway, whether these issues were raised by many or a vociferous few, whether the LSP wanted to communicate more effectively the actions its members were taking to address the concerns of local people or whether it is just a presentational bias to this 'consultation' and crime statistics have been appropriately used.

Therefore an outcome of using household survey data and consultation evidence is that Community Strategies may prioritise specific issues without formally questioning whether local perceptions are borne out in the reality of secondary data. Issues prioritised in many strategies rely extensively on household survey data and consultation events are: fear of crime and anti social behaviour; poor environmental standards (e.g. noise and graffiti) and housing. Issues around the economy, health and social care, and education are given less status.

Authors of Community Strategies have clearly tried to balance the need to provide a document which is accessible by partners and local residents with a need to evidence priorities. Some have done this by embedding specific data or evidence within the themes or priorities set in the strategy, some by providing a section that gives a brief overview of the area while others have put statistical detail in an annex. A more common practice has probably been for the collection and synthesis of evidence to be left out of the document, on the basis that it would make the document unwieldy and overly technocratic. However, the final point can only be assumed.

One trend which could be discerned across the Community Strategies is that larger authorities and often those with NRF support drew more extensively on secondary data sources, and in particular the sources such as the Index of Multiple Deprivation or the sources required to set Floor Targets. Where this was the case, strategies tended to consider a greater array of public service priorities rather than focusing on issues raised through community consultation. Finally, a source of evidence which is largely absent from the community strategies is evidence of past practice and work, that is no examples were found of local project, programme or partnership evaluations being used. As a result such community strategies did not discuss 'what works' when setting priorities.

3.3 Robust Use of Evidence

The assessment of Community Strategies also assessed whether the evidence used was robust. The assessment is laden with caveats, not least that evidence may have been collected and analysed but not presented in the Strategy itself. However, for each strategy assessed a general question posed was, is there sufficient evidence used to support specific priorities, themes and actions. Of the 50 strategies assessed, **17 contained evidence which supported priorities, a further 17 did not contain sufficient evidence to justify priorities** (or there were mismatches between the evidence and priorities) and in 16 there was insufficient material on which to form a judgement.

Where evidence was used well, a range of data had been drawn on both to define priorities for the area, to set baselines and targets, and an outline of how evidence could be used in the future. As noted previously, the evidence used in NRF supported areas focused on Floor Targets. **Although providing a framework for priorities, many of the priorities set in Community Strategies in NRF supported areas were very similar to each other.**

The following indicates the main weaknesses in the use of data:

▪ **Actions defined without targets or evidence**: for example, in one strategy, there were actions for finding routes out of prostitution for women and for reducing domestic violence, however, all the crime targets related to vehicle crime, robbery and burglary.

▪ **Little or no benchmark data was used**: for example comparing the area to regional or national averages, or benchmarking against a similar area.

▪ A similar flaw is that around half of the strategies did not set baselines against which progress could be measured.

▪ **Strategies made assertions and set priorities with no evidence that these were genuine issues facing the area.** More specifically, there was often an unclear link between the evidence presented and the priorities and actions.

▪ **The quality of baselines sometimes varied between priorities**. Some seemed to have a robust evidence base (e.g. around education or crime) whilst others were more speculative (e.g. around the economy). Many strategies also had problems in defining robust health indicators, and particularly ones which could provide a more meaningful indication of progress than long lead time indicators such as life expectancy or standardised mortality rates for cancer and heart disease.

3.4   Identification of Actions

311 of 357 Community Strategies collected were found to contain some form of action plan, although in most cases this was integrated into the document. Ideally, action plans should be for a finite period of time and contain the rationale for actions (i.e. the evidence base), an outline of actions, and what targets these will actions will contribute to. In the assessment of Community Strategies it was found that discrete actions (with SMART objectives) had been set in many documents. This is indicated in the following table.

Table 8   Discrete actions with SMART objectives defined for themes (count)

	Yes	No	Don't Know
Health	24	24	2
Crime	23	25	2
Employment and Economy	23	26	1
Education and Learning	19	28	3
Housing	17	29	4
Environment	23	26	1
Transport	21	24	5
Recreation	20	24	6
Communities	20	27	3
Other[1]	10	17	8

Base   50 Community Strategies [1]35 Community Strategies
Source   Assessment of 50 Community Strategies (CRESR)

The table reveals that between 20 and 25 of the documents identified discrete actions for different themes. However, few Community Strategies only contained discrete actions. Many set an array of other actions. The form of these actions is indicated in the following table:

Table 9   Forms of non-discrete actions (count)

	Yes	No	Don't Know
Preparation of Strategies	37	9	4
Gathering Evidence	27	17	6
Forming a Partnership / Partnership Working	36	10	4
Achieving a Target	23	22	5
Mainstreaming	7	35	8
Other	19		

Base   50 Community Strategies
Source   Assessment of 50 Community Strategies (CRESR)

Our analysis found that such actions often took the following forms.

SPECIFICATION OF ACTIONS – EXAMPLES

Preparation of Strategies

- Liverpool: Taking forward the action plan to Ofsted's inspection of learning processes
- Bradford: Domestic violence strategy to be produced
- Kirklees: Develop the Community Cohesion Strategy by 2003
- Wigan: Teenage Pregnancy Strategy; Education Inclusion Strategy
- Croydon: Develop a five year waste strategy
- Plymouth: Agree a new Community development Framework
- Telford and Wrekin: Producing a local housing strategy
- Northumberland: Niche Marketing employment strategy
- Wiltshire: Review Tourism strategy
- North Devon: Develop homelessness strategy
- Mid Sussex: Complete the Adur and Ouse Catchment Management Strategy

Gathering Evidence

- Kirklees: Developed indicators of health of town centres. Develop a method of measuring access to town centres
- North Tyneside: Feasibility study to expand demand for responsive transport
- Croydon: Undertake a fear of crime survey
- Southwark: Produce a state of the local environment report
- York: Audit of cultural infrastructure
- Northumberland: Survey of historic buildings at risk
- Colchester: Identify gaps in skills and training for local employers
- Newcastle-under-Lyme: Mapping exercise to identify location of key services

Forming a Partnership

- Bradford: Formation of a Young People Strategic Partnership
- Southwark: Build Community Empowerment Network
- York: joint action between Science City York and Higher York Partnership
- Colchester: establish a forum to lead on education
- Guildford: develop the parking strategy working group
- North Devon: Build public health partnership
- West Suffolk: Develop a joint agency approach to the rehabilitation of persistent offenders

Achieve a Target

- Kirklees: Increase bus usage by 3 percent and rail usage by 40 percent by 2006
- Merton: Extend the safer routes to school and School Travel Plan initiatives to reduce vehicle trips to schools by 10%
- Southwark: increase the number of three year olds with access to good quality free early years education
- Isle of Wight: Cutting domestic burglaries by 25 percent; cutting CO2 emissions by one percent a year
- York: increase participation in sport, play and active lifestyles
- Nottinghamshire: Train 580 Youth Workers on children and young person substance abuse policy
- South Shropshire: increase tourist visitors to the area

Mainstreaming

- North Tyneside: Develop interagency responses to the needs of the BME community
- Nottinghamshire: Apply the lessons from innovative programmes like Sure Start into mainstream service provision
- Hampshire: Develop the provision of information on all services through all partners
- North Devon: Integrate e-Government in core business strategies

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Many of these activities may be legitimate actions within a Community Strategy Action Plan. However, there are problems, as actions frequently do not have SMART objectives. For example, the preparation of strategies should not be seen as an end in itself; it would be expected that future action plans would be focusing on the actions specified by such strategies. There are similar concerns with the gathering of further evidence and partnership working. Ensuring that these activities lead to the specification of SMART objectives should form part of the wider monitoring and performance management of Community Strategies. The preparation of further strategies, gathering evidence and forming partnerships each appeared in between half and two thirds of the 50 Community Strategies assessed.

One of the most significant flaws in many Community Strategy Action Plans (around 20 those assessed) was that the achievement of targets and the specification of actions were used interchangeably. An example of this is the action to increase bus usage by 3 per cent annum. What the action plan should specify are the actions which could contribute to this target.

Only seven Community Strategy Action Plans contained actions which related to the mainstreaming of actions into mainstream service delivery. This was surprising given the focus of many LSPs on finding more sustainable models of development. Of even more surprise is that only one Community Strategy covering an NRF supported area specified mainstreaming in its action plan. Even prior to the introduction of Local Area Agreements it would have been expected that more consideration would be given in Community Strategies as to how actions funded by discretionary expenditure could be sustained.

3.5   Overview of Targets

From the assessment of 50 Community Strategies, in approximately two thirds of cases where there were themes in Community Strategies, there were also a set of targets. These were typically identified in an action plan. Variation between the themes is indicated in the following table.

Table 10   Targets set for individual themes (count)

	Yes	No	Don't Know
Health	32	17	1
Crime	32	17	1
Employment and Economy	33	16	1
Education and Learning	34	15	1
Housing and PE	33	16	1
Other[1]	25	14	

Base   50 Community Strategies [1]39 Community Strategies
Source   Assessment of 50 Community Strategies (CRESR)

Most Community Strategies did not set an overall target. Only four did so from the 50 documents assessed. These were:

- **Barnsley**: The remaking of the borough in order to redefine its role in the world.

- **Liverpool:** To create an inclusive European Renaissance City; To be the most business friendly city in the country by 2006; To meet and exceed national targets for schools; To reduce levels of poor health, preventable death, impairment and disability so that Liverpool is better than the national average by 2005; To stabilise the population by 2010.

- **Bradford:** To make the district a place where people are justifiably proud of where they live, learn, work and play.

- **Wiltshire:** To champion four issues: – to be the healthiest county by 2010; Become the most waste efficient county by 2010; To improve Wiltshire's street scene; To improve adult basic skills.

The setting of overall target(s) appears one way in which strategies can focus attention of specific areas and priorities. However, these targets are ambiguous (e.g. Bradford and Barnsley) whilst the two others contain a mix of specific aims and broad objectives (Liverpool and Wiltshire).

3.6   Use of Specific Targets

Of the 50 Community Strategies assessed, **only 20 set out a comprehensive monitoring framework which included baselines and targets** against each Priority in the Community Strategy. In 25 cases this was not done, and on occasion targets were used interchangeably with actions and activities. Some Community Strategies acknowledged that the monitoring framework was something which needed to be developed. In five cases it was unclear whether a monitoring framework had been established because it was not possible to obtain the action plan.

There was considerable variation in the range of targets used in Community Strategies. **There was a tendency for areas funded by NRF to focus primarily and in some cases exclusively, on the neighbourhood renewal floor targets.** In non-NRF areas a wider set of targets were used. For example, in some cases there was a greater focus on environmental targets or in benchmarking local performance internationally, although reference to international targets was very rare.

It was not possible to undertake a thorough assessment of the realism of the targets. However, it was clear that some targets were more aspirational. Examples of this included:

- Increase the percentage of pupils obtaining 5+ A*-C GCSEs from 38 percent to 49 percent in four years

- To increase the employment rate from 70 percent to 75 percent

- Increase rail usage by 40 percent by 2006

- Reduce the mortality rate from heart disease and related disease in people under 75 by 40 percent by 2010

- A reduction in neighbourhood decline and unpopularity

- Raise pre 16 levels of educational attainment to above the national average

However, these tended to be the exception and in many cases local partners may be making these targets key priorities for action.

In the following table examples of targets used appear in the table together with our assessment of their usefulness.

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EXAMPLES OF TARGETS	
Theme and Target	**Comments**
Jobs and Economy	
Increase the employment rate by seven percentage points by 2010 (Barnsley)	This target is measurable and is time bound. The target might be better expressed by showing the current and future employment rates.
Increase the number of VAT registered businesses per 1,000 of the working age population from 26 to 34 by 2010 (Barnsley)	This target is measurable and is time bound. The target is extremely ambitious.
To reduce long term unemployment (of total unemployed) from 20.1 percent (01/02) to 19.5% (06/07) (Bradford)	This target is measurable and is time bound.
Increase in business start-ups and survival (Wigan)	This is a relevant aim in an NRF supported area. However, it would be aided by inclusion of a baseline (e.g. new businesses formed per 1,000 per year) and a quantified target.
Increase the number of VAT registered businesses by two percent per year to 2005 (Wigan)	This is a relevant aim and target although could be improved with inclusion of a baseline figure.
Build two new business innovation centres (Nottinghamshire)	This is an activity rather than a (outcome) target. The construction of such centres may be part of an aim to improve business survival rates or increase research spending by business.
Reduce unemployment to the East Midlands average (Mansfield)	This target is appropriate although should include indicators for the district and region and be time-bound.
Maintain full employment levels within the district (Craven)	This target is appropriate although a definition of full employment is required (e.g. claimant unemployment under 2 percent with long term unemployment less than 5 percent of claimants).
Visually enhance town centres (Newcastle-under-Lyme)	This target is ambiguous, reflecting problems in specifying targets for improvements of the urban realm. An outcome target might be increases in business and resident satisfaction with the town centres.
Increase the number of new small business premises (under 300 sq metres) (Mid Sussex)	This is an activity rather than an outcome target. An appropriate indicator might be to increase business creation and survival rates, or to increase the stock of small businesses in the area

Crime and Community Safety	
Domestic burglaries in high crime areas down by 4 percent per annum (Barnsley)	This is an appropriate target although high crime areas should be specified.
Reduce vehicle crime per 1,000 from 36.2 to 20 (Bradford)	This is an appropriate target and should be time bound.
Reduce incidents of crime and disorder (Solihull)	This target is ambiguous and should redefined around types of crime.
Achieve a seven percent reduction in reoffending rates (Croydon)	This target is appropriate but a baseline should be given.
Reduce vehicle crime by 18 percent (Isle of Wight)	This target is appropriate but should be time bound and more fully defined.
Reduce deaths and injuries caused by accidental fires in the home by 11.2 per 100,000 (Nottinghamshire)	This target is appropriate but should be time bound
By 2005 70 percent of victims of youth crime who have either been consulted or involved in restorative processes to be satisfied or very satisfied with the outcome (Northumberland)	This is a complex target but appropriate.
Reduce fear of crime by 50 percent (Crewe and Nantwich)	This is an appropriate target but should be time bound.
To reduce the incidence of public place violence by 5 percent per year (02-05)	This is an appropriate target.
Education and Skills	
Increase percentage of pupils obtaining 5+ A*C GCSEs from 38% to 49% by 2005 (Barnsley)	This is an appropriate target, although extremely ambitious.
To reduce the gap between boys and girls (percentage point difference) from 11% to 5% in 2004	This is an appropriate and time bound target
Increase participation in lifelong learning and skills improvement across all groups, ages and areas (Wigan).	This target is ambiguous as participation needs to be more clearly defined, a baseline specified and an end date for the target indicated.
Raise literacy and numeracy of at least 6,000 adults (Croydon)	This target should be time bound.
Promote an educational system that helps young people to behave responsibly (Telford and Wrekin)	This is a broad aim rather than a target.
Increase the numbers completing ICT training to 2,500 (Nottinghamshire)	This is an activity indicator. An outcome would be the proportion of people of working age with ICT qualifications at a certain level (e.g. NVQ Level II)
Raise educational attainment levels for all people in Craven (Craven)	This is an ambitious target and requires the educational progression of all people. A more appropriate target might be around improving the educational attainment of particular groups.
Increase the number of people in adult education (Eastleigh)	This target requires a baseline and should be linked to an outcome (e.g. around lifelong learning targets)
To increase community learning locations by 30 (Welwyn and Hatfield)	This is an activity rather than a target.

Health and Social Care	
Reduce under 18 conception rates by 50 percent by 2010 (Barnsley)	This target is appropriate and time bound although requires a baseline
Narrow health gap between socio-economic groups (Wigan)	This target needs to be more clearly specified: e.g. which socio-economic groups, which indicators of health and by when.
Increase breast feeding by two per cent year on year (Southwark)	This is an appropriate indicator although should contain a baseline and be time bound.
Increase the physical activity levels of primary school children (Plymouth)	This may be an appropriate part of a wider health promotion strategy although will be difficult to measure.
Improve the health and quality of life of those referred by doctors (Telford and Wrekin)	This target needs to be more closely specified (e.g. in terms of health outcomes) and be time bound.
Reduce death rates in line with national targets for cancer, CHD, suicide and accidents (Craven)	These targets are appropriate but should be fully specified.
Reduce tobacco consumption by 1 percent per annum (North Devon)	This target is appropriate but should be time bound and contain a baseline.
Housing and Physical Environment	
Increase the percentage of roads and parks rated as clean (Barnsley)	This is an appropriate target but should be time bound
70 percent of residents satisfied with parks and open spaces by 2005/06 (BV 119) (Barnsley)	This is an appropriate and time bound target
Increase residents satisfaction with street cleaning (Croydon)	This is an appropriate Best Value indicator but should be time bound.
Reduce the number of abandoned vehicles (Islington)	This target should be time bound and contain a baseline
Recycle or compost 25 percent of household waste by 2005 (Blackburn with Darwen)	This is an appropriate and time bound target
10 percent of all energy requirements to be produced from renewable sources by 2010 (Northumberland)	This is an appropriate and time bound target
Decrease the number of days with high-moderate air pollution (Craven)	This is an appropriate target but should be time bound
To return to 1985-86 levels of bus trips to school by 2010 (Mid Sussex)	This is an appropriate target but the 1985-86 level should be indicated

The targets shown above are illustrative of those used in many Community Strategies. In many cases the targets are appropriate to the wider strategy, are time bound and clearly specified. However, there are some concerns with the targets chosen in some cases. These are:

▪ **Targets are not time bound** – although there maybe a presumption that they will be achieved in the lifetime of the Action Plan.

▪ A **baseline** is required to know the starting point for an area. This gives a clearer indicator of the scale of the task being addressed.

▪ Some targets relate both to **broad aims and to specific activities**. In these cases, further work may be required to identify appropriate outcome indicators.

▪ Some targets aim to achieve an **increase or decrease in a particular indicator**. Although appropriate, such change should be quantified (increase by so much).

▪ Some aspects of the Community Strategy are clearly **difficult to quantify**, and for which there are not readily available sets of data. These aspects typically refer to public or business satisfaction levels and will require additional primary data collection. In many cases this will be through household surveys. However, this should be set out in Community Strategies.

3.7 Conclusion

This section has reviewed the coherence of targets, actions and evidence in relation to Community Strategies. **It has found practice to be extremely varied**. Although some community strategies appear to provide coherence between evidence, the process of setting priorities and actions through to the setting of targets, many do not. For this reason, it is one of the areas where there is greatest scope for improvement. The main concerns are as follows:

▪ **There is a mismatch between priorities, actions and targets in many Community Strategies**. For example, it is unclear how some actions will contribute to a priority or a target. This may improve in future rounds of Community Strategies and Action Plans. However, in some cases it was found that it might be due to conflicts between nationally set targets (e.g. for health, education and crime) and local priorities.

▪ Some themes within Community Strategies are stronger than others: **economic, education and community safety actions and targets appear to be more clearly specified**. The setting of actions and targets in the areas of health and community is more difficult.

▪ There is considerable variation in the approaches taken to Community Strategies and Action Plans. Many are relatively short documents (less than 20 pages in some cases) and intended primarily to communicate to local residents and businesses what the main public sector agencies will be doing in the next three years. As a result they probably focus more on resident and business concerns (e.g. anti social behaviour and the local environment). The longer Community Strategies are more detailed and draw on a fuller array of evidence and outline a wider more holistic set of priorities. In some cases, the Community Strategy and Action Plan may identify over one hundred separate actions and targets.

The more coherent Community Strategies and action plans appeared to have the following in common:

▪ *Clearly set priorities by a functioning LSP*

▪ *Review and analysis of evidence to clarify and focus the aims and objectives of priorities*

- *Actions which are clearly shown to address the priorities, aims and objectives of the Community Strategy*

- *Targets which are clearly defined: containing baselines, are time bound and are specific*

In some Community Strategies, the overarching responsibility for achieving targets under a particular priority is given to a lead organisation. This may help in providing leadership to a particular theme, the resources to collect evidence and to set targets, and to develop realistic actions.

