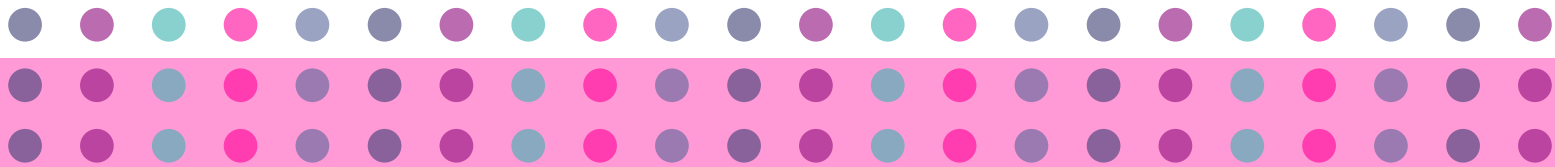
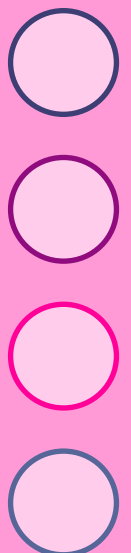


COMMUNITY PLANNING TOOLKIT



ACHIEVING ALIGNMENT



Developed by Community Places through
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2012

www.communityplanningtoolkit.org



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1. Introduction

This section of the Toolkit focuses on:

Ways in which services and activities can be better coordinated across the public, community and voluntary sectors, to their mutual benefit, within the context of Community Planning;

The limitations and barriers to better alignment of programmes, activities and resources; and

Models, practices and ideas that might be useful in local alignment, both in the short term and for possible adoption by the Community Planning partnership.

The ultimate aim of Community Planning is to bring together policies, programmes and spending in a way that will maximise their impacts. For some decades, government has been looking for ways to integrate services on an area basis. When this works it can bring more effective approaches, new ideas and ways of working, especially in disadvantaged communities. But clearly joined-up delivery doesn't always come about, and even when it does, it doesn't always work as intended. Although initiatives to improve alignment have grand names like 'whole systems' and 'total place', in reality there is no final and complete way of doing this, since each of the component organisations is itself in a continual state of development.

Everyone agrees in principle that public services work best if they fit well with the needs and wishes of the local communities that they serve. In practice of course it is not easy to achieve this. Ideally a Community Planning framework will bring services, resources and viewpoints from the public, community and voluntary sectors all together. This is the goal to work towards, but at any given point we have to make the most of the imperfect local situation as we find it. This section of the Toolkit suggests some of the methods that can be used to improve alignment and co-operation between the sectors, whether bilaterally or across several agencies, and briefly reviews some of the frameworks that have been used in recent years.

Public services may have problems aligning with each other as well as with the community. The local community too may have difficulty in coordinating its own activities and viewpoints so as to negotiate collectively with, and influence, the public services. But there may be both small and large-scale adjustments that would have immediate or long-term benefit. We therefore need to ask: what can the local community and voluntary sector do both to improve alignment in the short term and to help advance the long-term vision?

In aligning community activity to public services and vice versa we are talking of two cultures each of which is in continuous motion. It is not possible to 'hold one constant' in order to fit the other one to it. Three perspectives should be borne in mind at all times:

- 1) The community and voluntary sector's ability to strengthen itself internally in order to deliver its own contribution most effectively.
- 2) The sector's ability to understand the methods, drivers and planning cycles of the public services so as to be able to exert influence at effective points.
- 3) The sector's ability to envision greater co-ordination, propose ideas, marshal relevant evidence and play a major role in advancing towards greater integration.

2. Obstacles and Limitations

Before looking at frameworks and methods it is as well to appreciate limitations and obstacles. By limitations we mean intrinsic limits to what can be achieved through alignment. By obstacles we mean difficulties which in principle could be overcome.

Limitations

The idea of complete alignment is an unobtainable ideal. Aligning spending plans, even where they sit within one agency, is not easy. It is important to appreciate the barriers to joined-up spending or delivery:

- Departments and agencies have specific targets, such as the Programme for Government, with reporting processes that concentrate effort on delivering single functions in health, planning or education.
- There are strong legal bases for what statutory organisations do and it is compliance with the law and the needs of the parent Department rather than local priorities that drive what they do.
- Organisations work on different timelines, funding periods and even geographical areas making it difficult to change plans once they have been made.
- Local Councils are elected bodies and thus their priorities may change each time their democratic mandate is renewed at election time.

Obstacles

These factors are just as real as the limitations but may be more amenable to changes in understanding and organisational culture:

- The last two decades have seen a rise in scrutiny, audit and financial control, which have tended to make public officials more risk-averse and often less innovative and entrepreneurial.
- The tendency of professionals in a service to stay within their occupational comfort zone and protect their expertise rather than engage in open-ended problem-solving.
- Linked to this, staff are rewarded for their performance within their organisational structures with little incentive to help deliver the aims of other agencies or sectors.
- The way in which policies are made increasingly relies on technical procedures, 'evidence' and 'rational' decision making in which community voices often play a marginal role.
- Local politicians may be more concerned with competition over scarce resources than with creating a holistic picture.
- Similarly, the community sector may have concerns that an audit of local funding might reveal duplication of organisations or services. Many fear that this type of local financial analysis is about rationalisation and cuts, not service effectiveness.