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4 POLICY INTEGRATION

4.1 Introduction

This section is concerned with how Community Strategies respond to and integrate different policies. It is divided into three main sections. The first considers how Community Strategies respond to central government and European Union policies. This section focuses mainly on policies and strategies rather than centrally set or negotiated targets. As the preceding section found, many of the targets included in Community Strategies are drawn from central government targets for local authority areas. The second section considers cross-cutting policies and issues, some set by central government, and how community strategies have met these. The final section considers issues of 'joining-up' and 'mainstreaming' to establish whether community strategies have been used as a vehicle to join up an array of different policies to best respond to local needs and opportunities. **The evidence for this section draws solely from the assessment of 50 community strategies.**

4.2 Response to Central Government and European Union Policies

The proforma for the assessment of 50 community strategies listed the main government departments and their policies. The purpose of the assessment was then to provide a narrative assessment of the ways in which the community strategies considered government policy. It was then possible to undertake some secondary quantitative analysis to count the number of strategies which responded to government policies in particular ways.

Health

The 50 Community Strategies examined in the assessment responded to Government Health Policy to varying degrees. Some placed particular emphasis on government health targets, others on the implementation of policy, namely local delivery plans and Local Public Service Agreements. 17 Community Strategies referred explicitly to national policy, however the vast majority did not make direct reference to this, but included aims or targets which reflect national health priorities such as healthy eating and reducing the number of teenage pregnancies. Some National Service Frameworks (NSF) were mentioned including those for older people, coronary heart disease, diabetes, mental health and palliative care for cancer patients. The level of PCT involvement also differed, with 9 strategies making reference to either PCT involvement or PCT issues.

The following list gives a cross-section of the ways in which different community strategies responded to Government Policy:

- **Kirklees**: the strategy made explicit reference to the NHS plan, cancer plan and National Service Frameworks for diabetes, older people, coronary heart disease (CHD), and mental health. The targets mentioned included national ones for access to NHS services and targets regarding the implementation of NSF plans.

- **North Tyneside**: the strategy referred to Healthy Living Centres (HLCs), Health Action Zones (HAZs), the Health Development Agency (HDA) and NHS Local improvement finance trust (NHS LIFT) along with the Director of Public Health's Annual Report.

- **West Dorset**: the Department of Health policies and their implementation were considered in this strategy, particularly the role of 'Health LIFT'- Local Improvement Finance Trusts, Local Public Service Agreements (LPSAs) and Primary Care Trusts (PCTs).

- **Newcastle-under-Lyme**: the strategy made reference to Healthy Living Centres (HLCs), Health Delivery Plans, Drug Action Teams and National Service Frameworks for mental health and older people.

- **Redcar and Cleveland**: this strategy mentioned the NHS Improving Working Lives Initiatives.

The assessment shows that the consideration of central government policies is both limited and partial. Where health policies are mentioned, consideration is only given to specific initiatives which might be seen as priorities for the area, rather than considering wider health policies (for example, as reflected in the NHS Plan and Agenda for Change). The rationale for this approach may be that local partners see opportunities for the area from particular initiatives (e.g. LIFT funding for capital developments). It may also be because these are policy initiatives which are seen to require a partnership response, including organisations outside health.

Office of the Deputy Prime Minister (ODPM)

The ODPM has responsibility for government policy concerning local and regional government, housing, planning, regeneration, social exclusion and neighbourhood renewal. Reference to ODPM policy in the strategies was particularly varied both in the extent and range of issues mentioned. 19 of the 50 Community Strategies assessed made no explicit reference to ODPM policies.

However, in those making reference to ODPM policies, most made reference to housing policy, considering issues such as social housing, Decent Homes standards, homes for key workers and affordable housing. 10 strategies mentioned Neighbourhood Renewal, in particular the Neighbourhood Renewal Fund and National Strategy for Neighbourhood Renewal. Seven strategies referred to sustainable communities. Those areas receiving NRF support, as expected, placed considerable emphasis on regeneration and the contribution of Urban Regeneration Companies, the coalfields regeneration budget and the Single Regeneration Budget. Areas which had Housing Market Renewal Pathfinders made reference to these. Paradoxically, only three strategies touched on the issues of local government modernisation.

The range of ODPM and ODPM related policies which were included in Community Strategies is illustrated below:

Pendle: the strategy linked to various local strategies including:
- Supporting People
- Neighbourhood Renewal
- Housing Market Renewal Pathfinder- Elevate East Lancashire
- Homelessness Strategy
- Empty Homes Strategy
- Decent Homes

Northumberland: the strategy made reference to:
- Single Regeneration Budget (SRB)
- Neighbourhood Renewal Fund (NRF)
- National Strategy for Neighbourhood Renewal (NSNR)
- Best Value Performance Indicators (BVPIs)
- Home Zones

South Shropshire: the strategy referred to:
- Single Regeneration Budget (SRB)

▪ Government Office for the West Midlands (GOWM)
▪ Best Value
▪ UK Online
▪ Public Service Agreements (PSAs)

Barnsley: with respect to ODPM policy, this strategy concentrated largely on regeneration and neighbourhood renewal issues including:
▪ HMR Pathfinder
▪ Northern Way
▪ Neighbourhood Wardens

Wigan Metropolitan Borough Council: the strategy makes reference to:
▪ Neighbourhood Renewal Strategy
▪ Neighbourhood Renewal Fund
▪ Single Regeneration Budget
▪ Coalfields Regeneration
▪ Groundwork
▪ Urban White Paper

Bath and North East Somerset: this strategy featured physical design issues reflecting Bath's heritage position. There was very little reference to deprivation but housing affordability was a key concern, as was the need for balanced communities. Plan rationalisation also received a brief mention.

As with health policy, the consideration of ODPM policies is both limited and partial. **Most strategies focused on considering local needs and local initiatives, rather than a wider consideration of how ODPM policies may facilitate or constrain local responses.** A notable absence from all community strategies was the limited consideration of spatial issues: there were only two references found to local development frameworks. This is surprising for two reasons: community strategies should consider spatial and planning issues at some point; and that local development frameworks bring a statutory requirement to produce a statement of community engagement.

Home Office

Half of the 50 Community Strategies assessed made no direct reference to Home Office policy, and a further two made only very limited reference. Twelve of the strategies mentioned crime and disorder measures such as Crime and Disorder Reduction Partnerships (CDRPs) or Crime and Disorder Strategies. Youth Offending Teams (YOTs) were referred to in six of the strategies and Croydon mentioned both a Youth Crime Prevention Strategy and Youth Justice Plan. Some mention was also made to the Probation Service and prolific offenders funding. Anti-social behaviour was referred to in four of the 50 strategies and a similar number considered neighbourhood or community wardens and the police. Another area considered in a handful of Community strategies was active citizenship and the role of the voluntary and community sector. Other issues mentioned in various strategies were Drug and Alcohol Teams, Communication Service Providers, discrimination and race equality.

Some examples of how different community strategies incorporated Home Office policies are shown below:

▪ **Islington, London Borough**: the strategy included specific details on crime and anti-social behaviour reduction including reference to Neighbourhood Wardens. It also included a dedicated theme on 'active citizenship and community empowerment' which refers to volunteering, time banks, and the involvement of children and young people. The issue of working with the voluntary and community sector was also addressed with particular reference paid to resource needs.

▪ **Kirklees**: the strategy's only mention of Home Office policy was in reference to the council's Community Cohesion Strategy.

▪ **Bath and North East Somerset**: the strategy featured concern around discrimination, especially racial discrimination. The strategy also incorporated a separate theme on community safety, crime and anti-social behaviour, which mentioned the "extended police family" of wardens.

▪ **Wandsworth, London Borough**: the strategy sets out national priorities such as 'Policing for a New Century' and sets out key government targets. It also refers to developing the capacity of the voluntary sector.

▪ **Northumberland**: this strategy referred to a series of initiatives and partnerships:
  o Crime and Disorder Reduction Partnerships (CDRPs)
  o Communication Service Providers (CSPs)
  o Community Wardens
  o Youth Offending Teams

Consideration of Home Office policies focused primarily on community safety. It was apparent that themes for community safety were informed by the work of Crime and Disorder Reduction Partnerships. There were limited references, however, to policies to support active communities, civil renewal and more broadly the voluntary and community sector. For example, there were only a few references to local Compacts. As might be expected, this suggests that voluntary arrangements, such as Compacts, are less likely to develop than policy agendas which place a statutory requirement on local partners.

Department for Environment, Food and Rural Affairs (DEFRA)

28 of the 50 Community Strategies assessed did not make any reference to DEFRA policies. The DEFRA policy most commonly referred to was Local Agenda 21, however this was only mentioned in seven of the strategies. Market Town Initiatives were mentioned in five strategies, and English Nature and the Environment Agency were each mentioned in three strategies. Where appropriate references were made to DEFRA policies around Coastal town initiatives, coastal quality, Areas of Outstanding Natural Beauty, Environmentally sensitive areas, biodiversity plans and targets, nature conservation concordats, countryside character programme and village appraisals and parish plans.

Other issues covered in only one or two strategies related to general issues such as recycling and street-cleanliness, or centred on issues of particular concern to rural areas such as rural isolation, the English Rural Development Programme, rural regeneration zones and DEFRA's rural enterprise scheme.

An indication of the types and range of DEFRA policies referred to in the 50 Community Strategies is shown in the following:

▪ **Plymouth**: the strategy notes that sustainability is a Local Agenda 21 target and that street cleanliness is a Local Public Service Agreement target.

- **York City**: the strategy refers to DEFRA's rural enterprise scheme.

- **Northumberland**: the strategy mentions Vital Villages, Local Agenda 21 and English Nature.

- **North Devon**: the strategy refers to: English Nature; Environment Agency; Local Agenda 21; Market and Coastal Town Initiatives; Exmoor National Park; Areas of Outstanding Natural Beauty; and Biodiversity plans

Many of DEFRA's policies are designed for rural areas and specifically for areas with certain natural attributes (e.g. coasts, the national parks, and areas of outstanding natural beauty). Where appropriate, these appear to be reflected in Community Strategies. **In terms of environmental and sustainable development policies, consideration is more partial. An unexpected finding was that links to Local Agenda 21 strategies did not tend to feature strongly in many community strategies.** More generally, where references to sustainable development were made, these tended to use the term in its broadest sense and tend to emphasise economic development over environmental consideration. Except for community strategies within national parks (e.g. Craven and North Devon), most community strategies did not discuss the need to sustain or develop environmental quality. Environmental considerations more likely to be considered in urban areas related to carbon dioxide emissions and to decent homes.

Department for Education and Skills (DFeS)

18 of the 50 Community Strategies assessed did not make any direct reference to DfES policies. Those that did make reference to such policy tended to mention Connexions, the Learning and Skills Council and Sure Start- which were mentioned in 17, 15 and 14 strategies respectively. Education Action Zones, Early Years Development and Childcare Partnerships, national floor targets and Local Public Service Agreements were the next most frequently cited. However, a wide range of government initiatives were mentioned in just one or two strategies. These ranged from those designed to help children to those aimed at adult learners and those relating to learning frameworks and partnerships. Initiatives mentioned relating to children included: childcare, safe routes to school, Beacon and specialist schools, City Academies, Excellence in Cities, 'Every Child Matters', Educational Support for Looked After Children, the Children's' Bill, and the Children's Fund. Those directed at helping adult learners included: Adult Community Learning, the Adult Basic Skills Strategy, the National Literacy and Numeracy Strategy, Lifelong Learning, Educational Maintenance Allowance, Skills and Knowledge Networks, National Grid for Learning, City Learning Centres, Further Education Colleges and Learn Direct. Lastly, the references made to educational partnerships included: Education Business Alliance, Educational Business Links, Limited Liability Partnerships, the Framework for Regional Employment and Skills Action, and UK Online.

DfES policy was referred to in the following ways by different authorities:

- **Wandsworth, London Borough**: the strategy sets out key government targets around key stages, GCSEs, the numbers in Higher Education, and employment actions.

- **Nottinghamshire**: the strategy mentioned a lot of DfES policies including:
  o Connexions
  o Early Years Development and Childcare Partnership
  o Aim Higher Partnership for Progression
  o Framework for Regional Employment and Skills Action
  o Learning Skills Council Strategic Plan

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- o Skills and Knowledge Network
- o Sure Start
- o Adult Community Learning Networks

- **North Tyneside**: the strategy made reference to:
  - o Sure Start
  - o Learning and Skills Council
  - o Further Education colleges
  - o Early Years Development and Childcare Partnerships
  - o Connexions

- **Corby**: the strategy referred to improving vocational skills and qualifications through the Learning and Skills Council, improving education and the skills base, through Education Action Zones and helping the development of the very young through Sure Start.

The theme of education, skills and learning was found in all the strategies assessed. Where targets had been set these typically related to DfES targets for achievement in key stages and GCSEs. There are fewer references to attainment at A' levels, to lifelong learning or to the skills of the workforce. This clearly reflects the relative scale of different policies: funds for schools and pre-16 education being much larger than those for post 16 education and learning.

As in health policies, there was a tendency by community strategies to simply consider specific policy initiatives when formulating actions and to use the key DfES targets for local targets.

Department for Work and Pensions (DWP)

Very few of the Community Strategies assessed referred to DWP policies - in all, 13 made specific references to policy and a few made limited to reference to the issues. The initiative/organisation mentioned most frequently was Jobcentre Plus, which was referred to in eight of the strategies, followed by New Deal and Action Teams for Jobs. Pilot and Pathfinder schemes also featured in a couple of strategies as is shown below.

- **Barnsley**: the strategy made reference to:
  - o New Deal for Young People
  - o New Deal for those aged 50 plus
  - o New Deal for Lone Parents
  - o Action Teams for Jobs
  - o Full Employment Area Pilot

- **North Tyneside**: the strategy mentioned Jobcentre Plus; Diversity Pathfinder project and Safe Routes to School

Those areas making reference to DWP policies tended to be those with higher rates of unemployment or with specific worklessness problems (e.g. incapacity benefit claimants, youth unemployment and pockets or very high unemployment). Reference was made to the employment new deals and to the role of the Jobcentre Plus. Most other issues, especially in areas of lower unemployment, would be considered in the context of skills and these fall within the policy remit of DfES.

Department for Culture, Media and Sport (DCMS)

Very few of the 50 Community Strategies which were assessed made any reference to government policies relating to culture, heritage, sport, tourism or any of the other policy areas for which the Department for Culture, Media and Sport has responsibility. Those strategies which did make reference to DCMS policies often did not give a lot of detail or cover very many initiatives as is shown below:

▪ **Bradford**: the strategy referred to the city's European Capital of Culture Bid.

▪ **Nottinghamshire**: the strategy mentioned Sports Action Zones.

▪ **Southwark, London Borough**: the strategy referred to Sports Action Zones.

▪ **Wigan**: the strategy referred to DCMS policies and targets.

However, a few strategies did make reference to issues relating to culture:

▪ **Liverpool**: the strategy made no mention of national policy but it did refer to policies being driven by its forthcoming status as European Capital of Culture (2008), and did mention Arts Council support.

▪ **Croydon**, London Borough: the strategy suggested that culture was seen as part of regeneration. There was no mention of DCMS, but cultural strategy was seen as part of regeneration.

▪ **Bath and North East Somerset**: the strategy did not include a cultural strategy as such, but the first theme is on a "sense of place" and being distinctive.

▪ **Blackburn with Darwen**: the strategy did not refer to DCMS policy with the exception of referring to libraries.

Very few community strategies gave significant consideration to culture and sport related issues. Where they were, it was often in a separate context, for example in relation to regeneration or in relation to health. Some areas were found to have cultural strategies and reference was made to these. There was also a limited sense that LSP members included representatives from cultural or sporting organisations. An exception here was found to be the involvement of Blackburn Rovers FC on a the Blackburn with Darwen LSP and its theme groups.

Department of Trade and Industry (DTI)

Ten of the assessed strategies referred to the work of the Department of Trade and Industry and its policies with the Business Link being cited in three of the strategies. Other examples of reference to DTI policy are shown below:

▪ **Croydon, London Borough**: the strategy mentioned social enterprise.

▪ **Kirklees**: the strategy included reference to the Regional Economic Strategy.

▪ **North Tyneside**: the strategy mentioned Small Business Service.

▪ **Wigan**: the strategy mentioned a number of DTI policies, namely: Competitiveness Agenda; Assisted Areas; Business Clusters; and the Small Business Service.

▪ **South Shropshire**: the strategy included mention of the Regional Development Agency - Advantage West Midlands, as well as Business Link.

Reference to DTI policies was very limited in the community strategies. This may reflect the relative position of economic development agendas and partners in LSPs: community safety, health and education have a much higher profile. This is especially the case for district authorities. Larger authorities, such as the metropolitan authorities, did have a greater economic policy agenda reflected in the community strategies.

Department for Transport (DoT)

14 of the 50 assessed Community Strategies included some mention of Government Transport policy. Rural Transport Partnerships and Rural Community Transport Partnerships were referred to in 5 strategies and Transport 2010 is discussed in two. Likewise congestion, Safe Routes to School and Green Travel Plans were each considered in 2 strategies. Some examples of other polices referred to in the 50 assessed Community Strategies is shown below:

- **Kirklees**: the only references to national transport policy in the strategy are regarding local and sub-regional Passenger Transport Executives.

- **Wigan**: the strategy refers to Transport 2010 and the upgrade of the West Coast Main Line.

- **Croydon, London Borough**: the strategy includes extensive sustainable transport ideas which are linked to national policy.

- **Bath and North East Somerset**: the strategy indicates that congestion is seen as a major problem in Bath affecting both quality of life and reliability of public transport. Hence there is a focus on walking, cycling and public transport, with particular reference to the accessibility and cost of these.

- **North Devon**: the strategy mentions:
  o Safe Journeys/Routes to School
  o Green Travel Plans
  o Rural Transport Partnerships
  o Community Transport Schemes

- **South Shropshire**: the strategy referred to:
  o Rural Bus Grants
  o Rural Transport Partnerships (RTPs)
  o Rural Transport Development Fund (RTDF)

Only a handful of community strategies contained a theme for transport. As a consequence, transport was seen as a part of other agendas or fell within a broad theme which included environment, housing and physical development. Few community strategies made reference to local transport plans and how the priorities set in these should inform elements of the Community Strategy.

4.3 European Union Policy

The assessment of Community Strategies also searched for responses to European Union policies, including environment, competition, structural and regional, and other policies areas. None of the 50 Community Strategies which were assessed made any explicit reference to either the EU Policy Environment or EU Policy Competition. Only nine of the 50 Community Strategies assessed made any reference to EU Urban or Regional policy. Most of these references were to the European Regional Development Fund (ERDF) or the European Social Fund (ESF) and most did not mention the issues in any depth, they merely mentioned EU funding as a targeted resource or referred to EU regional funds once.

4.4 Good Practice

Despite concerns that the response to central government and EU policies was limited, there were, however, some strategies which took a comprehensive approach to addressing government and EU policy, as well as the policy position of other organisations. Often these approaches identified government policy as leads for key actions or showed how key actions link into government policy:

▪ **Northumberland**: the strategy has two main ways of achieving this:
   o Under each theme national/EU policies or initiatives that have direct relevance to the county- where there is at least one local example of that scheme in progress- are listed.
   o Appendix 4 lists the major strategies and plans that link to the Community Strategy. Some of these are national plans and strategies such as the National Strategy for Neighbourhood Renewal, but most are regional, sub-regional or county versions of a nationwide service, for example Business Link and Sport England.

▪ **Barnsley**: the strategy pursued three separate approaches with regard to addressing Central Government and EU policy and the policy position of other organisations. These were:
   o Using national, regional and sub-regional policies as context.
   o Utilising agreements, compacts, Public Service Agreements with Government departments and compliance with floor targets.
   o Joint working with local and sub-regional branches of statutory agencies such as Jobcentre Plus and Groundwork.

▪ **North Tyneside**: all nine priorities or domains in the strategy include a section headed 'What guides us'. This mostly covers local theme partnership strategies and local Unitary Development Plans, but does have some references to regional and national policy. The Community Strategy seeks to link into a wide range of other strategies and plans, and to recognise the work of partner organisations. Furthermore, it highlights the relevance of the Neighbourhood Renewal Strategy to each priority.