Clarity on shared outcomes can help to break through these obstacles See [Toolkit: Outcomes](#). Putting the focus on what end-result is sought by all partners automatically raises the question of how each of the partners can make a contribution and how the separate contributions are to link up.

3. Alignment Initiatives within Local Communities

The alignment of public services with the needs of local communities has been sought through a variety of initiatives over many years. These include neighbourhood and village renewal programmes and rural development projects. What they all have in common is the aim of improving the effectiveness of public services through more joined-up planning, community engagement and, in some cases, community delivery of projects and facilities. Two of the obstacles encountered here have been the short-term nature of initiatives and the lack of joined-up planning at a wider strategic level. As an ongoing process based in legislation and operating at both strategic and local levels Community Planning provides a basis for addressing these obstacles.

The local community and voluntary sector has a pivotal role to play in developing better joined-up delivery and planning of services. Working with the local council and statutory partners local groups can ensure that local community priorities are at the forefront. With community development support and facilitation local groups and residents can engage in identifying needs and assets, proposing solutions, working in partnership, piloting new approaches and delivering services and facilities.

Integrated Services for Children and Young People (ISCYP)

<http://www.haz-nwbelfast.org.uk/Integrated%20Services.htm>

The Integrated Services for Children and Young People (ISCYP) initiative in West Belfast is an example of how support services can be better integrated to provide improved outcomes for children and young people.

Maximising Access & Uptake of Services, Grants & Benefits in Rural Areas

Improving access of isolated people in rural areas to services and benefits is the focus of a programme jointly funded by the Public Health Agency and the Department of Agriculture and Rural Development. It is delivered on their behalf by community support organisations across the region. These organisations identify and work with vulnerable people to ensure they gain access to a wide range of public and community services, benefits and grants from various Government support programmes.

Mount Vernon Integrated Locality Planning

<http://www.belfastcity.gov.uk/communityplanning/presentations/mountvernon.pdf>

A new neighbourhood-based approach to joining up services and resources for greater community benefit was the focus of one of a series of insight seminars run by the Big Lottery Fund Community Planning Pilot Project in Belfast. Centred on the Mount Vernon area of North Belfast the initiative aims to develop and test a model of integrated local services planning. This includes an audit of all investments by the statutory and/or public sector and an assessment of how these monies could be more effectively used to achieve better value and outcomes. Key elements include testing out new community-based ways of delivering some services (e.g. commissioning a social enterprise and building on the assets and social capital in the area) and reinvesting a share of savings arising from the initiative back into Mount Vernon.

Neighbourhood Management Pathfinders

<http://www.communities.gov.uk/publications/communities/neighbourhoodmanagement>

A major initiative on developing better alignment of public services in local areas was the Neighbourhood Management Pathfinders. The initiative was launched in 2001 and evaluated in 2008. The central pillars of the initiative were:

- Community engagement;
- A multi-sectoral partnership;
- A neighbourhood management team accountable to the partnership;
- A focus on providing more responsive and better joined-up services.

Each of the 35 Pathfinder areas (of approximately 10,000 residents) had a relatively modest budget (in the region of £0.5 million per year) because the emphasis was on doing better with the existing services and monies. The evaluation found evidence of success in this regard (more so where community engagement and resident involvement in the partnership was strong). The lessons learned are particularly valuable and the report identifies a variety of types of changes to services which service providers achieved including:

Re-shaping Mainstream Services	<ul style="list-style-type: none"> • Improving co-ordination between services (sharing data, referral of beneficiaries, operational co-ordination of services, co-location of delivery teams, changes to area boundaries of services); • Filling gaps between services; • Reducing overlaps of services; • Joint working arrangements between services; • Joined-up working at the point of delivery; • Devolved decision-making; • Devolved delivery of services; • Pooling of budgets.
Improving service access to increase take-up	<ul style="list-style-type: none"> • Increasing general awareness and take up of services; • Increasing awareness and take-up of services amongst particular groups or in particular areas of the neighbourhood.
Re-allocating mainstream resources	<ul style="list-style-type: none"> • Increasing expenditure on services; • Moving expenditure between services to improve 'fit' with local needs.
Changing corporate policies amongst service providers	<ul style="list-style-type: none"> • Securing changes to corporate policies (recruitment, procurement of services or goods, style of approach, etc) that benefit the neighbourhood and overcome previous stigmatisation or discrimination).

C2

http://www.healthcomplexity.net/content.php?s=c2&c=c2_main.php

One variant on neighbourhood management that has had more success than most in achieving vigorous input across the sectors is 'C2', a small network of projects in Cornwall and Devon, being spread further afield by the Health Empowerment Leverage Project ('HELP'). The model centres on establishing a neighbourhood partnership open to all residents but with a 'triangular' management committee balancing:

- Residents elected as individuals
- Residents nominated by local community organisations, especially tenants' and residents' associations; and

- Nominees from a wide range of local public services (not just health).