▪ **Wandsworth, London Borough**: the strategy is an example of good practice: each objective clearly outlines key areas of government policy and the resources already in the district. For each theme of the strategy there is a section of section considering and prioritising the relative importance of different policy areas. The example for the theme Making Wandsworth Safer is shown below.

▪ **Corby**: some central government policies are addressed under each theme within the key partners and activities section. They identify how the policies will be linked into the theme's activities mainly through initiatives on the group such as Sure Start and Education Action Zones.

WANDSWORTH COMMUNITY STRATEGY – MAKING WANDSWORTH SAFER THEME

NATIONAL AND LOCAL PRIORITIES

The Government has made reducing crime and disorder, the fear of crime and anti-social behaviour key priorities in its national crime reduction strategy. The Government's white paper 'Policing a New Century: A blueprint for Reform' also sets out a programme of change aimed at preventing, detecting, apprehending and convicting the perpetrators, to deliver these priorities. It places local Crime and Disorder Reduction Partnerships, a partnership of the local police, councils and other key agencies, at the forefront of tackling crime and emphasises the importance of all agencies in the community working together to achieve the common goal of tackling crime and disorder.

The Metropolitan Police in Wandsworth, together with other partners like the Council in the Crime and Disorder Reduction Partnership, is working hard to tackle the national priorities and also to deal with local problems. Performance is monitored against national targets which are published annually. The Government's key targets, which are cascaded down to the local level include:

- Reducing overall recorded crime.
- Reducing vehicle crime by 30% by 31 March 2004.
- Reducing Domestic Burglary by 25% with no local authority area having a rate more than three times the national average by 31 March 2005.
- Reducing robbery in principal cities by 14% by 31 March 2005.
- Reducing the fear of crime in March 2004 to a lower level than in 2001, as measured by the British Crime Survey.
- Reducing violent crime.
- Reducing anti-social behaviour.

The Metropolitan Police Service (MPS), which is responsible to the Metropolitan Police Authority, has its own Policing Plan which sets out its strategy for making London safe. The BCU itself also has a Policing Plan which shows how it will contribute to the MPS priorities. Local BCUs have the flexibility to set their annual crime reduction targets which reflect the priorities and socio-economic circumstances of their local geographical area.

The Police Community Consultation Committee, together with local consultation exercises, are an important way in which community and voluntary organisations can take part in the discussions on policing and crime. There is also a significant contribution made by the volunteers through the lay visiting to police stations scheme.

There are also other key partnership groups that will also contribute towards achieving a reduction in crime and disorder in Wandsworth. In particular the Drug Action Team (DAT) and the Youth Offending Team (YOT) Strategy Group. The DAT works very closely with the Crime and Disorder Reduction Partnership on drug and alcohol prevention, education and treatment. The YOT Strategy Group works towards prevention of offending and re-offending by young people.

4.5 Summary of Central Government and European Union Policy issues

The approach particular Community Strategies have taken with regard to addressing Central Government, EU Policy and the policy positions of other organisations varies considerably. 16 of the strategies assessed made no reference to these policies and many others made only very limited reference, often with regard to floor targets being informed by national requirements. **The general conclusion is that community strategies primarily reflect local issues, use central government targets to structure the setting of local target setting and then made limited and partial reference to government policies, agencies and initiatives.**

The government policies more fully reflected locally are those around health, community safety, education and regeneration (where appropriate). The prevalence of these issues probably reflects the significance of these policy areas as funding streams for local areas and, therefore, the greater likelihood that the Police, PCTs and local authorities will play a greater role in setting the priorities contained in Community Strategies.

4.6   Cross-cutting themes

The assessment of Community Strategies sought to identify whether and how the documents incorporated a wide range of 'cross-cutting' issues or themes. These are typically issues which appear in a number of Community Strategy priorities or are issues which partners feel require some form of 'joined-up' action. The assessment considered the extent to which a strategy addressed the themes ('not at all' or 'to some extent') and a qualitative assessment of how the strategies addressed particular themes.

The following table shows that the main cross-cutting themes identified are environmental sustainability and social inclusion. In many cases environmental sustainability was part of sustainable development – a broader theme which ran through many documents. These were found to be genuinely cross-cutting issues and tended to run through the whole document. The base column indicated the number of strategies where it was possible to make a clear assessment.

Table 11   Cross-cutting themes addressed in Strategy (count)

	To some extent	Not at all	Don't Know
Community Cohesion	27	21	2
Civil Renewal	28	19	3
Environmental Sustainability	47	2	1
Gender Equality	22	26	2
BME Equality	33	16	1
Age Equality	35	14	1
Equality Regarding Disability	31	18	1
ICT/e Government	20	27	3
Social Inclusion	38	11	1
Rural proofing/ renaissance	22	21	7
Urban renaissance	18	25	7
Other[1]	5	16	

Base   50 Community Strategies [1]21 Community Strategies
Source   Assessment of 50 Community Strategies (CRESR)

Equality issues also came out very strongly with BME equality, age equality and disability discrimination all reflected in around two thirds of the documents assessed. However, in contrast to environmental sustainability and social inclusion, these issues tended to be being addressed in specific priorities, for example under health and social care. However, there were notable exceptions to this, with some Community Strategies giving BME equality issues or age equality much greater prominence. BME-equality was also seen in some cases to equate to community cohesion and to be used interchangeably. This may be appropriate in some areas but not all. In similar ways, neighbourhood renewal and community development were also often used interchangeably with civil renewal.

Themes that came through in far fewer strategies were e-government, rural proofing and urban renaissance. Moreover, they were rarely identified explicitly as themes or even issues. Rather, they were presented around broader strategies for electronic and IT enabled service delivery, around addressing rural issues such as transport and public services, or around the physical development of city and town centres.

There were also found to be some significant differences between NRF and non-NRF areas.

Table 12   Cross-cutting themes NRF and non-NRF areas (count)

	NRF	Non-NRF
Community Cohesion	13	14
Civil Renewal	13	15
Environmental Sustainability	15	32
Gender Equality	7	15
BME Equality	13	20
Age Equality	9	26
Equality Regarding Disability	10	21
ICT/e Government	8	12
Social Inclusion	13	25
Rural proofing/ renaissance	3	19
Urban renaissance	9	9

Base   16 NRF Community Strategies, 34 non-NRF Community Strategies
Source   Assessment of 50 Community Strategies (CRESR)

It general, NRF-supported areas are more likely than non-NRF areas to include cross-cutting themes in community strategies. An exception to this environmental sustainability, where both types of area are likely to include this. However, it is important to consider the context in which community strategies. It could be argued that many of the cross-cutting issues identified will be more pressing in NRF areas.

4.7   How do Community Strategies address Cross-Cutting themes?

The assessment of 50 Community Strategies was also able to highlight examples of how Community Strategies addressed particular themes. These are shown below.

Community Cohesion

27 strategies referred in some way to community cohesion issues, although in many cases community cohesion was used interchangeably with race equality or with ethnic diversity. This is in contrast to the wider and fuller definition of community cohesion developed by the Home Office in conjunction with the CRE and LGA. Four examples of how community cohesion issues are defined and addressed are outlined below:

▪ Barnsley: activities to underpin community cohesion include, the strengthening of the capacity of community groups, increasing the number of volunteers, the establishment of area forums, the development of community partnerships, community summits, neighbourhood wardens and the development of youth summits.

▪ Bradford: a dedicated theme in the Community Strategy (strong communities) is defined and throughout the strategy there is a recognition that poverty in the district has fallen disproportionately on BME groups.

▪ Kirklees: a specific strategy has been developed following concerns that inter-community tension is worsening.

▪ Wigan: the first principle of the Community Strategy is a strong community.

Civil Renewal

Very few community strategies specifically identified civil renewal either as a priority or cross-cutting issue. However, 28 strategies identified a range of community and citizenship focused activities which can be construed as contributing to civil renewal. Examples of this in Barnsley include the promotion of citizenship in schools, voluntary and community sector network, a youth council and awards to recognise people's contribution. In York the focus is the theme of a safer city and the inclusive city which emphasises the need to overcome barriers to civil renewal so that no one is excluded.

Where community strategies identify civil renewal as a cross-cutting issue, it is being addressed either through strengthening and promoting the voluntary and community sector or through work with individuals (e.g. in schools or the promotion of volunteering).

Environmental sustainability

Most community strategies assessed (47) identified sustainability issues as a priority, although this included both environmental sustainability and sustainable development. Examples of how sustainability is being addressed include:

▪ **Barnsley**: specific projects and activities around public transport, a town centre living project, improvement to parks and recreational spaces and through introducing sustainable design principles.

▪ **Liverpool**: sustainability is a principle of the strategy and there is a commitment to take forward the Local Agenda 21 strategy.

▪ **Wigan**: the fourth principle is sustainable development. There are also initiatives to form a green business club, to encourage home working and to increase recycling.

In many cases, environmental sustainability is set as a dedicated theme or priority. This includes Islington, Isle of Wight, Wiltshire (where it is part of a countryside theme), Wychavon, Guildford and West Suffolk. Elsewhere it seen as a genuinely cross-cutting issue. Examples of this approach include: Islington, Redcar and Cleveland, Northumberland and Eastleigh

Equalities

Four areas of equality were explored in the assessment of Community Strategies: gender equality; BME equality; age equality; and equality for people with disabilities. In many strategies these were covered around broad statements of social inclusion, and that the strategy would address issues faced by excluded groups. Of the four equality areas examined, only 22 strategies were found to identify gender issues in some way. This was either through a broad statement around social inclusion (which mentioned specific groups of men or women who may be excluded) or through the identification of specific initiatives to combat some form of exclusion. Initiatives identified in some of the strategies included: addressing differential educational performance; support to young mothers into education and employment; and tackling domestic violence.

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A similar balance exists in the way BME equality issues are addressed: either as a principle or theme, or through specific initiatives. In Blackburn substantial parts of two priorities are concerned with equality and diversity of BME groups. In other areas community strategies focus on specific initiatives, through better inter-agency working and through recognising that poverty might fall hardest on particular groups. There appears to be greater attention given to BME equality issues in areas with significant BME populations. In areas where this is not the case, for example many rural districts, BME equality appears less of a priority.

Other than in broad statements around social inclusion, age equality issues tended to be addressed through specific initiatives. Examples included the promotion employment opportunities for older groups and support to ensure that older people could have independent and full lives (for example, support to enable older people to continue to live at home). In the Isle of Wight Age Concern is a partner on the LSP. 35 strategies were found to address age equality in some way.

Disability issues were primarily addressed through two areas: support for disabled people (which in some areas includes those with learning difficulties) enter employment and through the implementation of the Disability Discrimination Act (particularly around accessibility issues).

Some community strategies set out principles of equality and social inclusion which sought to promote equality of opportunity regardless of age, gender, ability, race and sexual orientation. However, from the assessment, measures to combat discrimination on the grounds of sexual orientation were least common.

Social Inclusion

Social inclusion was a cross-cutting theme which appeared in many community strategies (38). In many strategies it was found to be a core principle in the document. In other cases it was a priority. It appeared in all strategies produced by areas with NRF and in these areas it was often a principle and the focus for many initiatives. However, in more prosperous districts it was in some cases one element of a priority, with attention focused elsewhere (e.g. environmental sustainability).

4.8 Summary of Cross-cutting issues

This section has explored how Community Strategies have addressed 'cross-cutting issues'. Most community strategies were found to set core 'principles' which typically focus on social inclusion and partnership. Beyond that they tended to be the subject of initiatives to address the needs of specific groups or to promote certain forms of (sustainable) development. In contrast to other aspects of Community Strategies, such as the setting of priorities or targets, this is an area where there is greatest variation between the documents, both in the choice of cross-cutting themes to prioritise and how they are addressed.

Some cross-cutting themes had been given the status of a full priority in some areas. For example, Blackburn with Darwen included a theme for cultural harmony which sought to promote community cohesion. As a result, a priority or thematic partnership was formed, evidence gathered, actions identified and targets set. However, where a cross-cutting theme did not have this status it was less likely to have actions or targets associated with it. At the most general level it was a 'principle' that should be promoted. The risk of this approach is that it is relatively ineffective in changing the delivery of services, because policy areas with associated targets will have greater prominence.

Similarly, there was limited evidence found to suggest that partnerships had been formed around the themes or officers given responsibility for the themes. There is a concern therefore that the cross-cutting themes will not serve to join-up services to address a particular issue.

4.9   Mainstreaming, Joining-up and Prioritisation

Underpinning the assessment of policy integration is the extent to which Community Strategies serve to enable mainstreaming or projects into service delivery, the joining-up of policies (e.g. community safety and environment) but also the prioritisation of which areas should be given greatest emphasis. The assessment of Community Strategies sought examples of joining-up and mainstreaming and also evidence to suggest how priorities had been reached.

The level of joined up working exhibited across the 50 Community Strategies assessed varies. In some Community Strategies considerable emphasis is placed on joining up through partners - this is sometimes stated explicitly but more often implicitly in the text. Several Community Strategies therefore adopted a proactive approach intended to help join up the actions of public, private and voluntary organisations. This approach involved working together to share ideas and resources, or ensuring joint commitment to achieving targets, goals and monitoring progress. Indeed some strategies appeared to work as a launch pad for collaborative action. For example, the strategy for Mansfield is written from the perspective that it is the LSP that is responsible for taking forward the ideas and proposals raised in the Community Strategy. The Wiltshire Community Strategy refers to relationships with neighbouring local authorities and has four key holistic issues.

But, whilst some are very enthusiastic about working in a joined-up and cross-cutting way, twelve of the Community Strategies make no reference to 'integration', 'joining-up' or having a 'common response', and several more make only limited reference. Furthermore some Community Strategies make it apparent that mainstreaming is not seen as a priority, for example by Craven District Council and:

▪ Isle of Wight Council: the strategy makes it clear that mainstreaming is not a seen to be a key issue. The strategy appears to provide the basis for flagging up issues, identifying actions and monitoring progress.

Those which make fairly limited reference tended to focus on increasing partnership working within the LSP itself or stated that activities for each theme have been made the responsibility of named organisations, hence there are single agencies leading responses. However, some do refer to joining up through co-ordination.

Similarly, whilst mainstreaming per se is not mentioned in many of the assessed strategies there is often a strong focus on services being targeted to achieve key outcomes.   Additionally, several Community Strategies, whilst not providing much evidence of addressing issues holistically currently, did indicate that this was an issue future work should focus on.

Some examples of Community Strategies seeking to address issues holistically through integration, joining up or having a common response are highlighted below:

▪ **Barnsley**: section 6 of the strategy was entitled 'Transforming Barnsley: The Priorities for Joined-up Action'. Here five main priorities were identified and under each the contribution of each Strategic Goals Group was noted:

   o *Remaking Learning*: Improving standards and raising attainment

- o *Working-age Education and Skills*: Supporting communities to re-engage with work, supporting skills and workforce development and using positive role models to help change the culture
  - o *Lifestyles*: Promoting participation in healthy lifestyles and pursuing a preventative and progressive approach with families and children
  - o *Remaking Barnsley*: Bringing about a step change in our approach and vision for regeneration, ensuring we achieve a new and sustainable economic future
  - o *Community Safety*: Supporting the community to tackle anti-social behaviour and drugs and building confidence.

- **Wigan**: in this strategy partnership and joined-up working was one of their five principles. Methods mentioned included:

  - o Combined delivery of economy regeneration agenda by private/public sector.
  - o Development of pooled budgets and joint working arrangements in health and social care
  - o Comprehensive local housing strategy involving all players
  - o Integration of education
  - o Inclusion and lifelong learning agendas
  - o Joint training and development programs
  - o Development of common quality standards
  - o Metropolitan Borough Council and LSP joint marketing strategy.

- **Nottinghamshire**: mentions the following joined up working:

  - o Public Service Agreements (PSAs) with other agencies, such as the Police
  - o Joint ventures and partnerships, including joint procurement, co-location, and further PSAs
  - o Support to District and Borough Councils, such as on the 'twin bins' recycling method
  - o Work with rural communities on culture and arts projects
  - o Coordinate arts development programmes, and obesity strategy
  - o Act as link between agencies, such as sports centres and PCTs
  - o Information Sharing

- **Hampshire**: the strategy states that "all" those involved are committed to working in a joined-up and cross-cutting way, namely:

- o pooling resources and sharing responsibilities where appropriate
- o avoiding duplication of effort
- o focussing on realistic and achievable outcomes, and above all
- o adding value that really makes a difference for the people of Hampshire

- **York**: the Community Strategy is seen as a vehicle to bring organisations together and develop a coordinated, more holistic approach in delivering services. The Community Strategy links into ward committees, neighbourhood community pride plans and local ward plans, through planning for real exercises and links into the regional assembly.

- **Newcastle-under-Lyme**: the strategy stresses multi-agency working is taking place in several places, including crime and community consultation. It also mentions aligning services across agency boundaries and the co-location of services in one-stop shops for health, children and other matters.

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The vast majority of the 50 Community strategies that were assessed made reference to key themes and priorities; however there was significant variation in whether the strategies specified specific and pressing issues to address. The approaches to prioritisation ranged from specifying a number one priority, to producing ordered lists of thematic challenges, to stating key priorities, and highlighting short and medium term goals for each theme. Overall, the Community Strategies are fairly unclear about the relative importance of different issues, and a good number of strategies included so many aims and objectives that it was hard to discern any key priorities.

The following community strategies identified one or two specific priorities:

▪ **Bracknell Forest**: the strategy states that developing Bracknell Town Centre is the number one priority.

▪ **Isle of Wight**: the strategy's priorities are centred on mainstreaming the tourist economy (25 percent of GDP) and sustaining/improving transport connections to the mainland.

▪ **Thurrock**: the strategy suggests that the main priority relates to the Thames Gateway.

▪ **Blackburn with Darwen**: the priorities relate to community cohesion and employment.

▪ **Islington, London Borough**: tackling poverty is a key feature of the strategy and comes up in many of the sub-themes. The complexity and multi-faceted nature of deprivation is recognised and features as one of three high level objectives.

However, the majority of the community strategies which were examined were not so focussed, rather they produced an ordered list of issues - 3 strategies-, or included between five and ten key issues which all appeared to have equal weight.

In conclusion, greatest efforts appear to have been made to use the Community Strategy to join-up strategies and services. This is reflected in the members of thematic partnerships and the policy coverage of the themes. However, there was far less attention given to mainstreaming in the Community Strategies and few were explicit as to the setting of a single key priority. The limited reference to mainstreaming may suggest that partner organisations see the strategy bringing together existing plans and actions rather than using new actions supported by the LSP to change practice in the future.

4.10 Conclusion

This section has considered how Community Strategies respond to central government and European Union policy, the extent to which they include cross-cutting themes, and what evidence exists as to whether they join-up, mainstream and prioritise difference policies. Together, these factors determine how effectively community strategies are integrating different policy drivers.

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The response of community strategies to central government policies was found to be limited and partial: they tended to focus on individual government initiatives or funding streams, rather than articulating wider government policy drivers. Greatest coherence was found around education, community safety and health priorities. These areas typically used government targets to inform local target setting. Responses to environmental, competitiveness, unemployment and post 16 skills policies were much more limited. However, there were examples of good practice: Wandsworth was notable here for its inclusion of a section for each theme which outlined government policies and what the implications of these were for the area. The approach taken in Wandsworth was not merely to list government policies to critically explore what they mean in terms of resources, agencies and policy objectives. This approach is something which could be replicated elsewhere. Finally, it was notable that few community strategies made reference to European Union or wider international policy agendas. The exception here was references to the use of EU Structural Funds in the eligible areas.

Many community strategies included cross-cutting themes. Environmental sustainability and social inclusion were the most common ones mentioned. Other themes, such as age equality, gender equality and equality of all ethnic groups were also mentioned. However, there was considerable variation as to what constituted a cross-cutting theme: in some cases it was a 'principle', in others a substantive part of a number of priority themes (e.g. with a series of associated actions) or in others an element of all themes. Except where cross-cutting themes were linked to a set of actions, they tended not to include specific performance targets. There is a risk therefore that they are of secondary importance. Furthermore, it was unclear from the community strategies whether the cross-cutting themes, where they were articulated, were supported by a partnership or officers. Without this support they are less likely to receive sufficient attention to inform delivery of services and actions.

The community strategies were assessed to determine how they joined-up, mainstreamed and prioritised different actions. Most of the strategies assessed had set themes which went beyond the delivery of a particular service area. Most had drawn on local evidence and consultation and themes had brought together a range of relevant partner organisations. There was less evidence, however, of mainstreaming or of prioritisation.

Community strategies provide an opportunity for different policies to be integrated in response to local needs. The assessment of 50 community strategies suggests that this process has started but considerable progress is still required. The documents at present only contain a limited consideration of central government policies and do not approach cross-cutting themes with a coherent approach. In this respect many are not fit for purpose. Although further progress has been made in terms of joining-up different agendas this again is limited in some community strategies, with a tendency to list different policy initiatives and targets rather than consider how they may fit together. Despite these criticisms, there does appear to be considerable good practice around specific issues and this has been highlighted throughout this section.

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5 PARTNERSHIP

5.1 Introduction

This section considers how partnership issues are represented in Community Strategies. In the first part it considers how details about the LSP are presented and the role of two specific sectors, the voluntary and community sector and the private sector. The second part of the section focuses on links between the Community Strategy and other geographic tiers, notably in two-tier authority areas and between local and sub-regional/regional strategies. **The evidence for this section is drawn the assessment of 50 Community Strategies.** This included a series of closed and open questions to provide both quantitative and qualitative evidence.

5.2 Partnership Roles

29 of the Community Strategies assessed were found to have details of LSP members (e.g. name and organisation). Although this is nearly 60 percent of the strategies assessed, there does not seem to be any reason why all LSP members should not be listed in the community strategy. Similarly, a small number of Community Strategies did not contain details on who to contact for further information about the LSP, the themes in the strategy or particular actions. Publication of this information would help the documents, and LSPs, appear more transparent and accessible.

The following table indicates whether lead organisations are specified for each theme.

Table 13   Lead organisation specified by theme (count)

	Yes	No	Don't Know
Health	30	19	1
Crime	29	20	1
Employment and Economy	30	19	1
Education and Learning	25	22	3
Housing and PE	31	18	1
Other[1]	22	16	

Base   50 Community Strategies [1] 38 Community Strategies
Source   Assessment of 50 Community Strategies (CRESR)

In around 30 of the assessed strategies, lead organisations were specified for each theme. In some cases a single organisation was given responsibility for a theme or priority. Croydon Community Strategy provides a good example of this where there are named lead organisations and individuals for each theme. This reflects the board structure of Croydon LSP. However, this is not the case in many Community Strategies. The more typical case, though, was for organisations to be given responsibility for specific actions and activities in the Action Plan.

5.3 Thematic Partners

The following outlines the approaches taken in community strategies to include partner organisations in different themes.

Health and Social Care

The lead bodies for this theme are either a thematic partnership or where there is a named organisation this is most typically the PCT. In some Community Strategies lead organisations are also named for specific projects or sub-themes. For example, Southwark outlines the members of the thematic partnership which will have project responsibilities. These include the PCT, Strategic Health Authority, social services department and DAAT (Drug and Alcohol Action Team). In some cases the PCT and local authority are stated as having joint responsibility for the theme (e.g. Croydon and Guildford).

Crime and Community Safety

The responsibility for crime and community safety themes is in nearly every case the Crime and Disorder Reduction Partnership (the key partnership for community safety issues). In Southwark and Croydon there are named organisations (for example the Metropolitan Police and the local authority). However, in Southwark there is also a wider array of partners cited (also including DAAT, Youth Offending Team and the Probation Service). Wychavon Partnership crime theme includes the district council, police, fire service, youth offending service and a local women's refuge.

Employment and Economy

The most commonly cited partners on employment and economy themes are the local authority, Jobcentre Plus and the Chamber of Commerce. Other partners which are included, but less frequently, are the Learning and Skills Council, Business Link, local enterprise or development agency and Regional Development Agency. This group of partners appears appropriate, although it is noticeable that there was seldom involvement from individual businesses. Exceptions to this included Croydon (which had extensive representation from multinational companies in the area and Blackburn with Darwen where the football club took an active role.

Education and Learning

This area of work is typically led either by the local education authority or the Learning and Skills Council. Membership tended to include local FE colleges and voluntary and community sector organisations involved in training.

Housing and Physical Environment

The following outlines some of the more common groups of partners with responsibility for this area of work and which were either represented on partnerships or involved in project delivery:

- **Islington***: Islington Housing Network, London Borough of Islington Housing and the Local Agenda 21 steering group

- **Isle of Wight***: Countryside Agency, Isle of Wight Council and the Housing Department

- **Wiltshire**: Wiltshire Waste Forum, Rural Regeneration Partnership, Biodiversity Action Forum and Wiltshire Rural Housing Partnership

Conclusion

Community strategies disclosed varying levels of information as to the lead organisation for a particular theme, the members of any thematic partnership and information on the organisations responsible for delivering named activities. As a minimum it would be appropriate for lead organisations to be named. In some cases it may also be appropriate to name delivery organisations: at the time of publishing the community strategy, these may not be known. However, as a general principle greater detail on the involvement of different organisations would aide transparency.

5.4   Involvement of Different Groups

Voluntary and Community Sector

The assessment considered the role of the voluntary and community sector (VCS). The following table reveals whether roles for the VCS are identified for the implementation of the themes in the Community Strategy.

Table 14   Roles for the voluntary and community sector specified by theme (count)

	Yes	No	Don't Know
Health	19	27	4
Crime	16	31	3
Employment and Economy	13	34	3
Education and Learning	15	32	3
Housing and PE	21	26	3
Other[1]	25	18	

Base   50 Community Strategies [1] 43 Community Strategies
Source   Assessment of 50 Community Strategies (CRESR)

The table shows that VCS organisations are more likely to be involved in health, and housing themes, than ones around employment and education. Furthermore, there is much higher involvement in 'other' themes, this typically relates to involvement in communities and neighbourhoods themes. The following table shows some examples of voluntary and community sector organisations represented on thematic partnerships.

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EXAMPLES OF VOLUNTARY AND COMMUNITY SECTOR INVOLVEMENT	
Health and Social Care • Patient Forums (Bradford) • Disabled People into Work project and CAB (Islington) • Ethnic Minorities Development Association (Bradford) • Rural Community Council, CAB and Relate through a Rural Stress initiative (Northumberland)	**Education and Learning** • Barnsley Neighbourhood Learning Network (Barnsley)
Crime • Community Risk Management Groups (Wigan) • Women's Aid (an organisation working on domestic violence) (Mansfield) • Refuges and other to support to victims of domestic violence (Wear Valley	**Housing and Physical Environment** • Wildlife Trust (North Tyneside) • Housing associations, community recycling projects and Groundwork (Southwark) • Council for Voluntary Service and Interfaith Council (Blackburn) • Groundwork (Mansfield) • Groundwork (Wear Valley)
Employment • Groundwork (Islington) • Prince's Trust (Mansfield)	**Community Development** • Interfaith Council and Asian Women's Forum (Blackburn) • Village Hall Committee (Wychavon)

The assessment was able to show whether there was involvement only when details were published in a community strategy. Where this was not done no assessment was possible. Despite this, the involvement of the VCS in community strategies does appear to be incredibly limited. In the main public service themes, fewer than half of community strategies for each theme state that they involve the sector. Few community strategies were also found to refer to the Compact between local authorities (and other public organisations) and VCS organisations. This is surprising, not least because Compacts are intended to engage VCS organisations in key local strategies, but also because of the increasing emphasis given developing the role of VCS organisations in public service delivery.

Role of the Private Sector

The following table reveals the extent of private sector involvement across the themes of Community Strategies. It shows starkly that employment, education and skills, and housing are the themes which the private sector is most likely to be involved in.

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Table 15   Private sector involvement by theme (count)

	Yes	No	Don't Know
Health	4	40	6
Crime	4	39	7
Employment and Economy	23	21	6
Education and Learning	13	16	21
Housing and PE	15	13	22
Other[1]	5	17	

Base   50 Community Strategies [1]22 Community Strategies
Source   Assessment of 50 Community Strategies (CRESR)

The main themes in which the private sector were engaged were the economy and employment, housing and education themes. Private sector organisations tended to be involved in one of three ways:

Representatives of the sector, typically through a Chamber of Commerce or specialist business federation (e.g. Islington and Blackburn with Darwen)

Specific companies which have a key partnership role and may play a specific part in the development of projects (e.g. Nestle in Croydon or Blackburn Rovers FC in Blackburn with Darwen)

Where a company has been formed to be the 'delivery' or 'investment' vehicle for part of the Community Strategy. For example joint investment companies in Liverpool.

In other themes, the involvement of the sector is less clear although there are noticeable differences between themes. For example a PFI provider of a hospital being involved in Castle Morpeth, SERCO in Bradford where they deliver education services and in most areas, the role of housing associations. However, the impression from the strategies is that there is not much involvement from the private sector, other than involvement in specific initiatives, being the beneficiary of initiatives or where involvement is managed through the chamber of commerce. Examples of strategies where there is involvement of the private sector on every theme are Croydon and Blackburn with Darwen.

Engagement of Local Communities

In 32 of the strategies assessed, mechanisms are identified by which local communities and neighbourhoods are engaged in planning, delivery and consultation. In many cases this meant that local communities were the subject of consultation on the Community Strategies. Community involvement was more common in unitary authorities and especially in NRF supported areas. Counties appeared to leave community focused activities to districts. However, eight areas appeared to be taking this further and had outlined that they would be establishing forums for either neighbourhood management or area based partnerships.

Of the 32 Community Strategies assessed which identified such mechanisms, 26 had identified mechanisms for engaging communities in 'targeted areas', often those suffering the highest levels of deprivation or those subject to a major programme of development (e.g. large scale house building programmes). In rural districts some area based working was targeted at market towns (e.g. South Shropshire).

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Conclusion

The assessment of Community Strategies reveals that the documents outline in varying levels of detail the partnership structures which may be in operation. These outline the LSP, a management or executive group (especially in larger areas) with a set of thematic sub-groups (or family of partnerships) beneath.

The strategies assessed outlined that the roles of the voluntary and community sector tended to be in terms of membership of partnerships, rather than in the delivery of activities and services. An exception to this is where individual organisations have project responsibilities. However, given the scale of the sector, this level of involvement appears to be low. In most cases private sector representation is through a local chamber of commerce or a similar representative body. Only in Croydon are roles for specific companies outlined.

The full range of community participation from consultation to involvement to service delivery and management is reflected in the Community Strategies, although in most cases participation is still focused on consultation. Community Strategies were also outlining mechanisms by which specific geographic areas could be targeted although these tended to be NRF supported areas: which had funding to do this and which had pockets of severe social exclusion.

5.5 Working at Different Geographic Levels

Counties and Districts

Most of the District Community Strategies assessed did not explicitly mention the corresponding County Community Strategy. Some made reference to neighbouring authorities, even if they did not elaborate on what this might involve. There was, for example, plenty of evidence of joint planning and action in domains such as education and waste management.

However, there were some examples of links to County Community Strategies are shown below:

- **Castle Morpeth**: the strategy included a diagram showing the 'multi-level' hierarchy, with regional agencies (the Government Office for the North East and ONE) at the top, followed by Northumberland Strategic Partnership, then Castle Morpeth Community Partnership, then 'sub' area partnerships. However, it does not spell out in detail what clues or prompts (if any) have been taken from the Northumberland Strategic Partnership Community Strategy.

- **Crewe and Nantwich**: the Community Strategy was developed in parallel with Cheshire Community Strategy, so as to have more impact. The strategy also refers to the Borough Forum which provides support to any Cheshire wide initiatives.

- **Teignbridge**: through an alliance Teignbridge District Council and Devon County Council are jointly delivering their legal duty to prepare a Community Strategy for Teignbridge District. In a section on links to 'other Community Planning Activity' the document states that it is important for the strategy to link in with community planning work at district level and in individual communities (market town or Parish), for example, community appraisals. The strategy includes a diagram outlining how the Community Strategy links at different geographical levels.

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- **Newcastle-under-Lyme**: no mention is made of the County Community Strategy but there are numerous links made with more specific county-wide and sub-regional (North Staffordshire) strategies and plans, including: probation service, education, transport, children and young people, biodiversity, and integrated waste management.

Similarly, there is very little evidence suggesting links between the county Community Strategies and the district Community Strategies. The only evidence suggesting links between the two is shown below:

- **Nottinghamshire**: there is no evidence that the district Strategies link to the county Community Strategy - there is merely the mention of the seven LSP areas within the county, and the existence of their Community Strategies under 'Our Vision' at the end- but around sharing information, joined-up working and increased customer focus. Although the County Council Community Strategy calls itself the 'Framework' Community Strategy, at no point does it establish that the District LSPs should seek to fit themselves within it.

- **Northumberland**: the final section of the strategy labelled 'Implementation' explicitly states that the Northumberland Strategic Partnership (NSP) and its Community Strategy aims to "support the development of LSPs in the six District areas". The NSP allocated £1.5 million over three years to assist in this process. This includes the development of a District Community Strategy. District LSPs are required to "support the delivery of the County Community Strategy and contribute to the strategic work of the NSP". Appendix 5 then sets out a protocol on working arrangements for the preparation of County and District Community Strategies and how they will best work together.

- **Warwickshire**: the strategy just states "this strategic plan for Warwickshire sits alongside the 5 local community plans. It is intended to complement the community plans".

- **Wiltshire**: the strategy does not mention explicitly any links with the District Community Strategies, however it does mention in several themes that targets link in with the District council's.

- **Wychavon**: mention is made of the Worcestershire LSP, although it is unclear what the relationship is between the strategies or the LSPs.

Links between the community strategies in two-tier authorities appear to be under-developed. This could be for different reasons. Firstly, the strategies may have been developed at different times and different time horizons. Section two of this report found that county community strategies tend to have a shorter time horizon. Secondly, there may be conflicts between tiers, with lower tiers wishing to emphasise their distinction within the county. Finally, in a similar way to central government priorities being underplayed in community strategies, the integration of strategies across tiers may not have been seen as a priority when they were prepared.

Regional Priorities

In the assessment of Community Strategies it was also possible to explore how local priorities were linked to regional activities and strategic frameworks. The following table shows whether links were identified, in any form, with a range of regional strategies and policies.

Table 16   Regional priorities are explicitly reflected in Community Strategies

	Yes	No	Don't Know
Regional Economic Strategy	23	25	2
Regional Spatial Strategy/RPG	10	37	3
Regional Housing Statement	7	40	3
Shared Strategies/Action plans	6	40	4
Shared Implementation Resources	3	41	6
Other	16		

Base   50 Community Strategies
Source   Assessment of 50 Community Strategies (CRESR)

The table shows that nearly half the strategies assessed identified the Regional Economic Strategy. This link took many forms and included: identification of the RES and Single Pot as a possible funding source, the need to lobby to secure certain priorities in the RES, and a more passive approach where the RES is simply listed as a key document the Community Strategy takes account of.

Other regional issues received a much lower profile. However, there were found to be six cases where shared strategies between the local area and region had been developed.

Regional Economic Strategy

The evidence reflecting Regional Economic Strategy (RES) in the Community strategies is very variable. In some Community Strategies RES is mentioned but with little detail, whereas in others various partnership organisations are mentioned, including the regional development agencies - South East England Development Agency and Advantage West Midlands - and English Partnerships. Some strategies mention RES in their sections on the economy, but not explicitly as a priority or action, whilst others list RES as a key strategy under many of their themes, as a "vibrant economy objective". Others mentioned RES as one of the strategies which the Community Strategy will link in with. For example:

- **Craven**: refers to RES through the single policy and sub-regional Action Plan.

- **Warwickshire**: the strategy names Advantage West Midlands (AWM) as a key partner and makes reference to AWM RES and funding.

- **Liverpool**: the strategy talks about aligning Tier 2 regeneration targets with Liverpool First Targets.

Regional Spatial Strategy/RPG

Similarly, the Regional Spatial Strategy is mentioned to different degrees in the community strategies. This ranged from providing guidance and as context, to citing under supporting policies and plans. For example:

- **Hampshire**: refers to Regional Spatial Strategy/RPG in terms of lobbying and as a framework.

- **Guildford**: the Community Strategy recognises that it may have to feed into the Regional Spatial Strategy.

Regional Housing Statement

Likewise, mention of the Regional Housing Statement is included in terms of lobbying, in terms of guidance, and with regard to strategy objectives, for example:

- **Croydon, London Borough**: the strategy refers to the Regional Housing Statement with reference to sustainable communities.

- **Colchester**: the strategy mentions the Regional Housing Statement in relation to lobbying the Regional Housing Board to increase funding for affordable housing.

- **North Tyneside**: the strategy makes reference to the Regional Housing Statement in terms of providing guidance.

Shared Strategies/Action Plans

Shared strategies and action plans were mentioned in the following four Community Strategies:

- **Barnsley**: refers to the South Yorkshire Investment Plan and the South Yorkshire Transport Plan.

- **North Tyneside**: makes reference to: Tyne and Wear Local Transport Plan, Tyneside Area Multi-Modal Study, and South East Northumberland/North Tyneside Regeneration Initiative.

- **Wigan**: the strategy mentions Action for sustainable regional framework, North West Strategy for Sustainable Tourism, Regional Culture Strategy and the Regional Transport Strategy.

- **Guildford**: shared strategies and action plans between Guildford Borough Council and Surrey County Council were mentioned, particularly in relation to transport.

Other Strategies

19 out of the 50 strategies which were assessed provided explicit reference to other regional priorities in their Community Strategies. These tended to relate to Transport and Rural issues. For example, the London Boroughs of Croydon, Merton and Southwark all made reference to Transport for London. However, Sport England also received a number of mentions in two of the strategies examined. Examples of other ways in which regional priorities are reflected in Community Strategies are given below:

- **Bath and North East Somerset**: the strategy referred to the South West Integrated Regional Strategy (South West Regional Assembly). "We will continue to work so that our area's needs are taken into account in the emerging regional strategy".

- **Wigan**: the strategy made reference to the Greater Manchester Public Transport Executive (GMPTE) Leigh guided bus link project, Greater Manchester Air Quality Management Plan, Association of Greater Manchester Authorities (AGMA) Sub-regional Strategy, Programme Implementation Group Framework and the Local Transport Plan.

- **Thurrock**: the strategy refers to the Thames Gateway Plans for Essex.

- **Northumberland**: the strategy mentioned: RCS, ONE Rural Action Plan, Sport England Regional Rev (NE), NE Multi-modal Study, and NE RSDF.

Links to regional strategies and organisations are mentioned in many Community Strategies. However, there is often little information as to what form these links take or what they will mean for the implementation of the community strategy. In many cases, authors of community strategies may not know this information when drafting the document, except that it is important that regional priorities and strategies are mentioned. Given the differing timescales of local and regional strategies and the complexity of local-regional partnerships arrangements, this might be the most which can be expected.

5.6 Conclusion

This section has considered how partnership issues are reflected in community strategies and how the documents address multi-tiered working. **Although the majority of the strategies assessed published details of LSPs members, there does not seem to be any reason why the others have not**. This would greatly aide transparency. Varying amounts of information was contained on the structure and membership of thematic partnerships; again, where this information is available it should be included. Some strategies also gave more information as to the organisations responsible for delivering different projects and activities.

The involvement of the VCS and private sector was limited although there were some exceptions (notably Blackburn with Darwen and Croydon). The wider the membership of theme groups, and where specific contributions can be shown in strategies, provides some indication of the breadth of partnerships. However, these cases were in the minority. Given the increasing policy emphasis on using VCS and private sectors in service delivery, it would be expected that some community strategy themes would be identifying ways in which this could happen. This should be something to address in the next drafts of community strategies. **Few community strategies contained significant amounts of detail with how different geographic communities were involved; the main exception here were the NRF supported areas**, many of which were fostering neighbourhood management approaches to service delivery.

The evidence on links between local and sub-regional/regional strategies was quite limited. In most cases links were made to other strategies but it was unclear what these links might mean in practice. However, it should be noted that this could be constrained by working to different timescales and to complexity.

6 CONCLUSION

6.1 Key Findings

Community Strategies are a key part of the Local Government Modernisation Agenda. They are one of the main tangible products of partnership working and are intended to guide actions by local partner organisations to improve the wellbeing of local residents. This report has found that nearly all local authority areas now have some form of community strategy. In nearly all cases this document sets at a series of themes intended to guide local action.