The officer posts have to be residents, and rather than appointing a neighbourhood manager, the partnership seeks funding for a co-ordinator preferably from amongst local residents. Guided by a facilitator until it becomes self-sustaining, the ethos is of equal effort on both sides, with the focus on flexible problem-solving in response to residents' priorities. See Empowering Communities for Health, Report to Department of Health www.healthempowermentgroup.org.uk

Community-Led Planning (CLP)

A different approach starting at a very local level is Community-Led Planning (CLP). This is a step-by-step process that aims to enable every resident to participate in and contribute to improving the social, economic, environmental and cultural well-being of their local area. It focuses on stimulating people to take responsibility for making things happen locally, rather than waiting on others to do it for them. Acre www.acre.org.uk and the Carnegie Trust www.carnegieuktrust.org.uk - The Power of The Plan, have developed guidance on community led planning.

Over recent years Community-Led Plans have taken on different names including Village Renewal and Appraisal and Community Action Plans. These have developed their own particular characteristics, tending to be used in different geographical contexts. The plans are initiated and led by local groups and people sometimes including councillors, who steer their community through a step-by-step process. Once their plan is formulated, they seek to negotiate support for it from the local council, statutory bodies and others. Examples of negotiated Local Plans for Scrabo and Bushmills can be found on Community Places website <http://www.communityplaces.info/publications-community-planning.html>

QUEST Programme

<http://www.kpmg.com/uk/en/issuesandinsights/articlespublications/pages/operation-quest.aspx>

The QUEST programme has helped the police service deliver lasting improvements in public outcomes and performance by allowing officers and staff to work out how they can use their time and that of their colleagues to have the biggest impact. For example, West Yorkshire Police reduced crime resolution time in Killingbeck from 47 days to only three days.

Productive Ward: Releasing Time to Care

http://www.institute.nhs.uk/quality_and_value/productivity_series/productive_ward.html

In health, the Productive Ward: Releasing Time to Care (2009) programme helped ward teams to redesign and streamline the way they work. It helped achieve significant and sustainable improvements in the extra time given to patients. For example, the Royal Liverpool and Broadgreen University Hospitals NHS Trust increased direct patient-care time from 27% to 40% for sisters and from 25% to 45% for staff nurses.

The two examples above focus on encouraging flexibility at the front line. In reaction against micromanagement from the top down, many public services are increasingly realising that it is in their interests to create scope for more initiative and flexibility for workers at the front line so that they can link up with communities and with colleagues in other services to tackle local problems. This is equivalent to a degree of resource-pooling 'in kind' without having to go through complex budgetary calculations.

4. Linking Local and Strategic Planning

The alignment (joining-up) of services at the local community level is made easier where there is a wider approach to linking local and strategic planning processes. In addition local communities within a council area have different characteristics and levels of advantage and disadvantage and thus benefit more from strategic planning which accommodates these differences.

In Scotland, Community Planning Partnerships achieve this form of alignment by developing community/neighbourhood local plans which focus the strategic plan on locally identified priorities. A good example of this is in Aberdeen where guidance on designing local neighbourhood/community plans was published in 2009 **R2 R3**. The Diagram below illustrates how the neighbourhood community planning process links to the Aberdeen local authority wide Community Plan, the Aberdeen Outcomes and the National Outcomes of the Scottish Government.

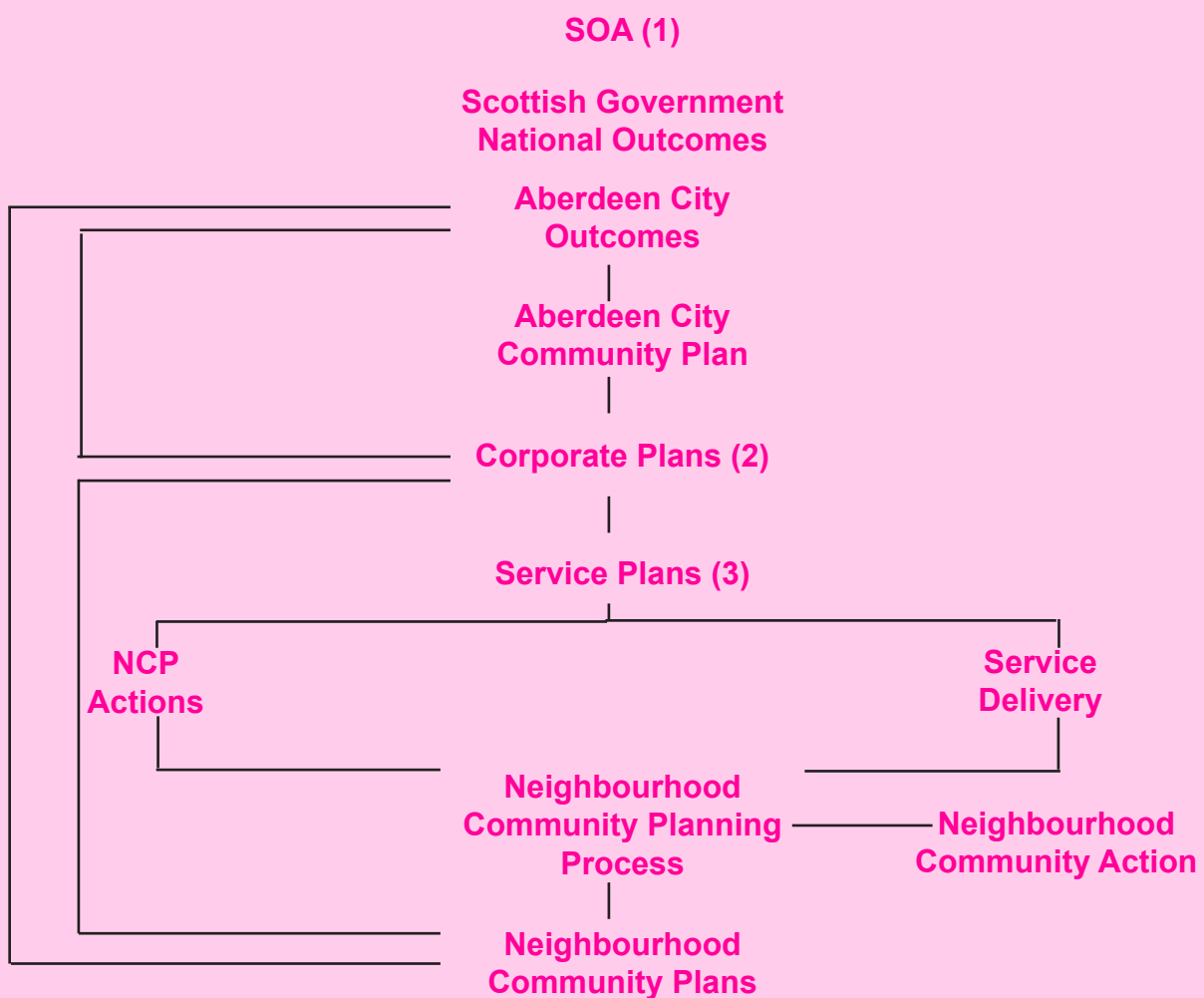


Diagram 1:
Integration of Plans in Aberdeen

(1) Single Outcome Agreement between Government and Aberdeen Community Planning Partnership.

(2) High Level Strategic Plan for each partner agency (i.e a council)

(3) Management plan for each service agency within a partner agency (e.g. housing).

The Aberdeen Guidance also sets out the annual cycle for neighbourhood community planning and community engagement. This process results in agreed community plans being in place for the beginning of the financial year. An example of this is the **R4** Bridge of Don Neighbourhood Community Plan 2011-2012 which presents the agreed priorities and the evidence for each.

In Dundee a broadly similar though more developed approach to linking the strategic city-wide Community Plan and Local Neighbourhood Plans is taken. Each of the city's 8 designated

neighbourhood areas has a three year community engagement plan **R5** Strathmartine Community Engagement Action Plan 2008-2011 and a Community Plan **R6** Strathmartine Local Community Plan **R7** Lochee Local Community Plan and **R8** Review. The Community Plan presents the local priorities within the city-wide themes, identifies the lead responsibility for each action and sets a timescale for delivery.

The template below is used across all of the 8 local plans in Dundee:

City-wide Community Plan Theme				
Key Issues/Identified needs		<i>Details of issue and how identified (survey, needs analysis, engagement etc)</i>		
Current Position		<i>Details of current actions, projects, groups etc addressing issue.</i>		
Outcomes Required	Actions/ Outputs that contribute towards achieving outcome	Lead Agency	Partnerships/ Inputs	Timescales
<i>Measurable change sought</i>	<i>New activities/ projects etc</i>	<i>Council/ statutory body/ voluntary organisations/ community group</i>	<i>Supporting inputs from other organisations and initiatives</i>	

Lessons from the BIG Lottery Fund Community Planning Pilots

The Big Lottery Fund-supported Community Planning Pilot Project in Derry and Strabane Council areas developed two local community plans **R9** **R10**. These presented, where possible, the local issues within the context of the wider strategic plans in each Council area. The collation of data on both assets and needs in local communities is also a key ingredient in building alignment between local and wider strategic plans. The Derry-Strabane Pilot Project used GIS (Geographic Information System) to map assets, including facilities for community groups, and to inform the community engagement process during the development of its two local community plans www.derrycity.gov.uk/maps/

The Pilot Project supported in Belfast enabled community and voluntary sector stakeholders (including the five Area Partnership Health and Wellbeing Forums) to participate in identifying the priorities of the Belfast Strategic Partnership's Framework for Action on Life Inequalities **R11**. Belfast City Council's Local Area Working **R12** is a major programme designed to gather and collate neighbourhood intelligence (statistics of need, assets and facilities) to inform citizen engagement exercises. The programme supported the Council in co-ordinating its response to each of the 13 Neighbourhood Renewal Plans across the city.