However, there was found to be considerable variation in the documents. The shortest document was three pages long and the longest 248 pages long. Single tier authorities tended to produce longer documents, and the longer documents were generally produced in areas receiving NRF support. Community strategies were largely structured around themes, with the main priorities for government public services (health and social care, employment, crime, education) being the ones used in most documents.

Community strategies did to varying extents demonstrate the evidence used to form priorities. However, the use of evidence varied and greatest reliance, at least for presentational purposes, appeared to be placed on the findings from consultation exercises with local residents. Most community strategies also contained action plans that set out actions and targets. There was found to be some blurring of actions and targets, with both being used inter changeably.

Central government policies were rarely considered in a systematic way in the Community Strategies. Although most included targets which were aligned to central government targets, few contained a full assessment of what different government policy agendas may mean for their areas, and how these could be melded to best meet local needs. There was a tendency to include reference to various initiatives but not to consider the totality of policy agendas. A similar finding can be drawn for cross-cutting themes, with social inclusion and environmental sustainability being the ones appearing in most documents. It was often unclear what true impact cross-cutting themes would bring; as they were often included without dedicated resources or targets and actions.

The report has also considered how strategies reflect the priorities of other strategies: whether within two-tier areas or with sub-regional/regional priorities. In most cases the Community Strategies refer to other documents although rarely do they suggest that the development of documents has been undertaken in parallel. This may be for timing issues or to the complexity of partnership working across tiers. The outcome is that Community Strategies rarely consider the full implications of other documents.

6.2 Areas for Improvement

This section outlines the main areas for improving Community Strategies. Some Community Strategies do effectively address these issues and examples of how they do this are in the previous section. These points are also intended to be constructive: it is recognised that in many cases it was an early draft of the community strategy that was reviewed and moreover many LSPs have limited resources available to develop the documents. The areas outlined below however provide some pointers as to where greatest improvements could be made.

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Use of Evidence

The use of evidence in many community strategies was found to be limited. The most common source of evidence was from consultations with local people. This was often through household surveys but there were examples of a range of techniques being deployed. Some approaches appear to offer genuine good practice and consultation should both highlight the existence of the Community Strategy and give it some local legitimacy.

However, the use of secondary data (for example from the Census or from data on crime or employment) was more limited and tended to be used to set broad targets for the area. It was also often unclear what process had been used to link the evidence used to Community Strategy priorities. A further weakness, and a significant one, is that almost no Community Strategy contained evidence of how effective services, projects or partnerships were in the past. This is a significant gap and suggests that local evaluative work is not being used effectively and informing LSPs.

Baselines, Actions and Targets

The majority of Community Strategies contained an action plan. These were varied in length, in duration and in structure. Some focused more on specific activities whilst others outlined broader or more strategic issues (e.g. creating a partnership). Some action plans were only a year in duration, some five years and some had no start or end date. Where action plans appeared to have more meaning is where they contained a review of past performance, set short-term targets for 12 months and provide a set of medium term targets (3-5 years).

Few strategies set targets alongside baselines. It was therefore difficult to critically assess targets. Moreover, baselines should provide a starting point for action plans. As action plans develop it should also be expected that there is greater setting actions which have SMART objectives.

Few actions plans outlined how progress was intended to be monitored. This again is an area which should be addressed and may improve as Community Strategies become better established.

Policy Integration

Community Strategies gave very little attention to their links with other strategies and policies. This was particularly evident in terms of their relationship to government policies, not least in the areas of health, education and community safety. Only one Community Strategy assessed was found to assess what implications government policies have on the design and delivery of the Community Strategy. This is a critical issue not just in understanding the resources entering an area but also the barriers which partners may face in joining up different agendas (e.g. funding or sharing targets). This is an area which Local Area Agreements should address.

Links to other local and to regional strategies tended to be partial and given simply as references. However, some strategies did identify sets of actions required to engage better with other strategies. More recent Community Strategies were also more closely tied to local neighbourhood renewal strategies; and in a few cases these were found to be the same document.

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Audience

Community Strategies have at least two audiences, local residents and partner and stakeholder organisations. Most Community Strategies attempt to communicate to both, which in some cases has meant documents being compromised. In some cases the authors of community strategies have focused one or other audience. Where the focus is partner organisations, this has resulted in some of the longer and more technocratic documents. Where the focus is local residents, the documents are significantly shorter, but they tend to lack the required detail to be effective in guiding services and activities in the area. One way round this used in a few areas has been to produce different (length) versions of the Community Strategy.

Spatial Issues

Few Community Strategies discussed spatial issues either in terms of the geography of the area or how the area relates to other areas or to wider regions. Most documents focus on particular themes (e.g. health, education, crime) but with little regard either for the geography of these themes (e.g. pockets of crime) or to issues such as transport, economic development and housing. Exceptions to these are NRF supported areas that tend to contain consideration of the issues facing the poorest neighbourhoods. As a result it is unclear how links with Local Development Frameworks would be formed.

Engagement of the Voluntary and Community Sector

Engagement of this sector in particular appeared to be partial and focus primarily on membership of partnerships. There was little consideration given to the scale of the sector locally, its contribution and how parts of it may contribute to the delivery of public services. These appear to be oversights, not least because these issues should be addressed in local compacts – documents which were seldom mentioned in Community Strategies. Relatively few areas outlined approaches to working at a neighbourhood level which went beyond consultation. However, there was some evidence that a handful of Community Strategies were looking to develop neighbourhood management. There was no consideration of the role of the sector in the delivery of public services.

Two Tier Working

The issue of how county Community Strategies relate to district Community Strategies was addressed to varying degrees and in different ways. In some cases the county documents essentially synthesised what had been developed locally. However, there were exceptions to this, either because district and county Community Strategies contained few if any links or because the county LSP had taken an approach which focused on adding value to district strategies. In the latter, relatively few and very discrete actions were specified.

Resources required to implement Community Strategies

Only two Community Strategies considered in detail what resources would be required to implement an action plan. Most left issues of resources to partnership meetings. As such the documents therefore set out what partners through the LSP agreed were priorities, some indication of the actions required to achieve these priorities, but very little assessment of whether such actions could be funded, and how such actions could be funded. To some extent it is appropriate that Community Strategies take this approach and provide the basis for joint working on budgets. However, it is expected that Local Area Agreements will change this and there will therefore be a need in future documents to consider budgetary issues.

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ANNEX 1 - METHODOLOGY

Introduction

The review and assessment of Community Strategies was undertaken through the following process:

- Two linked exercises were undertaken: an initial detailed assessment of 50 strategies and a lighter touch, more quantitative, review of all Community Strategies

- A proforma was developed for assessing the 50 Community Strategies. This is reproduced in Annex 1.

- A sample framework was developed for the collection of the 50 Community Strategies. This included the strategies for the eight case studies being used for the evaluation and six strategies suggested by the ODPM. All other strategies were selected using a stratified sample to ensure representation by types of authority, political control and CPA performance.

- The assessment of 50 Community Strategies was undertaken. Quantitative data was input into SPSS and qualitative data input into a series of tables. Reviewers also made an assessment of each strategy against key criteria. This is reproduced in Annex 2

- For the review of all Community Strategies, the documents were collected primarily from the Internet with some through direct contact with local authorities and LSPs. In total 357 documents were collected.

- The 357 documents were review using a proforma. Unlike the assessment, quantitative data were collected, primarily on the length and structure of the documents. This data were input into SPSS.

- Analysis for the assessment and review were undertaken in conjunction.

Sample Details

Full details of the sample framework are reproduced in Annex 2. The sample of Community Strategies is based on five criteria. These are outlined in the list below. However, of these, the primary criterion used is the Type of Authority (Metropolitan, London Borough etc.).

- Type of Local Authority (Metropolitan Boroughs, London Boroughs, New Unitaries, Counties and Districts)

- Political Control (including NOC)

- CPA Performance

- Region

- Authorities with and without NRF

The selection of 50 Community Strategies means that a number of overall trends and issues around Community Strategies can be reported on with some degree of confidence. However, it is not possible to generalise for a particular type of authority (e.g. new unitary), political control, CPA performance or other criteria based on the review. However, the assessment provides evidence to illuminate issues for similar types of authority, identify areas of good practice and provide a snapshot as to how Community Strategies are developing across England. The sample of strategies to assess includes all those selected as case studies.

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The sample includes the 8 authorities being used in case studies and 7.5 authorities selected by the ODPM Community Strategy Steering Group. The reason for the partial coverage of one authority is because the West Suffolk Community Strategy is included. This provides a novel case because the Community Strategy and the West Suffolk LSP cover Forest Heath District, St Edmundsbury District and part of Babergh District. As the analysis presented in this paper is based on local authorities, to achieve a sample of 50 Community Strategies, a sample of 51.5 local authorities is required. The case studies and the ODPM Community Strategy steering group selection are outlined in the following table.

Case Studies	ODPM Selection
Barnsley Metropolitan Borough Council	Bradford Metropolitan District Council
Liverpool City Council	Islington, London Borough
Croydon, London Borough	Isle of Wight Borough Council
Blackburn and Darwen Borough Council	Colchester District Council
Bath and NE Somerset Borough Council	North Shropshire District Council[1]
Nottinghamshire County Council	West Suffolk (including Forest Heath District
Mansfield District Council	Council, St Edmundsbury Borough Council
Ryedale District Council	and part of Babergh District Council)

Note: The original ODPM selection included Hart District Council. When the assessment was undertaken this strategy was not available. Therefore North Shropshire was used as a substitute.

The inclusion of the case studies and the ODPM selection means that that the sample could not be consistent with a random stratified sample approach: as the case studies and ODPM selection were selected by separate (and negotiated) processes. Therefore only the remainder was sampled randomly (within type of authority). This process was undertaken for each type of authority, with no controls made for other variables (CPA performance, political control).

Contribution to the Evaluation Framework
As part of the scoping phase of the Formative Evaluation of Community Strategies, an evaluation framework was produced (published November 2004). This set out a range of research questions and how the evaluation may address these. This is outlined in the following table:

EVALUATION FRAMEWORK: KEY ISSUES	
Core to the evaluation:	
1. Have the Community Strategies added value	An assessment is made of whether the key objectives for Community Strategies have been met (e.g. a vision, action plan etc.). *See Section 3.*
2. Evaluating progress against central (and local) policy objectives	An assessment is made of how the strategies respond to a range of government policies. *See Section 5.* An assessment of local priorities is also undertaken (*see section 3*) together with the coherence of locally set targets (*see section 4*).
3. Indicators of performance	How the documents use evidence and set targets is provided. *See section 4.*
4. Process outcomes	It is not possible from a document review to provide a critical assessment of processes.
5. Monitoring	Some issues relating to monitoring are considered in *section 4* although this issue can only be fully explored through more in-depth study.
6. Constraints and blockages	It is not possible from a document review to provide a critical assessment of constraints and blockages; although it is possible to provide an outline of where these might lie (e.g. lack of evidence).
Other key issues	
7. Mainstreaming and links to other plans, strategies and partnerships	This issue is considered in *Section 9.*
8. Community engagement	This issue is considered in *Section 7* in relation to partnership working.
9. Local democratic accountability	This issue is not covered
10. Public and private sector partners	This issue is considered in *Section 7* in relation to partnership working.
11. Community leadership and community cohesion	Aspects of community cohesion are considered under the cross-cutting themes – *see section 6.* It is not possible to assess community leadership.
12. Crosscutting review of the voluntary and community sector	This is considered in *Section 7* in relation to partnership working.
13. Sustainability	This is considered as a cross-cutting theme. *See Section 6.*
14. Sustainable communities and urban renaissance	These issues are covered as areas of government policy (*see Section 5*) and as a cross-cutting theme (*see Section 6*)
15. Multi-tiered governance	This issue is discussed in relation to working at different geographic levels (see section 8).
16. Role of elected members	This issue is not considered.
17. Rural proofing	These issues are covered as areas of government policy (*see Section 5*) and as a cross-cutting theme (*see Section 6*)
18. Equality and diversity	This is considered as a cross-cutting theme. *See Section 6.*

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ANNEX 2 – SAMPLE FRAMEWORK

1. Introduction

The Scoping Report proposed that an **Assessment** of 50 Community Strategies (with Action Plans and Monitoring Frameworks) be undertaken in Autumn 2004. It also proposed that in Spring 2005 a **Review** be undertaken of all Community Strategies (and associated documentation). The assessment of Community Strategies should provide the following information:

1. Whether each local authority has produced a Community Strategy which contains a vision, strategy, action plan and monitoring framework.

2. What structure to each Community Strategy has been used (e.g. thematic, area based, or a combination of both).

3. Who was the author of the Community Strategy (local authority planning team, LSP team, other organisation), the length of the document, its version (e.g. first draft), the time since it was last drafted, the duration of the document and when it will next be redrafted.

4. How local evidence is used in Community Strategies, whether some areas are better developed than others (e.g. more detailed employment data than crime data) and how this is reflected in output and outcome targets and indicators. In the assessment (this Autumn), rather than the review (next Spring), analysis will also be made as to whether local evidence actually influences the strategy, action plan and monitoring framework.

5. How central government policy objectives are reflected in the Community Strategy, including major policy areas (health, education) as well as crosscutting issues (sustainability, community cohesion).

6. In the assessment of 50 Community Strategies good practice examples will also be sought to illustrate how specific issues have been addressed and also to illustrate the range of approaches developed.

Through the assessment and review of Community Strategies and their action plans it is intended this element of the research will address each of the key evaluation issues set out in the Scoping Report. How these will be assessed is outlined below:

1. *Added Value*: The assessment of Community Strategies will be used to show the extent of variation in Community Strategies, how local evidence is used, whether innovative approaches have emerged to developing the Community Strategies (and Action Plans and Monitoring Frameworks) and the variation in the priorities and themes.

2. *Central Policy Objectives:* The consultation exercise highlighted that whilst Community Strategies have responded to the broad guidance provided in DETR (2000) that they had primarily focused on developing strategies which responded to local needs, and did not necessarily provide a basis for achieving central government objectives. With Community Strategies possibly providing the starting point for local area agreements, this suggests that further development of Community Strategies will be required. The assessment will focus on identifying the extent to which central policy objectives are reflected in Community Strategies, whether there are particular gaps, and whether different approaches have emerged.

3. *Performance Management:* This section of the assessment will focus on the Action Plans (which typically contain the Performance Indicators) and the

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Monitoring Frameworks for Community Strategies. The review will explore which indicators have been used (e.g. Audit Commission quality of Life, NRU PMF and Floor Targets, BVPI and locally determined) and the scope of monitoring systems established (for example using the NRU PMF).

4. *Processes: Process Outcomes and Constraints and Blockages:* The assessment cannot consider process outcomes, constraints and blockages. These issues will be explored through the survey and case studies.

5. *Partnership roles and involvement* As with processes it is likely that the assessment will not find considerable evidence on the partnership roles and involvement. Some commentary will be possible around the range of partners identified in action plans (including public, private and VCS) and some indication of objectives for Community Cohesion.

6. *Working at different geographic levels:* The assessment will identify whether multi-tiered governance issues have been identified (for example, cross-border initiatives and links with regional frameworks) as well as whether a neighbourhood approach has been taken.

7. *Mainstreaming policies and plans:* It is anticipated that assessment (although less so the review exercise) will be able to provide an assessment of how and to what extent other policies have been embedded in Community Strategies. For example this will explore the extent to which policies are seen to be mainstreamed (e.g. sustainability, community cohesion etc.) and extent to which policy solutions are joined-up (for example addressing links between ill health and worklessness). It will also consider whether Community Strategies have considered only the physical infrastructure aspects of policies such as urban renaissance and sustainable communities or whether broader approaches have been developed. Rural proofing, equality and diversity issues will also be explored.

2. Sample

The sample of Community Strategies is based on five criteria. These are outlined in the list below. However, of these, the primary criterion used is the Type of Authority (Metropolitan, London Borough etc.).

- Type of Local Authority (Metropolitan Boroughs, London Boroughs, New Unitaries, Counties and Districts)
- Political Control (including NOC)
- CPA Performance
- Region
- Authorities with and without NRF

The selection of 50 Community Strategies means that a number of overall trends and issues around Community Strategies can be reported on with some degree of confidence. However, it will not be possible to generalise for a particular type of authority (e.g. new unitary), political control, CPA performance or other criteria based on the review. However, the assessment should provide evidence which may illuminate issues for similar types of authority, identify areas of good practice and provide a snapshot as to how Community Strategies are developing across England. The sample of strategies to assess includes all those selected as case studies.

In developing the sample of Community Strategies to assess, the judgement has been made not to aim for a 'best-fit' sample which is proportionate to a specific

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criterion (e.g. population, numbers of a specific type of authority). Instead the sample seeks to provide wide coverage against the above criteria, although not so wide to include outlier authorities.[1] The specific risk in developing a sample which is based either on population or the numbers of particular types of authorities is that district authorities would form the overwhelming majority of the sample (i.e. they make up over 60 per cent of all authorities in England). The result of such an approach would be that the numbers of the other four types of authority would be too small for to make comparisons between the same types of authorities. That is, the cell sizes (for types of authority) would be too small.

Therefore a stratified sample approach is used (based on types of authority) which ensured that the cell sizes for non-district authorities would be sufficient for some like-to-like comparisons. A sample of 50 authorities equates to nearly 13 percent of authorities in England.

The sample includes the 8 authorities being used in case studies and 7.5 authorities selected by the ODPM Community Strategy Steering Group. The reason for the partial coverage of one authority is because the West Suffolk Community Strategy is included. This provides a novel case because the Community Strategy and the West Suffolk LSP cover Forest Heath District, St Edmundsbury District and part of Babergh District. As the analysis presented in this paper is based on local authorities, to achieve a sample of 50 Community Strategies, a sample of 51.5 local authorities is required. The case studies and the ODPM Community Strategy steering group selection are outlined in the following table.

Case Studies	ODPM Selection
Barnsley Metropolitan Borough Council	Bradford Metropolitan District Council
Liverpool City Council	Islington, London Borough
Croydon, London Borough	Isle of Wight Borough Council
Blackburn and Darwen Borough Council	Colchester District Council
Bath and NE Somerset Borough Council	North Shropshire District Council
Nottinghamshire County Council	West Suffolk (including Forest Heath District
Mansfield District Council	Council, St Edmundsbury Borough Council
Ryedale District Council	and part of Babergh District Council)

The inclusion of the case studies and the ODPM selection means that that the sample could not be consistent with a random stratified sample approach: as the case studies and ODPM selection were selected by separate (and negotiated) processes. Therefore only the remainder was sampled randomly (within type of authority). This process was undertaken for each type of authority, with no controls made for other variables (CPA performance, political control).

The following table shows the numbers of each type of authority, the sample based on numbers of authorities alone, and a sample designed to provide a minimum of six authorities per cell (i.e. authority type). This in effect reduces the number of districts in the sample. However, with 23.5 districts selected (providing 22 Community Strategies), this still makes up nearly 50 per cent of the sample and equates to 10 per cent of all districts. The number of case studies selected are shown in the final column.

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[1] For example the City of London or Isles of Scilly

	Total Number	Proportionate (by number of authorities)	Sample (min 6 per cell)	Sample Proportion (Percentage)	Number of case studies
Mets	36	5	7	19	2
LBs	33	4	6	18	1
NUAs	47	6	9	19	2
Counties	34	4	6	18	1
Districts	238	31	23.5[1]	10	2
Total	388	50	51.5	13	8

Notes: [1]*West Suffolk Community Strategy is included. This covers two and a half districts (Forest Heath, St. Edmundsbury and part of Babergh).*

Anticipating that this process of sampling may produce disproportionate numbers of authorities with certain types of characteristics (e.g. CPA Excellents) a 'reserve' list of authorities was also generated. This was also by a random process (after excluding the pre-selected case study authorities).