5. Strategic Alignment of Planning Cycles

The third and most challenging level of planning alignment is strategic. It is also arguably the most important as it involves the community and voluntary sector (CVS), public/statutory sector, Government departments and local councils all aiming to ‘join up’ their assessments of needs, views on priorities and solutions, planning cycles and resource allocation. Community Planning provides a better framework for this with facilitation by councils built on community engagement and legal requirements on statutory agencies and departments. Community Planning is not intended to replace or override the legal duties of councils or agencies. Its added value is the development of more aligned (joined-up) planning and delivery where there are clear benefits in doing so. These benefits can range from better understanding and targeting of needs and/or issues to improvement efficiencies through shared facilities, resources and staffing. They are often referred to as ‘collaborative gain’ **R13** and **R14**. In Edinburgh the Community Planning Partnership is now seeking to include in its city-wide Community Plan only those priorities and actions which require two or more partners and will provide collaborative gain. Similar

approaches are being adopted in Louth **R15** and Galway **R16**.

In Scotland the central instrument for achieving strategic alignment is the **Single Outcome Agreement (SOA)**. This is a formal agreement between the local council and its community planning partners and (crucially) the Scottish Government. A good example is Dundee’s SOA **R17**. It sets out in detail the outcomes which partners will work together on, with targets and indicators. These outcomes are selected by the community planning partners at local council level from a suite of outcomes established by the Scottish Government (the partners can include outcomes not in this suite). The SOA thus aligns national, local council and local community outcomes. The Government’s suite of outcomes is regularly updated in the light of national priorities, local experiences and needs and input from the council-based Community Planning Partnerships.

In Fife the council-wide Community Plan is aligned with the landuse Structural Plan (the equivalent of Development Plans in NI). The alignment links are presented below:

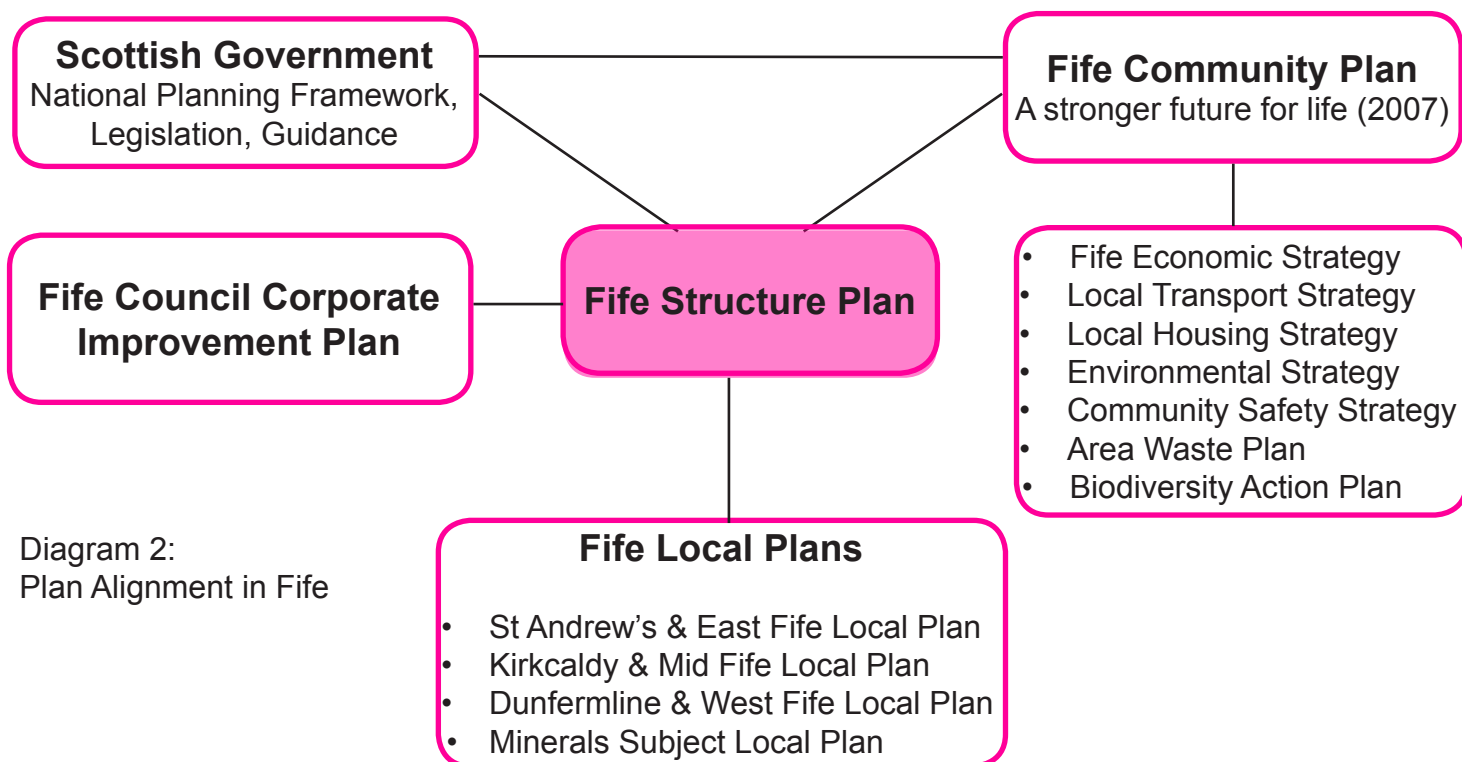


Diagram 2:
Plan Alignment in Fife

The Fife Structure Plan **R18** explicitly states how it will contribute to delivering the Community Plan:

- The Structure Plan will zone new employment sites in line with the Community Plan.
- The Structure Plan's Housing Policy will fulfil the Community Plan's commitment to vibrant balanced communities.
- Transport connections will be in line with the Community Plan objective.
- The Structure Plan will be updated on five yearly basis through ... the Community Plan.
- The Structure Plan's contribution to the Community Plan's key milestones will be regularly assessed.

In the Derry City Council area "One City, One Voice, One Plan" (www.ilex-urc.com) was developed to focus and align all sectors and agencies and the Council on an agreed set of priority issues and actions. The "One Plan" was developed using Future Search (See **Toolkit: Engagement** - Methods) and is a key commitment in the Programme for Government as a means of linking Government Departments in supporting its implementation.

The Belfast Strategic Partnership (BSP) brings together a wide range of partners in the public, community and voluntary sectors to focus on agreed strategic priorities **R11**. The Partnership is chaired by Belfast City Council's Chief Executive and (like Edinburgh above) the intention is that actions will focus on gaps in provision to address needs and on issues where co-ordination and collaboration is essential.

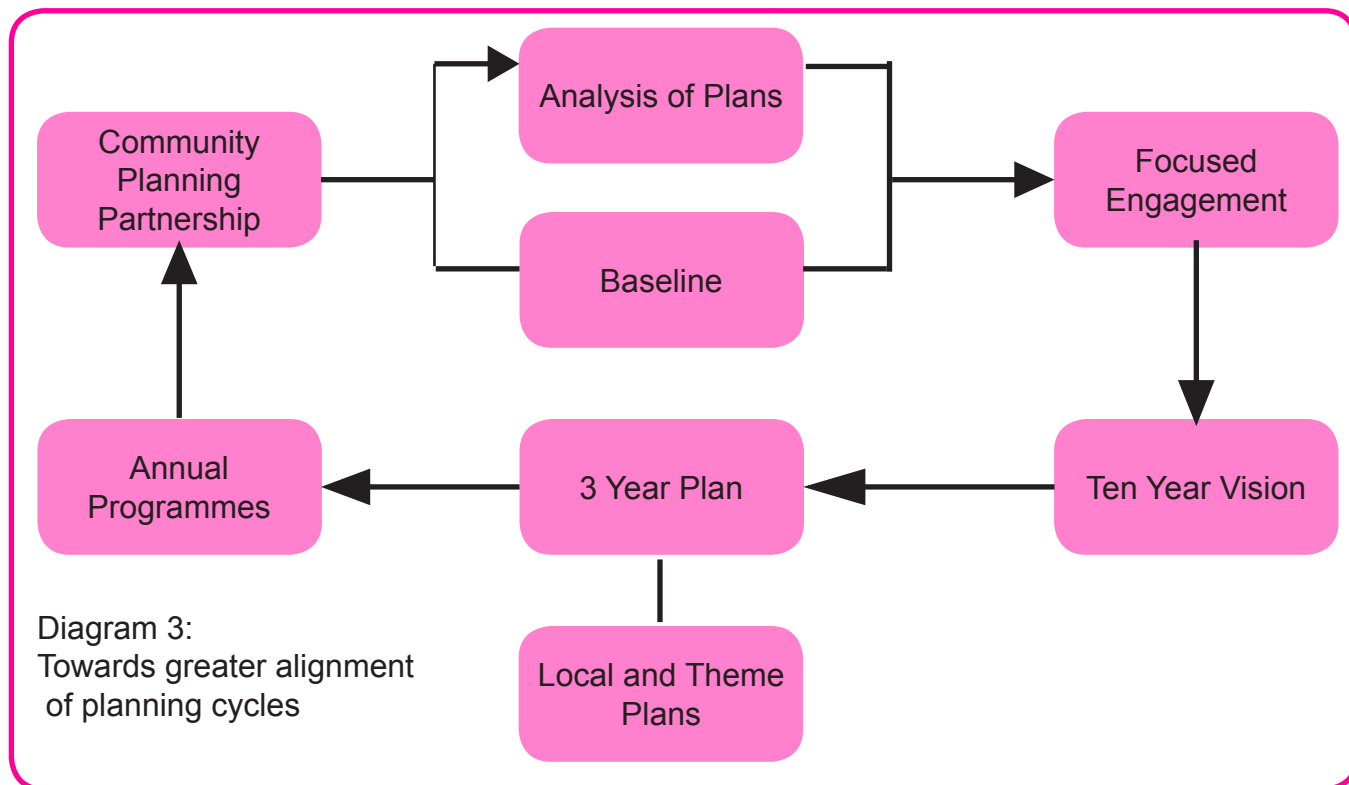


Aligning Planning Cycles

The Big Lottery Fund supported Community Planning Pilot Project in Belfast addressed the issues and challenges in aligning the planning cycles of the Council, the Health and Social Care Board and the Belfast Health and Social Care Trust **R19**. Its seminar on the subject identified knotty issues including:

- the different accountability processes of statutory agencies (to Departments and Ministers) and councils (to local elected representatives);
- The financial deadlines of councils' rates setting timeframes and the annual financial years of agencies and Departments;
- The ability of councils to raise revenue through rates compared with the 'top-down' budgets allocated to agencies;
- Departments' and Ministers' timeframes for setting priorities for agencies is different from the timeframes councils must follow for their corporate plan.

These obstacles to better alignment of the planning cycles of different agencies are compounded by the uncertainties in financial planning which the community and voluntary sectors work within. Attempts to address these obstacles require a systematic approach over a period of years. A planning process such as the following provides the opportunity to build greater alignment of planning cycles.



- The Analysis of Plans draws together existing commitments on programmes, spending etc, and initial opportunities for collaboration.
- The Baseline reviews socio-economic indicators, findings of consultations, community surveys etc to provide an evidence base for identifying possible strategic priorities.
- Focused engagement tests, develops and refines the strategic priorities and possible actions over the short and medium term.
- The ten year vision sets the overall aims for the Community Planning process and the areas and/or issues where collaboration is most needed.
- The three year plans can be designed to both address the priorities and strengthen collaboration:

Year 1 - in reality is likely to concentrate on delivering current commitments but in a more co-ordinated way. However, it should also be the start of developing and testing ideas for new and greater collaboration.

Year 2 - should see new proposals for collaborative gain coming forward for approval and resourcing where necessary this would involve the partners pooling resources and/or persuading others (e.g. Departments) to allow relocation or redirection of resources.

Year 3 - implementation of collaborative projects and programmes within an evaluation framework.

Strategic Alignment of Resources

The alignment of resource allocation happens often at a level where two or more public/statutory agencies jointly fund a project. Similarly, it happens where agencies share facilities, co-locate community hubs (often along with the CVS) or create inter-agency teams (e.g. the Belfast Health Development Unit where health and Council staff are co-located to deliver an agreed plan).

Total Place <http://www.localleadership.gov.uk/totalplace/> **R20**

Alignment of resource planning and allocation in a more strategic way is the focus of the Total Place initiative in England. Total Place was introduced in 2009 and aims to map the totality of public spending in a locality as well as detailed analysis of spending on key local priorities. This mapping conducted in a series of pilot exercises has illustrated the complexity of public spending across local partners, and helped them to understand how to enhance the benefits of that spend within the area. It also deploys participatory methodologies to understand services from the user perspectives, in order to:

- Identify opportunities for genuine service transformation across organisational boundaries;
- Develop services around the needs of people in the local area, with a more integrated offer for users, especially those with complex and multiple needs; and
- Identify efficiencies through collaborative working and redesigned services.

The idea of co-ordinating capital and revenue spending, cutting waste and avoiding unnecessary duplication is a positive development which is something the sector should welcome. The sector should also work to avoid unnecessary duplication and competition in its own service delivery. However, it is important that rationalisation is not the only purpose of this approach. The sector needs to place as much emphasis on service gaps as service waste in developing more effective local plans

Birmingham Total Place

<http://www.homesandcommunitiesacademy.com/total-place-birmingham>

Birmingham was named as one of 13 pilots in 2009 and its Total Place approach focused on three strategic themes:

1. Housing and the built environment – using a Total Community approach to look at the scope for the holistic regeneration of deprived neighbourhoods;
2. Services – re-focusing activities on multi-agency prevention and tackling underlying problems; and
3. Governance – finding new ways of maintaining standards at lower cost.

The first step was to map the total public sector

spend in the city, which was calculated at £7.5 billion per year. Additional “deep-dive” analysis was undertaken into each of six themes, to identify and understand budgets, interventions and overlaps. These included for example, early years and drug and alcohol misuse with the overall objective of defining a *Budget for Birmingham* that was more transparently integrated around these types of cross-cutting themes. More than 100 middle management staff were also trained in Total Place to help build understanding of integrated working and budgetary alignment.

The initiative in Mount Vernon referred to previously is a unique attempt at applying Total Place at a local community level. The community and statutory partners involved hope to demonstrate better ways of using monies coming into the area.

Total Capital **R21**

Total Place was mainly about coordination between revenue programmes but more recent attention has turned to capital investment.