This procedure generated a core list of authorities (including the selected case studies) stratified across the five types of authority and a reserve lists. Checks were then made to ensure that for each type of authority the other sample criteria were represented as far as possible. For example, included in the sample were Metropolitan authorities with each of the different CPA assessment grades (excellent, good etc), that the sample includes Metropolitan Authorities from the four English regions with Metropolitan Authorities and that different forms of political control are represented. If there were no authorities in the sample with specific characteristics then an authority was substituted from the reserve list with the criteria required. If this was not possible, then an authority was selected from the remainder of authorities. This procedure was undertaken manually with each criteria considered in turn. This procedure was designed to produce all combinations of type of authority with other criteria, rather than to produce a sample which was representative of local authorities as a whole. However, in some cases this was not possible or would detract from overall balance of authorities in the sample, especially with respect to CPA assessment. In this specific case the decision was taken to ensure a balance CPA excellent authorities and CPA
non-excellent authorities.

3. Authorities included in the Sample

The process of sampling produced the following selection of local authorities. Case Study authorities are underlined.

Metropolitan Authorities Group
Barnsley Metropolitan Borough Council
Liverpool City Council
Bradford Metropolitan District Council
Kirklees Metropolitan Borough Council
North Tyneside Metropolitan Borough Council
Solihull Metropolitan Borough Council
Wigan Metropolitan Borough Council

London Borough Group
Croydon, London Borough

Havering, London Borough
Islington, London Borough
Merton, London Borough
Southwark, London Borough
Wandsworth, London Borough

New Unitary Authority Group
<u>Blackburn with Darwen Borough Council</u>
<u>Bath and North East Somerset Council</u>
Bracknell Forest Borough Council
Isle of Wight Council
Plymouth City Council
Redcar and Cleveland Borough Council
Telford and the Wrekin Council
Thurrock Borough Council
York City Council

Country Councils Group
<u>Nottinghamshire County Council</u>
Cheshire County Council
Hampshire County Council
Northumberland County Council
Warwickshire County Council
Wiltshire County Council

District Councils Group
<u>Mansfield District Council</u>
<u>Ryedale District Council</u>
Boston Borough Council
Castle Morpeth Borough Council
Colchester Borough Council
Corby Borough Council
Craven District Council
Crewe and Nantwich Borough Council
Eastleigh Borough Council
Guildford Borough Council
Horsham District Council
Newcastle-under-Lyme Borough Council
North Devon District Council
Mid Sussex District Council
Pendle Borough Council
South Shropshire District Council
Teignbridge District Council
Wear Valley District Council
Welwyn Hatfield District Council
West Dorset District Council
West Suffolk (including Forest Heath District Council, St Edmundsbury Borough Council and part of Babergh District Council)
Wychavon District Council

4. Sample Summary
The following tables show the numbers in the sample and the numbers of all authorities which have specific criteria. The purpose of this exercise is to show that all criteria have been covered.

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CPA Performance[2]

The primary assessment made in developing the sample of Community Strategies was to ensure a balance across all types of CPA score, but specifically to ensure sufficient numbers of excellent authorities were selected. The rationale for this is that it is proposed under Plan Rationalisation that excellent authorities from 2005/6 will only need to prepare a Community Strategy and a Best Value Performance Plan. This will place greater onus on the Community Strategy as a mechanism for the coordination of local services.

Sample

	Excellent	Good	Fair	Weak	Poor	NK
Mets	2	3	1		1	0
LBs	1	1	1	3	0	0
NUAs	2	3	2	1	1	0
Counties	2	3	1	0	0	0
Districts	4	6	7	3	0	3.5[1]
Total	11	16	12	7	2	3.5

[1]*West Suffolk Community Strategy is included. This covers two and a half districts (Forest Heath, St. Edmundsbury and part of Babergh). The CPA scores for these districts were not known at the time of sampling*

All

	Excellent	Good	Fair	Weak	Poor	NK
Mets	6	10	10	7	3	0
LBs	7	8	9	6	3	0
NUAs	5	20	16	3	3	0
Counties	8	18	5	2	1	0
Districts	28	83	78	26	9	13
Total	54	139	118	44	19	13

Political Control

The following tables reveal the political control of the local authorities in the sample, compared to all local authorities. A disproportionate number of Labour controlled authorities have been selected, although this is a result of using the stratified sample: increasing the cell sizes for London boroughs and Metropolitan authorities, increases the proportion of Labour controlled authorities in the sample.

	Lab	Con	LD	NOC	Ind	Hybrid
Mets	2	1	1	3	0	0
LBs	2	1	1	2	0	0
NUAs	3	2	1	3	0	0
Counties	2	3	0	1	0	0
Districts	3	6	3	8	1	2.5[1]
Total	12	13	6	17	1	2.5

[1]*West Suffolk Community Strategy is included. This covers two and a half districts (Forest Heath, St. Edmundsbury and part of Babergh). Forest Heath and St Edmundsbury are Conservative and Babergh has No Overall Control.*
Base   50 Local Authorities
Source   Assessment of 50 Community Strategies (CRESR) ODPM correct at October 2004

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[2] CPA results are correct at 28th October, 2004. All non-district authority results are available at this time but 13 districts still have to be assessed by the Audit Commission. These are shown in the N/K column of the CPA scores.

All

	Lab	Con	LD	NOC	Ind	NA[1]
Mets	16	4	3	13	0	0
LBs	15	8	3	6	0	1
NUAs	13	10	5	18	0	1
Counties	7	17	0	10	0	0
Districts	22	111	19	79	7	0
Total	73	150	30	126	7	2

[1]*Two authorities are not subject to local elections. These are the City of London and the Isles of Scilly. NOC stands for No Overall Control. The political control of authorities is correct as at the May 2004 local elections.*
Correct at October 2004

Region

Not all types of authority exist in every region (London Boroughs and Metropolitan Councils being the main examples). As a result the sample has sought to balance the numbers of authority selected across the regions where they exist. In general, this has led to coverage of all types of authority (where possible) in all regions. The exceptions are that no counties have been selected in the Eastern and Yorkshire and Humber regions and no New Unitary Authorities in the East Midlands were selected.

Sample

	L	E	SE	SW	EM	WM	YH	NW	NE
Mets	0	0	0	0	0	1	3	2	1
LBs	6	0	0	0	0	0	0	0	0
NUAs	0	1	2	2	0	1	1	1	1
Counties	0	0	1	1	1	1	0	1	1
Districts	0	4.5[1]	4	3	3	3	2	2	2
Total	6	5.5	7	6	4	6	6	6	5

[1]*West Suffolk Community Strategy is included. This covers two and a half districts (Forest Heath, St. Edmundsbury and part of Babergh). Forest Heath, St Edmundsbury and Babergh are all in the Eastern Region.*
Base   50 Local Authorities
Source   Assessment of 50 Community Strategies (CRESR) ODPM correct at October 2004

All

	L	E	SE	SW	EM	WM	YH	NW	NE
Mets	0	0	0	0	0	7	9	15	5
LBs	33	0	0	0	0	0	0	0	0
NUAs	0	4	12	10	4	3	5	4	5
Counties	0	6	7	6	5	4	1	3	2
Districts	0	44	55	35	36	24	7	24	13
Total	33	54	74	51	45	38	22	46	25

NRF Support

The following table indicates how many of each authority in the sample receive NRF support. The sample broadly reflects the concentration of NRF support on particular types of authority (Metropolitan, London Boroughs and New Unitaries).

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Sample

	Yes	No
Mets	6	1
LBs	3	3
NUAs	4	5
Counties	0	6
Districts	3	20.5[1]
Total	16	35.5

[1]*West Suffolk Community Strategy is included. This covers two and a half districts (Forest Heath, St. Edmundsbury and part of Babergh). Forest Heath, St Edmundsbury and Babergh do not receive NRF funding.*
Base   50 Local Authorities
Source   Assessment of 50 Community Strategies (CRESR)

All

	Yes	No
Mets	31	5
LBs	20	13
NUAs	18	29
Counties	0	34
Districts	19	307
Total	88	388

Rural Districts
Of the 139 districts which are designated by the Countryside Agency as being rural 14.5 have been selected in the sample. This represents a slight over representation of rural districts.

District-County Combinations
The review includes six counties and twenty four districts. Four of the selected counties also contain districts which have been selected. These include:

- Cheshire (Crewe and Nantwich)

- Hampshire (Eastleigh)

- Northumberland (Castle Morpeth)

- Nottinghamshire (Mansfield)

Population Coverage
A check was also made on the population (UK Census 2001) covered by the sample authorities. This is shown in the following table. It reflects that districts and counties (on the basis of population alone) are under represented by the sample.

	Mets	LBs	NUAs	Counties	Districts	
Total	10,821,433	7,172,091	8,177,917	22,967,390	22,967,390	49,138,831
Sample	2,206,359	1,427,757	1,490,034	3,908,424	2,142,534[1]	11,175,108[2]
%	20.39%	19.91%	18.22%	17.02%	9.33%	22.74%

Notes: 1. West Suffolk Community Strategy is included. This covers two and a half districts (Forest Heath, St. Edmundsbury and part of Babergh). The population of this area is approximately 195,000 (based on estimates in the West Suffolk LSP Community Strategy).
2. The total population of the sample excludes districts which are within counties selected in the sample. This is to avoid double counting.

ANNEX 3 – ASSESSMENT PROFORMA

Unique Authority Identifier: ....

A. Local Authority Details

1. Name of Local Authority

....

2. Name of Local Strategic Partnership

....

3. Local Authority Political Control (as at May 2004) (check spreadsheet)

LAB	CON	LIB DEM	IND	NOC

4. CPA Performance (update to December 2004) (check spreadsheet)

EXCELLENT	GOOD	FAIR	POOR	WEAK

5. Type of Authority (check spreadsheet)

MET	LB	NUA	COUNTY	DISTRICT

6. Region

LON	EAS	SE	SW	WM	EM	YH	NW	NE

7. NRF/NON NRF (check spreadsheet)

YES	NO

8. Urban or Rural (check spreadsheet)

Rural	Non-Rural	NA

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B. Community Strategy Details

9. Name of Document

....

10. Publication Date

Month	Year	DK

11. Length of Document

Pages

12. Who is the author of the Community Strategy

LA	LSP	Other	DK	If other, please state

13. Does the Community Strategy Contain the following elements?

Vision	Strategy	Action Plan	Monitoring Framework (Targets)

14. What is the Vision?

....
....
....

15. What is the lifetime of the Vision

Years	Year	Start	End	DK

16. How is the Strategy structured? (tick all that apply)

Cross cutting Themes	Policy Domains	Geog Areas	Other	DK

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17. Does the Community Strategy set Cross-Cutting themes or Principles?

Yes	No	DK

18. How is/are the Action Plan(s) structured

Themes	Domains	Areas	Other	DK

19. Is the structure of the Action Plan consistent with the Strategy?

Yes	No	DK

20. Is the structure of the Monitoring Framework consistent with the Strategy?

Yes	No	DK

21. What is the Status and Version of the Community Strategy?

Draft	First	Second	More	DK

22. When will the Community Strategy next be redrafted?

Year	Not stated

23. Please provide some brief comments on the visual image of the Community Strategy, the images it uses, diagrams, whether it is easily accessible on the web and whether the document gives the impression that it has responded fully to the ODPM guidance.

Visual image:

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Web accessibility

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ODPM Guidance

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Wider Comments

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C. Use of evidence, identification of actions and setting targets

24. What sources of evidence have been used to support the Community Strategy? (e.g. secondary data, primary survey data, modelling, scenario planning, stakeholder workshops, community consultation, evaluation evidences, good practice, household surveys, employer surveys)

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25. How robust is the evidence used to support the Strategy and Action Plans? (e.g. is it stronger for some themes than others)

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26. Have discrete actions (i.e. SMART) been defined for each theme?

	Yes	No	DK
Health			
Crime			
Employ/Econ			
Educ/Learning			
Housing			
Environment			
Transport			
Recreation			
Communities			
Other			

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27. What form do non-discrete actions take?

	Yes	No	If yes, give an example
Preparation of strategies			
Gathering evidence			
Forming a Partnership / Partnership working			
Achieving a target			
Mainstreaming			
Other			

28. What is the balance between discrete and non-discrete actions across the Community Strategy?

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29. Does the Community Strategy have an Overall Target?

Yes	No	DK

30. What is it?
....

31. Have targets been set for each theme?

	Yes	No	DK
Health			
Crime			
Employ/Econ			
Educ/Learning			
Hous/Phys Env			
Other			

32. Does the Community Strategy (including the monitoring framework) clearly specify how the achievement of targets will be measured? Please comment on areas where it does not do this?

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33. Please specify cases of targets which are not realistic?

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34. What targets have been used for Jobs and the Economy?

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35. What targets have been used for Crime and Community Safety?

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36. What targets have been used for Skills and Education?

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37. What targets have been used for Health and Social Care?

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38. What targets have been used for the Environment?

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39. What other targets have been used?

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40. Comment on the coherence of targets, actions and evidence in relation to the Community Strategy

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D. Central Government and European Union Policy

41. Please indicate how the Community Strategy responds explicitly to Government Policy? (please state how it does and also where it does not)

	Policy
Health (incl StHA, CHI)	
ODPM (incl. Sust. Comms, HMR, LDFs, NRF/NDC, SRB, LPSAs	
Home Office (CDRP, Com. Cohesion, Active Comms., Civil Renewal)	
DEFRA (Rural Renaissance, Rural Proofing, Single Farm Payment, Sustainable Development)	
DfES (Connexions, Early Years - e.g. SureStart, EAZ, LSCs))	
DWP (employment New Deals, JC+, IB.DB)	
DCMS (cultural strategies, heritage investment, tourism)	
DTI (Business Link/SBS, RDAs, RSA)	
DfT	
Other (please specify)	

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42. Please indicate how the Community Strategy responds explicitly to policies of the European Union or to links with local authorities and agencies in other countries Government Policy? (please state how it does and also where it does not)

	Policy
EU Policy Environment	
EU Policy Competition	
EU Policy Urban and Regional Policy	
EU Policy: Other (Please state)	
Links to other EU/non-EU Countries	

43. Please outline the general approach the Community Strategy has taken in addressing Central Government and EU Policy and the policy positions of other organisations.

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E. Cross-cutting themes

44. Please indicate how each of the following cross-cutting themes have been addressed by the Community Strategy? (e.g. through setting principles, embedding in the strategy, special initiatives, use of evidence, setting of impact targets, setting of process targets)

Theme	Not at all	To some extent	How...
Community cohesion			
Civil renewal			
Environmental sustainability			
Gender Equality			
BME Equality			
Age Equality			
Equality regarding Disability			
ICT/e-Government			
Social inclusion			
Rural proofing/renaissance			
Urban renaissance			
Other, please indicate			

F. Partnership Roles and Involvement

45. Does the Community Strategy contain details of LSP members

YES	NO

46. Are lead organisations for each theme/action specified?

	Yes	No	Who...
Health			
Crime			
Employment/Economy			
Education/Learning			
Housing/Physical Environment			
Other			

47. Are roles for the voluntary and community sector specified?

	Yes	No	Comment
Health			
Crime			
Employ/Econ			
Educ/Learning			
Hous/Phys Env			
Other			

48. What themes is the private sector involved in?

	Yes	No	Comment
Health			
Crime			
Employ/Econ			
Educ/Learning			
Hous/Phys Env			
Other			

49. Does the Community Strategy outline mechanisms by which local communities and neighbourhoods are engaged in planning, delivery and consultation?

YES	NO	DK	Comment

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50. Do these mechanisms cover the whole of the LAD/County or some 'targeted' areas

YES	NO	DK	Comment

51. Does the Community Strategy suggest the use of Area Panels or Mini-LSPs for the planning and coordination of the delivery of the Community Strategy

YES	NO	DK	Comment

52. Please comment on the mechanisms and approaches to involvement used (or proposed to be used) for the design and delivery of the Community Strategy. Comment specifically whether it is clear who is involved and whether involvement is extended beyond core agencies. Are any agencies, or other organisations or groups missing?

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G. Working at Different Geographic Levels

53. Does the Community Strategy cover the LAD/County area?

YES	NO	DK

54. If not what area does it cover (e.g. two LADs etc.)

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55. For districts, what evidence is there that the Community Strategy links to the County Community Strategy? (e.g. joint themes/priorities, joint targets, joint planning exercises, shared strategies, shared implementation resources)

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56. For Counties, what evidence is there that the Community Strategy links to District Community Strategy? (e.g. joint themes/priorities, joint targets, joint planning exercises, shared strategies, shared implementation resources)

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57. What evidence exists that regional priorities are explicitly reflected in Community Strategies

	YES	NO	DK	If yes, how
Regional Economic Strategy				
Regional Spatial Strategy/RPG				
Regional Housing Statement				
Shared Strategies/Action Plans				
Shared Implementation Resources				
Other				

H. Mainstreaming, Joining-up and Prioritisation

58. Is there evidence that the Community Strategy seeks to address issues holistically, either through 'integration', joining-up', or having a 'common response' (please list)? This is a critical issue and should provide an indication of local authorities exercising new freedoms and flexibilities.

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59. Is there evidence of prioritisation in the Community Strategy? This question is not simply about key themes, but whether the CS specifies specific and pressing issues to address

YES	NO	DK

60. Where do priorities lie?

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61. What is the evidence that the Community Strategy has considered options and left certain things out?

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I. Good Practice

62. Please highlight one example of 'good practice' or 'innovation' for each Community Strategy (50 words) This question is intended to provide some descriptive material to illustrate the report and to provide pointers to good practice

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J. Areas for Improvement

63. Please highlight one example of 'where the Community Strategy could clearly be improved' or 'where it has a specific weakness' for each Community Strategy (50 words).

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K. Textual Issues

64. Please provide a commentary on the following textual issues: authorship; audience (e.g. stakeholders, technocrats, 'community', central government); linguistic registers; place and space (including other areas and flows); and time and history. This commentary may be wide ranging and could reflect on the presentation of data, the authorship of the document or the use of language (e.g. as representative of a particular ideological or political standpoint, or as a reaction to a particular standpoint). There may also be insights into the process by which the Community Strategy was drafted (relating to authorship but also to involvement of, and interaction between, different sets of bureaucratic, agency, political and community interests) and the nature of this as a political-social process.