The idea of **Total Capital** is that public sector physical investment could benefit from a similar holistic local perspective. It has three key elements: alignment, procurement and asset management. The key elements of the approach are:

- First, major investments should be **aligned** in design, timescale and location so as to maximise the overall benefit to the local place. Total Capital might only refer to only public investment but could extend to consider private investment over which the public sector has a degree of control through the planning system, although these powers are considerably weaker in Northern Ireland.
- Secondly, a more joined up approach to investment planning can then lead into a more joined up approach to **procurement** which might be an opportunity for the community and voluntary sector and especially social enterprises to offer more competitive and effective models of service delivery.
- Thirdly, a shared approach to **public assets** has the potential to significantly reduce asset management costs. The ownership and control of assets in the community interest is one area where the sector can benefit from the way in which local facilities are managed and used.

Participatory Budgeting

<http://www.participatorybudgeting.org.uk/>

Other models for the alignment of resources at a local area level have also been developed though not yet rolled out universally. Generally referred to as Participatory Budgeting (PB) these models involve residents in making decisions on local spending. They include:

- **Community Grants** - the most common model of PB in the UK at present, this is small pots of money that may have already been identified for community grants and involves residents in voting for which community projects should receive the funding.
- **The 1% budget** - is an approach which advocates top slicing a percentage of the local authority's investment budget to be allocated by local people across a range of services. The budget may be then devolved to electoral wards or area committees or may be kept at the broader level.
- **Pooled budgets** - involve citizens in allocating a pot of money pooled from a range of providers on a particular theme or area. The budgets might be reallocated to the organisations or services involved in the original budgets rather than to community groups, but the main aim is to deal with a particular issue or neighbourhood from the citizen perspective.

Resource Issues for the CVS

The **Toolkit: Working Together** Theme draws attention to the resource imbalance between the CVS and the public sector. The CVS often seeks to address local issues and issues of exclusion and inequality in a joined-up (holistic) way. Aligning strategies and resource allocation is crucial to the success of this approach working collaboratively rather competitively with others. There are also other means which the CVS can pursue in order to strengthen its resource base and, more importantly, tackle these cross-cutting local, exclusion and/or inequality issues. Issues to consider include:

- Are there needs/gaps identified in the Community Planning process which can best be addressed by the CVS (through grants, social enterprises contracts etc)?
- Are there assets or facilities which could be better managed or developed by the CVS?
- Are social clauses being used to their full potential by all the partners when procuring services?
- Do the terms of reference for tendering value the local knowledge assets and experiences of the CVS?
- Can contract tenders for services be clustered to provide a more 'joined-up' approach to local communities?
- Is full use being made of community 'planning gain' when planning permission is awarded for major developments (and should Community Infrastructure Levies be introduced)?
- Are there opportunities to partner or share skills within or across communities?

Overall the CVS should ensure that any analysis of resources or assets takes full account of the social capital and community assets created and maintained by communities.



Resources

- R1** PHA and DARD (2011) *Evaluation of a project to Maximise access to and uptake of Services, Grants and Benefits in Rural Areas*. Deloitte.
- R2** Aberdeen Futures Going Local. *A Guide to Neighbourhood Community Planning*. Locality Neighbourhood Planning Challenge Forum.
- R3** Locality Planning Forum (2009) *Working Group on the Re-design of Neighbourhood Community Planning*.
- R4** Community Planning in Aberdeen *Bridge of Don Neighbourhood Community Plan 2010-2011*.
- R5** Dundee Partnership *Strathmartine Community Engagement Action Plan 2008-2011*.
- R6** Dundee Partnership (2010) *Strathmartine Community Planning Partnership Local Community Plan 2008-2011. How have we done so far?*
- R7** Dundee Partnership Lochee Community Planning Partnership *Local Community Plan 2008-2011*.
- R8** Lochee Community Planning Partnership (2010) *Local Community Plan 2008- 2011. How have we done so far?*
- R9** Derry/Strabane Community Planning Pilot (2012) *Local Plan Glenelly*.
- R10** Derry/Strabane Community Planning Pilot (2012) *Local Plan Waterside*.
- R11** Belfast Strategic Partnership (2011) *A Framework for Action to address Life Inequalities 2011-2015 Draft Summary*.
- R12** Belfast City Council Community Planning Pilot (2011) *Community Planning and Local Area Working*.
- R13** Improvement Service (2008) *Collaborative Gain Research Study*. AMEY.
- R14** Improvement Service (2008) *Collaborative Gain Research Study Case Study Findings*. AMEY.
- R15** Louth County Development Board (2009) *Review and Strategy 2009-2012. Louth a County of Opportunity*.
- R16** Galway County Development Board (2009) *Priority Actions 2009-2012*.
- R17** Dundee Partnership (2009) *Single Outcome Agreement for Dundee 2009-2012*.
- R18** Fife Council (2009) *Fife Structure Plan 2006-2026*.
- R19** Belfast Community Planning Pilot (2011) *Planning Cycles Insight Seminar*.
- R20** Communities and Local Government (2010) *Total Place: A Whole area approach to public services*. HM Treasury.
- R21** Homes and Communities Agency (2010) *Total Capital*. London.