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ANNEX 4 – INTERNET LINKS TO COMMUNITY STRATEGIES

METROPOLITAN AUTHORITIES GROUP	
Authority Name	**Website address**
Barnsley Metropolitan Borough Council	www.barnsley.gov.uk/docs/council/forumexec/commplan.pdf
Bolton Metropolitan Borough Council	www.boltonvision.org.uk/sei/s/900/f1.pdf
Bradford City Council	www.bradford2020.com/strategies/community_strategy0207.pdf
Bury Metropolitan Borough Council	www.**bury**.gov.uk/Bury/YourCouncil/ CommunityStrategy
Calderdale Metropolitan Borough Council	www.calderdale.gov.uk/community/strategy/futuresplan/futuresplan.pdf
Coventry City Council	www.coventrypartnership.com/upload/documents/document93.Community%20Plan%20-%20low%20res%20for%20web
Doncaster Metropolitan Borough Council	www.doncaster.gov.uk/Images/DCSP_STRATEGY_tcm2-7804.PDF
Dudley Metropolitan Borough Council	www.dudley.gov.uk/dudco/commplan.pdf
Gateshead Metropolitan Borough Council	www.gateshead.gov.uk/gsp/community_strategy.pdf
Kirklees Metropolitan Borough Council	www.kirkleespartnership.org/publications/communitystrategy/communitystrategy.pdf
Knowsley Metropolitan Borough Council	www.knowsley.gov.uk/chief_ex/downloads/community_plan.pdf
Leeds City Council	www.leedsinitiative.org/initiativeDocuments/2004422_29713076.pdf
Liverpool City Council	www.liverpoolfirst.org/doc/OurCommunityStrategy.pdf
Manchester City Council	www.manchester.gov.uk/regen/pdf/community.pdf
Newcastle-upon-Tyne City Council	www.newcastle.gov.uk/newcastleplan.nsf/48f0f02a7e08705780256bea0035df1c/75263affd3bfdc4b80256f8900483663/$FILE/Part%201%20Community%20Strategy%20.pdf
North Tyneside Metropolitan Borough Council	www.northtyneside.gov.uk/docs/council/sharedplan.pdf
Oldham Metropolitan Borough Council	www.oldham.gov.uk/contrast/ombc-second-community-strategy.pdf
Rochdale Metropolitan Borough Council	www.rochdale.gov.uk/docs/policy/prideplace.pdf
Rotherham Metropolitan Borough Council	www.rotherham.gov.uk/graphics/YourArea/Area+Assemblies/Rotherhams+Community+Strategy/
Salford City Council	www.salford.gov.uk/community_plan
Sandwell Metropolitan Borough Council	www.laws.sandwell.gov.uk/ccm/content/corporateservices/performancemanagement/performanceplan/council-plan.en
Sefton Metropolitan Borough Council	www.sefton.gov.uk/pdf/Community%20Strategy%202004-2009.pdf
Sheffield City Council	www.sheffieldfirst.net/strategy.htm
Solihull Metropolitan Borough Council	www.solihull.gov.uk/policies/Democracy/CommunityStrategy/CommunityStrategy.pdf
South Tyneside Metropolitan Borough Council	www.southtyneside.info/search/docretrieve.asp?pk_document=1358
St Helens Metropolitan Borough Council	www.sthelens.gov.uk/website/publications.nsf/Lookup/CommunityPlan/$file/CPR_EmailCopy.pdf
Stockport Metropolitan Borough Council	s1.stockport.gov.uk/commstrat/
Sunderland City Council	www.sunderland.gov.uk/public/editable/community-strategy/community-strategy.asp
Tameside Metropolitan Borough Council	www.tameside.gov.uk/tmbc3/commstrat.pdf
Trafford Metropolitan Borough Council	www.trafford.gov.uk/content/communitystrategy/tcs-final.pdf
Wakefield Metropolitan District	www.wakefieldlsp.org.uk/FastForward.pdf
Walsall Metropolitan Borough Council	www.walsall.gov.uk/wbsp/
Wigan Metropolitan Borough Council	www.wiganmbc.gov.uk/pub/partnership/plan/index.htm
Wirral Metropolitan Borough Council	www.wirral.gov.uk/atoz/documents/Community_Strategy_LSP.pdf
Wolverhampton Metropolitan Borough Council	www.wolverhampton.gov.uk/NR/rdonlyres/C9825418-CFBE-4563-86ED-EBF47EDE3091/0/full.pdf

LONDON BOROUGHS GROUP	
Authority Name	**Website address**
Barking and Dagenham, London Borough	www.barkingdagenhampartnership.org.uk/doc/bdp-community-strategy.pdf
Barnet, London Borough	www.barnet.gov.uk/local_democracy/community_plan/images/community_plan.pdf
Bexley, London Borough	www.bexley.gov.uk/about/communitystrategy/pdfs/communitystrategy.pdf
Brent, London Borough	www.brent.gov.uk/pru.nsf/61b63a407eca7a438025663c0065cadd/466284dd4381958b80256dbe0044253c/$FILE/Community%20Plan%202003-08.pdf
Bromley, London Borough	www.bromley.gov.uk/cms-service/download/asset/asset_979173.pdf
Camden, London Borough	www.camden.gov.uk/ccm/content/council-and-democracy/plans-and-policies/community-strategy/file-storage/camdens-community-strategy.jsp
City of London	www.cityoflondon.gov.uk/NR/rdonlyres/DA906962-B5C9-46B2-835D-C5BE954EDB13/0/AU_CN_citytogether_FR.pdf
Croydon, London Borough	www.croydon.gov.uk/councilanddemocracy/localorganisations/localstrategicpartnership/253036.pdf
Ealing, London Borough	www.ealing.gov.uk/council/lsp/community+strategy.pdf
Enfield, London Borough	www.enfield.gov.uk/council%20and%20demo/key%20plans%20and%20strategies/Community%20Strategy.pdf
Greenwich, London Borough	www.greenwich.gov.uk/NR/rdonlyres/6CE8EE6A-0F5E-41A3-A62C-C36399EE2234/0/greenwich_strategy_web.pdf
Hackney, London Borough	www.hackney.gov.uk/community-strategy-final.pdf
Hammersmith and Fulham, London Borough	www.lbhf.gov.uk/communitystrategy/download/HFcommstrat.pdf
Haringey, London Borough	www.haringey.gov.uk/community_strategy.pdf
Harrow, London Borough	www.harrow.gov.uk/ccm/content/council-and-democracy/council-departments/organisational-development/harrow-strategic-partnership/community-strategy-for-harrow.en
Havering, London Borough	www.havering.gov.uk/pls/portal30/docs/FOLDER/HSP_NEW_DESIGN/HSPWEB/PDF/MAIN%20DOCUMENT%20CS.PDF
Hillingdon, London Borough	www.hillingdon.gov.uk/central/community_plan/comm_plan_03.pdf
Hounslow, London Borough	www.hounslow.gov.uk/communityplan2004.pdf
Islington, London Borough	www.islingtonstrategicpartnership.org/Theme%20Docs/Community%20Neighbourhood%20Renewal%20Strategy.doc
Kensington & Chelsea, Royal Borough	www.rbkc.gov.uk/KCPDocumentLibrary/general/kccs0207final.pdf
Kingston-upon-Thames, London Borough	www.kingston.gov.uk/community_plan_2004_09.pdf
Lambeth, London Borough	www.lambeth.gov.uk/services/community-living/Lambeth_com_strategy.pdf
Lewisham, London Borough	www.lewisham.gov.uk/StrategicPartnership/documents/Community_Strategy_May03.pdf
Merton, London Borough	www.merton.gov.uk/communityplan/acrobat/Community_Plan.pdf
Newham, London Borough	apps.newham.gov.uk/democracy/LSPPages/Communitystrategy.pdf
Redbridge, London Borough	www.redbridge.gov.uk/files/publications/4072.pdf
Richmond Upon Thames, London Borough	www.richmond.gov.uk/updated_commplanoct04-2.doc
Southwark, London Borough	www.southwarkalliance.org.uk/pdfs/key_documents/community_strategy.pdf
Sutton, London Borough	www.suttonpartnership.net/cgi-bin/members/briefcasesearch.cgi/green%20document.doc?action=viewfile&itemid=9990187630247
Tower Hamlets, London Borough	www.towerhamlets.gov.uk/data/community/data/community-plan/index.cfm
Waltham Forest, London Borough	www.lbwf.gov.uk/complan-2004-05.pdf
Wandsworth, London Borough	www.wandsworth.gov.uk/NR/rdonlyres/eoawbn7va42nl6tfjbuycdftik2jzfd6a6mct5eokcywxhidnl2crx6g7zk3gg4phpvugycuuudidquhccn5dwkzvga/strategy_full.pdf
Westminster City Council	www3.westminster.gov.uk/docstores/publications_store/WestminsterCityPlanDocument.pdf

NEW UNITARY AUTHORITIES GROUP

Authority Name	Website address
Bath & North East Somerset Council	www.beintouch.org.uk/CommunityStrategy/BE%20Strategy%20final.pdf
Blackburn with Darwen Borough Council	www.bwdlsp.org.uk/community%20plan/community_plan_update_2002.pdf
Blackpool Borough Council	www.blackpool.gov.uk/democracy/corpdocs/j59558.pdf
Bournemouth Borough Council	www.bournemouth.gov.uk/Library/PDF/CommPlan.pdf
Bracknell Forest Borough Council	www.bracknell-forest.gov.uk/pdf/communityplan.pdf
Brighton & Hove Council	www.2020community.org/downloads/site2020/2020/2020_strategy.pdf
Bristol City Council	www.bristol-city.gov.uk/aboutbris/pdf/community_strategy.pdf
Darlington Borough Council	www.darlington.gov.uk/dar_public/Documents/Partnership/Community%20Strategy.pdf
Derby City Council	www.derby.gov.uk/NR/rdonlyres/61F31FCB-1432-4E90-B074-21E233B5B686/1350/pFullstrategy3.pdf
East Riding of Yorkshire Council	erycdata.eastriding.gov.uk/pls/portal30/docs/FOLDER/LSPMAIN/LSP/LSPPUBLICATIONS/COMMUNITYPLAN/COMPLAN_ORIG.PDF
Halton Borough Council	www.haltonpartnership.net/site/images/stories/community_strategy.pdf
Hartlepool Borough Council	partner.hartlepool.gov.uk/docs/197208communitystrategy24702.pdf
Herefordshire Council	www.herefordshirepartnership.co.uk/docs/WhatWeDo/The_Herefordshire_Plan.pdf
Isle of Wight Council	www.iwight.com/library/council_papers/community_strategy/community_strategy.pdf
Kingston-upon-Hull City Council	www.hullcc.gov.uk/council/download/community_strategy.pdf
Leicester City Council	www.leicester.gov.uk/your-council--services/key-documents/community-plan
Luton Borough Council	www.luton.gov.uk/Media%20Library/Word/Chief%20executives/Performance/Community%20plan.doc
Medway Council	www.medway.gov.uk/index/council/communityplan.htm
Middlesbrough Borough Council	www.middlesbroughpartnership.org.uk/it/mbropart/mbropart.nsf/0/9e5eccd286c4ed6e80256bb30046aba5/$FILE/mbro%20community.strategy.pdf
Milton Keynes Council	www.englishpartnerships.co.uk/mkpcmeeting01-12-2004.htm
North East Lincolnshire Council	www.nelincs.gov.uk/NR/rdonlyres/FCE65B0E-FDFE-4FEC-A243-9583130350A0/0/communitystrat1.pdf
North Lincolnshire Council	www.nlspartnership.org/publications/community-strat.pdf
North Somerset Council	www.northsomersetpartnership.co.uk/
Peterborough City Council	www.gpp-peterborough.org.uk/webpages/downloads/gppstrategy2004full.pdf
Plymouth City Council	www.newplymouthnz.com/communityplan/default.htm
Portsmouth City Council	www.portsmouth.gov.uk/media/Community_Strategy_2004-09.pdf
Reading Borough Council	www.reading2020.org.uk/Documents/Community%20Strategy%20-%20final%202005-11-04.doc
Redcar and Cleveland Borough Council	www.redcar-cleveland.gov.uk/pdf/Community%20Strategy%202004-2021.pdf
Rutland County Council	www.rutnet.co.uk/ppimageupload/Image9356.PDF
Slough Borough Council	www.slough.gov.uk/CommunityLife/commstratjan04.pdf
Southampton City Council	www.southampton-partnership.com/commstrat/Community_Strategy.pdf
Stockton-on-Tees Borough Council	www.stockton.gov.uk/resources/council/37160/CommStrat04
Stoke-on-Trent City Council	www.stoke.gov.uk/content/rc/community-strategy/community-strategy-full-copy.jsp
Swindon Borough Council	www.swindonsp.org.uk/community_strategylo-2.pdf
Telford and the Wrekin Council	www.telford-partnership.org.uk/pdf%20files/other/Community%20Strategy%20Two%20Years%20On%20-%20June%202004.pdf
Thurrock Borough Council	www.thurrock.gov.uk/i-know/aspire/pdf/community_strategy.pdf
Torbay Council	www.torbay.gov.uk/print/torbaycommunityplan-april-2004.pdf
Warrington Borough Council	www.warrington.gov.uk/publications/community_plan_full_report.pdf
West Berkshire District Council	www.westberks.gov.uk/WestBerkshire/council.nsf/b836fbd336b6b86f8525696c006eb0db/11931b0db964e76480256c5b0036d912/$FILE/Community%20Plan%202003-08%20-%20A%20Better%20Future%20for%20All.pdf
Windsor and Maidenhead, Royal Borough	www.rbwm.gov.uk/public/030212_communitystrategy_787.rtf

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Wokingham District Council	www.wokingham.gov.uk/your-council-with-a-z-of-services/plans-and-policies/community-strategy
York City Council	www.yorkwow.org.uk/documents/Community%20Strategy%20_%20%206%20April%202004_.doc

COUNTY COUNCILS GROUP

Authority Name	Website address
Bedfordshire County Council	www.community-plan.com/PDF/bedsstrat1203comp.pdf
Buckinghamshire County Council	www.buckscc.gov.uk/communityplan/Community_Plan.pdf
Cornwall County Council	www.cornwallstrategicpartnership.gov.uk/media/adobe/0/0/community%20Strategy.pd
Devon County Council	www.devonsp.org.uk/community_strategy/Community%20Strat%202004.pdf
Dorset County Council	www.dorsetcc.gov.uk/media/pdf/q/e/DorsetCommunityStrategy.pdf
Essex County Council	shapingthefuture.essexcc.gov.uk./future.pdf
Hertfordshire County Council	www.hertsdirect.org/infobase/docs/worddocs/htcomstratfinal
Kent County Council	www.kent.gov.uk/vision/VisionforKentA_W.pdf
Lancashire County Council	www.lancashirepartnership.co.uk/content/ambition/finalambitionlancashire.pdf
Norfolk County Council	www.norfolkambition.gov.uk/norfolkambition/documents/NorfolkAmbition.pdf
Oxfordshire County Council	portal.oxfordshire.gov.uk/content/public/OCP/community_strategy_july_2004.pdf
Somerset County Council	www.somerset.gov.uk/media/2550C/SomersetVisionAndCommunityStrategy.pdf
Staffordshire County Council	www.staffordshire.gov.uk/live/pdf/countycouncil/communitystrategyfinal.pdf
Suffolk County Council	www.suffolk.org.uk/docs/Suffolk_CS.pdf
Surrey County Council	www.surreycc.gov.uk/sccwebsite/sccwspublications.nsf/591f7dda55aad72a80256c671a50d/646adb4d399e97e180256fb6005b6755/$FILE/sccstrategy.pdf
Derbyshire County Council	www.derbyshire.gov.uk/Images/councilstrategy_fullversion_tcm2-30763.pdf
Worcestershire County Council	www.worcestershire.gov.uk/home/cs-chief-exec-comm-stat.pdf
Nottinghamshire County Council	www.nottinghamshire.gov.uk/frameworkstrategy.pdf
Cheshire County Council	www.thecheshirepartnership.org.uk/Pdfs/Cheshire_Community.pdf
Warwickshire County Council	www.warwickshire.gov.uk/Web/Corporate/Pages.nsf/Links/7C92EA1E4ED19A288025D0046F48D/$file/strategic%20plan.pdf
Hampshire County Council	www.hampshirestrategicpartnership.org.uk/downloads/hsp_document.pdf
Northumberland County Council	www.nsp.org.uk/downloaddoc.asp?id=140
Wiltshire County Council	www.wiltshire.gov.uk/macnn/strategy_for_wiltshire._07_-_a_strategy_for_wiltshire-_strategy.pdf
East Sussex County Council	www.essp.org.uk/pdf/StrategyFinal.pdf
Gloucestershire County Council	www.gloucestershire.gov.uk/media/adobe_acrobat/l/m/COMMUNITY%20STRATEGY
Northamptonshire County Council	www.northamptonshire.gov.uk/NR/rdonlyres/DB79EAFE-4D4A-431F-BF37-BD23FB68483C/0/communitystrategy.pdf
West Sussex County Council	www.westsussex.gov.uk/cms-service/stream/asset/?asset_id=803412

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DISTRICT COUNCILS GROUP	
Authority Name	**Website address**
Adur District Council	www.adur.gov.uk/docs/aip/adur-community-strategy.pdf
Alnwick District Council	alnwick-live.businesswebsoftware.com/supporting/released/2004-8/5831/Community%20Strategy%20Annual%20Edition%20October%20031.pdf
Amber Valley Borough Council	www.ambervalley.gov.uk/utilities/doclibrary/dldisplay.asp?refnum=667
Arun District Council	www.arun.gov.uk/assets/pdf/OurKindofPlace.pdf
Ashfield District Council	www.ashfield-dc.gov.uk/jobs/communitystrategy2001-2006.pdf
Ashford Borough Council	www.ashford.gov.uk/pages/cnc_ser/report_files/community-strategy.pdf
Babergh District Council	www.babergh-south-suffolk.gov.uk/NR/rdonlyres/268D2467-9268-435D-90E6-6011EC44EF4F/0/CompBaberghEastCommunityPlan2003.pdf
Barrow-in-Furness Borough Council	www.barrowbc.gov.uk/docs/Community%20Plan%20Mar05.doc
Basildon District Council	www.basildonlsp.com/PDF/CS-Full.pdf
Basingstoke and Deane Borough Council	www.basingstoke.gov.uk/NR/rdonlyres/542BF7C8-F23F-442C-A643-258F705E8E3A/0/CommunityStrategyPart1.pdf
Bassetlaw District Council	www.bassetlaw.gov.uk/community_strategy.pdf
Bedford Borough Council	www.bedford.gov.uk/bedford/communityplan/Community%20Plan_jan05.pdf
Blyth Valley Borough Council	www.blythvalley.gov.uk/images/cme_resources/Public/Your_Council/Documents/The%20Peoples%20Plan.pdf
Bolsover District Council	www.bolsover.gov.uk/files/Community%20Strategy%202002-2007.doc
Boston Borough Council	www.boston.gov.uk/web042000/downloads/Community%20Strategy.pdf
Braintree District Council	www.braintree.gov.uk/NR/rdonlyres/0C2D365F-8129-4104-A5C3-2F4E6B245A5F/0/CommunityStrategyupdated15thMarch2004.pdf
Breckland District Council	www.breckland.gov.uk/breckland/council.nsf/leadpages/LocalStrategicPartnership?OpenDocument&Start=1&Count=99&Expand=19
Brentwood Borough Council	www.brentwoodlsp.org.uk/index.php?dataId=8&headerPath=images/header_HO.jpg
Bridgnorth District Council	www.bridgnorth-dc.gov.uk/static/page44.htm
Broadland District Council	www.broadland.gov.uk/Broadland/council.nsf/bfa5d133c51e615480256a1c0059f20c/d85ba2db1791b37680256eee004f0ba2/$FILE/ATTTYLHY/broadland%20community%20plan%202004.pdf
Bromsgrove District Council	www.bromsgrove.gov.uk/media/pdf/i/b/Comm_Plan2003-2013.pdf
Broxbourne Borough Council	www2.broxbourne.gov.uk/pdfs/CommunityPlan2003-06.pdf
Broxtowe Borough Council	www.broxtowe.gov.uk/community_strategy.pdf
Burnley Borough Council	www.burnley.gov.uk/downloads/COMM-PLAN-no-phots.pdf
Cambridge City Council	www.cambridge.gov.uk/ccm/content/strategy-and-partnerships/policy-officer/cambridge-local-strategic-partnership.en
Cannock Chase District Council	www.cannockchasedc.gov.uk/council/publications/creatingchange04-5/default.htm
Canterbury City Council	www.all-together-now.org.uk/website.pdf
Caradon District Council	www.caradon.gov.uk/media/adobe/caradon_strategy.pdf
Carlisle City Council	www.carlisle.gov.uk/carlislecc/PDF/SPS%20-%20City%20Vision.pdf
Carrick District Council	www.carrick.gov.uk/media/adobe/c/8/Communitystrategy.pdf
Castle Morpeth Borough Council	www.cmlocalplan.co.uk/
Castle Point Borough Council	www.castlepoint.gov.uk/documents/general/Castle%20Point%20community%20strategy.pdf
Charnwood Borough Council	www.charnwoodonline.net/uploads/10970536030257.pdf
Chelmsford Borough Council	www.chelmsfordbc.gov.uk/futurechelmsford/report.pdf
Cheltenham Borough Council	www.cheltenham.gov.uk/libraries/documents/thefuturepdf/communityplan/community%20plan_oct03tomar07.pdf
Cherwell District Council	www.cherwell-dc.gov.uk/files/download/277-53.pdf
Chester City Council	www.chester.gov.uk/PDF/C03-Community-Strategy.url.pdf

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Chesterfield Borough Council	www.chesterfieldbc.gov.uk/site/default.asp?CATID=226
Chester-le-Street Dictrict Council	www.chester-le-street.gov.uk/global/assets/documents/asset20040421124339.pdf
Chichester District Council	www.chichester.gov.uk/your_council/partnerships/local_strategic_partnership_for_the_chichester_district.cfm
Chiltern District Council	www.chiltern.gov.uk/pdfs/commplan/communityplanfull.pdf
Chorley Borough Council	www.chorley.gov.uk/upload/public/attachments/53/community%20plan.pdf
Colchester Borough Council	www.colchester2020.com/pdf/CSD.pdf
Congleton Borough Council	www.congleton.gov.uk/pool/160320051035244.pdf
Corby Borough Council	www.corby.gov.uk/docs/supporting/released/2004-10/14058/Community%20Strategy%202003-2008.pdf
Cotswold District Council	www.cotswold.gov.uk/media/documents/Corporate%20Development%20and%20Communications/Strategic%20Documents/Community_Strategy_2004_March_2004.doc
Craven District Council	www.cravendc.gov.uk/NR/rdonlyres/FE5F5511-3910-43E7-A754-5C1ADF521E2D/1344/CommunityStrategySummaryDocument7.pdf
Crawley Borough Council	www.crawley.gov.uk/stellent/groups/public/documents/strategypolicy/int010536.pdf
Crewe and Nantwich Borough Council	www.cn2010.org.uk/
Dacorum Borough Council	www.dacorum.gov.uk/CommunityPlan/CommunityPlan.pdf
Dartford Borough Council	www.dartford.gov.uk/community/kent_thameside/Community%20Strategy.pdf
Daventry District Council	www.daventrydc.gov.uk/common/includes/filedownload.asp?type=pdf&id=1345
Derbyshire Dales District Council	www.derbyshiredales.gov.uk/chiefexec/public_docs/6%20Community_Strategy_2003.pdf
Derwentside District Council	www.derwentside.gov.uk/media/pdf/9/6/communitystrategy2004.pdf
Dover District Council	www.dover.gov.uk/community_strategy/comstrat03.pdf
Durham City Council	www.durhamdistrictplan.co.uk/documents/DurhamPlan.pdf
Easington District Council	www.easington.gov.uk/images/lsp%20strategy_tcm4-1753.pdf
East Cambridgeshire District Council	www.eastcambs.gov.uk/docs/publications/corpservices/commstratap.pdf
East Devon District Council	www.eastdevon.gov.uk/east_devon_community_plan.pdf
East Dorset District Council	www.dorsetforyou.com/media/pdf/m/d/Dorset_Community_Strategy.pdf
East Hampshire District Council	www.easthants.gov.uk/ehdc/community.nsf/webpages/0A3F43E85D5C029B80256B9700513942/$File/communitystrategy2002-2007.pdf
East Hertfordshire District Council	www.eastherts.gov.uk/community/community_planning/East_Herts_Together.pdf
East Lindsey District Council	www.e-lindsey.gov.uk/community/community-strategy/loader.cfm?url=/commonspot/security/getfile.cfm&PageID=8867
East Northamptonshire District Council	www.east-northamptonshire.gov.uk/ppimageupload/Image7615.PDF
East Staffordshire Borough Council	www.eaststaffsbc.gov.uk/downloads/documents/community-strategy.pdf
Eastbourne Borough Council	www.eastbourne.gov.uk/Community/downloads/eastbourne-community-strategy-printer-friendly.pdf
Eastleigh Borough Council	www.eastleighstrategicpartnership.org/Community%20Plan2.pdf
Eden District Council	www.eden.gov.uk/PDF/carlisle_and_eden_community_strategy.pdf
Ellesmere Port and Neston Borough Council	www.ellesmereport-neston.gov.uk/portlets/content/files/Community/Community%20Strategy/MainTextDoc.pdf
Elmbridge Borough Council	www.elmbridge.gov.uk/council/information/commstrategy.htm
Epping Forest District Council	www.eppingforestdc.gov.uk/Library/files/performance_management/community_strategy/Commstrat2004.pdf

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Epsom & Ewell Borough Council	www.epsom-ewell.gov.uk/epsom/council.nsf/bfa5d133c51e615480256a1c0059f20c/6925826a33b133df80256d7b0039b70e/$FILE/Community%20Strategy%20for%20Epsom%20and%20Ewell.pdf
Erewash Borough Council	www.erewash.gov.uk/introduction/downloads/CommunityPlan.pdf
Exeter City Council	www.exeter.gov.uk/index.aspx?articleid=809
Fareham Borough Council	www.fareham.gov.uk/community/networkfareham/acommunitystrategyintro.asp
Forest Heath District Council	www.forest-heath.gov.uk/pdf/make_life_better.pdf
Forest of Dean District Council	www.fdean.gov.uk/content.asp?nav=242,618&id=7123&Positioning_Article_ID=&Language=&parent_directory_id=242&d1p1=1
Fylde Borough Council	www.fylde.gov.uk/ccm/content/website/policy-and-change-management/community-plan.en
Gedling Borough Council	www.gedling.gov.uk/gedling_community_plan_2003-2008_text_version.pdf
Gloucester City Council	www.gloucesterpartnership.org.uk/commStrategy.asp
Gosport Borough Council	www.gosport.gov.uk/sections/community/community-strategy
Gravesham Borough Council	www.gravesham.gov.uk/media/pdf/e/f/CommunityStrategy.pdf
Great Yarmouth Borough Council	www.great-yarmouth.gov.uk/2020_path_04.pdf
Guildford Borough Council	www.guildford.gov.uk/GuildfordWeb/Community/Community+Plan/Community+Plan.htm
Hambleton District Council	www.hambleton.gov.uk/hambleton/commplan.nsf/webpages/plan.html?OpenDocument&Start=1&Count=99&Expand=3.1
Harborough District Council	www.harboroughonline.co.uk/ppimageupload/Image19120.PDF
Hart District Council	www.hart.gov.uk/communityplanning/whatisit.htm
Havant Borough Council	www.havant.gov.uk/pdf/CommStratfinal.pdf
Hertsmere Borough Council	www.hertsmere.gov.uk/publications/herts-together.pdf
High Peak Borough Council	www.highpeak.gov.uk/council/comstrat.asp
Hinkley and Bosworth Borough Council	www.hinckleyandbosworthonline.org.uk/ppimageupload/Image8858.PDF
Horsham District Council	www.westsussex.gov.uk/yourcouncil/ppri/5-strat.pdf
Huntingdonshire District Council	www.huntsdc.gov.uk/NR/rdonlyres/0C4046F2-C533-437B-B16A-C2BAE99C03C1/0/CommunityStrategy.pdf
Hyndburn Borough Council	www.hyndburnbc.gov.uk/Your_Council/CPA/Docs/Community.pdf
Kennet District Council	www.kennet.gov.uk/general/website1.nsf/0/6413f18ad57bd09580256f4e00506f05/$FILE/Cultural_strat.pdf
Kerrier District Council	www.kerrier.gov.uk/media/adobe/b/9/Community%20Strategy%20Document.pdf
Kettering Borough Council	www.kettering.gov.uk/downloads/Comm-Plan_DRAFT3A_14.04.05.pdf
Kings Lynn and West Norfolk Borough Council	www.wnp.org.uk/components/Working%20Together.pdf
Lancaster City Council	www.lancaster.gov.uk/Documents/Corporate%20Strategy/Lancaster%20City%20Council%20-%20Community%20Strategy.pdf
Lewes District Council	www.lewes.gov.uk/Files/coun_community.pdf
Lichfield District Council	www.lichfielddc.gov.uk/portlets/content/files/CCC/Community%20Strategy%202004.doc
Macclesfield Borough Council	www.macclesfield.gov.uk/pdfs/ComPlanDoc.pdf
Maidstone Borough Council	www.digitalmaidstone.co.uk/lsp/pdfs/strategy_adopted_0403.pdf
Maldon District Council	www.maldon.gov.uk/NR/rdonlyres/el2cbg7unxfc6wxs6v7tv46wkqsppcouc576hiv2h5hnlunlud362airlql5al2aczvegg3i62iomg/Community%2bPlan.pdf
Malvern Hills District Council	www.vision21.malvernhills.gov.uk/pdfs/community_strategy%20_2003-2006.pdf
Mansfield Borough Council	councillors.liverpool.gov.uk/Published/StdDataDocs/5/3/5/4/SD00004535/CommunityStrategyLiverpoolFirst.pdf
Melton Borough Council	www.melton.gov.uk/dotGov/attachmentViewings/07MBC05067175068-99MBC05088163449.pdf
Mendip District Council	www.mendipstrategicpartnershipboardpapers.org.uk/

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Mid Bedfordshire District Council	www.midbeds.gov.uk/council/corporate/lsp/default.asp
Mid Devon District Council	www.devon.gov.uk/mdplan.pdf
Mid Suffolk District Council	www.suffolk.org.uk/docs/midsuff.pdf
Mid Sussex District Council	www.westsussex.gov.uk/yourcouncil/ppri/MidSx_communitystrategydocument.pdf
Mole Valley District Council	www.molevalley.gov.uk/media/pdf/5/0/Community%20Strategy%20final%2011-03-03.pdf
New Forest District Council	www.nfdc.gov.uk/changinglives.pdf
Newark and Sherwood District Council	www.newark-sherwooddc.gov.uk/pp/gold/viewGold.asp?IDType=Page&ID=6686
North Cornwall District Council	www.ncdc.gov.uk/media/adobe/1/k/North%20Cornwall%20Community%20Strategy.pdf
North Devon District Council	www.northdevon.gov.uk/community/ndfirst.pdf
North East Derbyshire District Council	www.ne-derbyshire.gov.uk/community/community-strategy
North Hertfordshire District Council	www.north-herts.gov.uk/uploads/cpa/evidence/C/C3_CommunityStrategy.pdf
North Kesteven District Council	www.n-kesteven.gov.uk/upload/public/attachments/125/dpt387443.pdf
North Norfolk District Council	www.northnorfolk.org/nncp/docs/NNCP%20Community%20Strategy%202004-09.pdf
North Shropshire District Council	www.northshropshiredc.gov.uk/items/The%20Council/communitystrategy.pdf
North Warwickshire Borough Council	www.northwarks.gov.uk/portlets/content/files/CommunityPlan2004.pdf
North West Leicestershire District Council	www.nwleics.gov.uk/_System/_System/Transfer/Receive/Root/corporate/documents/NWL_community_strategy_March2004.pdf
Northampton Borough Council	www.northampton.gov.uk/Local_democracy/Policies/strategydl.pdf
Nuneaton and Bedworth Borough Council	www.nuneatonandbedworth.gov.uk/community/communityplan2004-2007.pdf
Oadby and Wigston Borough Council	www.oadby-wigston.gov.uk/policiesv4.html
Oswestry Borough Council	www.oswestrybc.gov.uk/static/images/cme_resources/Public/toni/Oswestry%20Strategy.pdf
Oxford City Council	www.oxfordpartnership.org.uk/documents/Oxford%27s%20Community%20Strategy%20-%20Complete.pdf
Pendle Borough Council	www.pendlelife.co.uk/roundabout/opencms/system/galleries/download/www.pendlelife.co.uk/directory/community_associations/Pendle_Partnership/community_strategy2.pdf
Penwith District Council	www.penwith.gov.uk/media/adobe/n/b/complan.pdf
Preston Borough Council	www.prestonstrategicpartnership.org.uk/Documents/Final%20Version%20Community%20Strategy%20.pdf
Redditch Borough Council	www.redditchbc.gov.uk/KeyDocuments/pdf/communitystrategy.pdf
Reigate and Banstead Borough Council	www.reigate-banstead.gov.uk/public/Council_Democracy/Council/Plans_Policies/community_plan.asp
Restormel Borough Council	www.restormel.gov.uk/index.cfm?articleid=8401
Ribble Valley Borough Council	www.ribblevalley.gov.uk/downloads/Final_version_of_2004_community_strategy.pdf
Richmondshire District Council	www.richmondshire.gov.uk
Rochford District Council	www.rochford.gov.uk/rochforddcinternet/pdf/community_plan_strategy2004.pdf
Rossendale Borough Council	www.rossendale.gov.uk/upload/public/attachments/188/CommunityStrategy200520.pdf
Rother District Council	www.rother.gov.uk/media/pdf/7/i/Rother-com-plan.pdf
Rugby Borough Council	www.rugby.gov.uk/downloads/Community_plan.pdf
Rushcliffe Borough Council	www.rushcliffe.gov.uk/upload/public/attachments/191/TAcommunitystrategy.pdf
Rushmoor Borough Council	www.rushmoor.gov.uk/index.cfm?articleid=1094
Ryedale District Council	www.imagine-ryedale.org.uk/strong.php4?PHPSESSID=a4628dc3ba1d760d39e8995f8b3b1f71#

Salisbury District Council	www.southwilts.co.uk/site/South-Wiltshire-Strategic-Alliance/strategy.doc
Scarborough Borough Council	www.scarborough.gov.uk/pdf/community_strategy/community_strategy.pdf
Sedgefield Borough Council	www.sedgefield.gov.uk/ccm/content/chief-executives/strategy-and-regeneration/strategy-and-regeneration/community-strategy.en
Sedgemoor District Council	www.sedgemoor.gov.uk/media/pdf/all_pages.pdf
Selby District Council	www.selby.gov.uk/upload/community_strategy_0510.pdf
Sevenoaks District Council	www.sevenoaks.gov.uk/community__living/98.asp
Shepway District Council	www.shepway.gov.uk/council-government+democracy/councils/council-performance/community-strategy-2002.pdf
Shrewsbury and Atcham Borough Council	www.shrewsbury.gov.uk/public/community/communitypartnership/community+strategy+2005+word+19-05-05.pdf
South Bedfordshire District Council	www.community-plan.com/PDF/sbcommunityplan.pdf
South Buckinghamshire District Council	www.southbucks.gov.uk/documents/community%20plan%20final2.pdf
South Cambridgeshire District Council	www.scambs.gov.uk/SCambs/council.nsf/bfa5d133c51e615480256a1c0059f20c/4bcff85253d2312480256fe10051fb0f/$FILE/ATTNU7IC/CommunityStrategy.pdf
South Hams District Council	www.southhams.gov.uk/southhamscommunitystrategy.pdf
South Holland District Council	www.sholland.gov.uk/website/pdf/community/communityplan1.pdf
South Kesteven District Council	forms.southkesteven.gov.uk/SKDC%20Internet%20Data/Publications/Community%20Strategy.pdf
South Lakeland District Council	www.southlakeland.gov.uk/PDF/SLDC%20Strategy%20book.pdf
South Norfolk Council	www.south-norfolk.gov.uk/south-norfolk/council.nsf/bfa5d133c51e615480256a1c0059f20c/746a5d167f217af280256d5d002dd095/$FILE/Community%20Strategy%202004-07.pdf
South Northamptonshire Council	www.southnorthants.gov.uk/docs/snc_doc_Community_Strategy.pdf
South Oxfordshire District Council	www.southoxon.gov.uk/navigation/category.jsp?categoryID=54148&g11n.enc=UTF-8
South Ribble Borough Council	www.south-ribblebc.gov.uk/pdfs/Community%20Strategy.pdf
South Shropshire District Council	www.southshropshire.gov.uk/static/images/cme_images/PolicyDocs/community_strategy0203.pdf
South Staffordshire Council	lsp.sstaffs.gov.uk/communitystrategy.pdf
Spelthorne Borough Council	www.spelthorne.gov.uk/community_plan_2005-2016.doc
St Albans City Council	stalbanslsp.org.uk/strategy/comm-strat.pdf
St Edmundsbury Borough Council	www.stedmundsbury.gov.uk/sebc/live/wscomstrat.pdf?CFID=1255837&CFTOKEN=50719551
Stafford Borough Council	www.staffordbc.gov.uk/live/Documents/PolicyAndImprovement/CommunityPlan20032006.pdf
Staffordshire Moorlands District Council	www.staffsmoorlands.gov.uk/community/Community%20Strategy.pdf
Stevenage Borough Council	www.stevenage.gov.uk/council/comm-dev/comm-strat-pdf/index.htm
Stratford-on-Avon District Council	www.stratford.gov.uk/files/seealsodocs/415/SDC0204JUN04.pdf
Stroud District Council	www.stroud.gov.uk/info/Community_Strategy.pdf
Suffolk Coastal District Council	www.suffolkcoastal.gov.uk/communitystrategy.doc
Swale Borough Council	www.swale.gov.uk/media/adobepdf/b%2Fn%2FCommunity%5FPlan%2Epdf
Tamworth Borough Council	www.tamworth.gov.uk/portlets/content/files/CE/Planning%20and%20Regeneration/Community%20plan485.pdf
Tandridge District Council	www.tandridgelsp.org.uk/Community.Strategy.pdf
Teesdale District Council	www.teesdale.gov.uk/Documents/11416_Community_Strat.pdf
Teignbridge District Council	www.teignbridge.gov.uk/media/pdf/4/6/Teignbridge_Community_Strategy.pdf
Tendring District Council	www.tendringdc.gov.uk/download/Community%20Strategy.pdf
Test Valley Borough Council	www.testvalley.gov.uk/images/testvalley/docs/council/commplan.pdf
Thanet District Council	www.thanetlsp.org.uk/docs/finalStrategy/FinalCommunityStrategy.pdf
Three Rivers District Council	www.hertsdirect.org/infobase/docs/pdfstore/threeriverscp

Tonbridge & Malling Borough Council	www.tmbc.gov.uk/assets/businesslinks/servingubetter.pdf
Tunbridge Wells Borough Council	www.tunbridgewells.gov.uk/MASmedia_SB/viewSite?requestType=viewPage&siteId=232&pageId=3507
Tynedale District Council	www.tynedale.gov.uk/partnership/cp_linkitmlnkdoc.asp?lcilid=23
Uttlesford District Council	www.uttlesford.gov.uk/health/health/uttlesford+futures/uttlesford_futures_a4v2.pdf
Vale of White Horse District Council	www.whitehorsedc.gov.uk/Images/The%20Vale%20Community%20Strategy%20FINAL%202_tcm4-5575.pdf
Vale Royal Borough Council	www.valeroyal.gov.uk/TheCouncil/Community_Plan.pdf
Wansbeck District Council	www.wansbeck.gov.uk/index.cfm?page=single.cfm&sectionid=348
Watford Borough Council	www.watford.gov.uk/ccm/content/strategic-services/community-plan.en#internalSection3
Waveney District Council	www.waveney.gov.uk/services/partnerships/wlsp_community_strategy_jun04.pdf
Waverley Borough Council	www.waverley.gov.uk/lsp/communitystrategy.pdf
Wealden District Council	www.wealdencommunitystrategy.co.uk/Wealden%20Choices%20WW.pdf
Wellingborough Borough Council	www.wellingborough.gov.uk/docs/council_commplan2002_textonly.pdf
Welwyn Hatfield District Council	www.welwynhatfieldalliance.org.uk/pdfs/Community_Plan_40_Page.pdf
West Devon Borough Council	www.westdevon.gov.uk/upload/public/attachments/213/The%20Community%20Strategy%202004.doc
West Dorset District Council	www.dorsetcc.gov.uk/media/pdf/q/e/DorsetCommunityStrategy.pdf
West Lancashire District Council	www.westlancsdc.gov.uk/AfcStyle/DocumentDownload.cfm?DType=DocumentItem&Document=COMMUNITYSTRATEGY2003%2Epdf
West Lindsey District Council	www.west-lindsey.gov.uk/Democracy/CommStrat/Documents/cs0409.pdf
West Oxfordshire District Council	www.westoxon.gov.uk/files/download/1325-638.pdf
West Somerset District Council	www.westsomersetonline.gov.uk/UPLOADS/DOCS/WSDC-CommPlan04.pdf
West Wiltshire District Council	www.westwiltshire.gov.uk/communitydev/community-strategy-Jan05.pdf
Winchester City Council	www.winchester.gov.uk/Documents/LSP/Community%20Strategy%20-%20Published%20document.doc
Woking Borough Council	www.woking.gov.uk/council/communitystrategy/strategy.pdf
Worcester City Council	www.cityofworcester.gov.uk/council/pdf/com_strategy.pdf
Worthing Borough Council	www.worthingtogether.org/together/PDFFile,13945,en.PDF
Wychavon District Council	www.wychavon.gov.uk/publications/community%20plan%202004.pdf
Wycombe District Council	www.wycombe.gov.uk/council/default.asp?pid=3780&step=4
Wyre Borough Council	www.wyrebc.gov.uk/Initiatives/Wyre_Strategic_Partnership/Docs/Community_Plan_-_Document_-_Wyre_Borough_Council.pdf
Wyre Forest District Council	www.wyreforestdc.gov.uk/wfdc_docs/policy/a4communitystrategy.pdf

Policy Research Institute, Leeds Metropolitan University
Centre for Regional Economic and Social Research, Sheffield Hallam University

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