

Do you know your LAAs from your elbow?

Stronger Communities – LAAs and the voluntary and community sector

Outcomes - at the heart of LAAs

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Setting outcomes and targets and identifying indicators

What's an outcome?

Outcomes are the changes and benefits that happen as a result of the delivery of services or activities. LAAs are intended to ensure improved service benefits for local people. The government specifies some high-level or overarching outcomes which local authorities and their partners agree to work towards through locally agreed strategies and programme design. Outcomes then are the starting point for Local Area Agreements.

The mandatory outcomes, which need to be included in the LAA, are contained in the outcomes framework in the LAA Guidance. These are high-level outcomes, which you can use as the starting point for developing your outcomes framework. However, you can add further outcomes, to reflect local or cross-cutting issues.

The centrally set high-level outcomes are the headlines, under which each local area (i.e. city, district or county authority) determines its own locally relevant priorities. The idea is that in each 'block' of the LAA (or for mini-LAAs, in the Safer and Stronger Communities focus), relevant outcomes, indicators and targets are identified right at the start of the planning process; they point to the intended changes and benefits that you aim to bring about and influence the shaping of local programmes and services.

What's an indicator?

Indicators tell you if you are on the right path in getting to where you want to be, and help you to assess your performance in relation to the outcomes you have set. They should:

- produce information which measures what you are trying to achieve and tracks progress.
- show a strong link (be attributable) to your activity.
- be well defined, so that progress can be assessed clearly and as precisely as possible.
- generate clear evidence to validate analysis and assessment.
- be unambiguous, so that it is clear whether an increase or decrease in the value of the indicator is a positive result.
- be easy to understand.

For example, volunteering indicators:

You will need to specify the percentage of people undertaking formal volunteering for an average of x number of hours per week, over a x (usually 12) month period.

There are a number of constraints as Bradford CVS found when developing stretch targets for volunteering, including specified types and financial value of volunteers, and the accepted methods of measurement e.g. very quantitative, really only achievable by using MORI.

What's a target?

These are attached to indicators and should be real and evidence based. Within LAA guidance, a target is defined as “a clear timebound milestone for achieving the outcome”.

Examples (and opportunities) from LAA Guidance:

SSCF includes the mandatory outcome;

“Increased capacity of local communities so that people are empowered to participate in local decision-making and are able to influence service delivery”

This provides a headline for the LAA, and for which indicators and targets need to be set.

In second round LAAs, the government set mandatory performance indicators in relation to this mandatory empowerment outcome (above). These are:

- a) The percentage of people surveyed who are i) involved in decision making, and ii) feel they can influence decisions in their area.
- b) The percentage of people who have worked in a voluntary capacity over the past 12 months.

Underneath this headline are a number of more specific outcomes that can be identified as local priorities and for which indicators and targets can be set e.g.

- Increase in local participation in governance
- Increase in community cohesion and inclusion
- Increase in volunteering
- Growth of the local VCS in the past year
- The promotion of key public services delivered by the VCS

In Round 3, the wording of the mandatory outcome is slightly different:

“Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery”

The mandatory indicators are:

- Percentage of residents who feel they can influence decisions affecting their local area
- Percentage of people who feel that their local area is a place where people from different backgrounds get on well together
- An increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year

Other Possible Indicators

- Increase in the percentage of residents who feel they can influence decisions affecting their area
- Increase in the percentage of residents who affirm that they carried out voluntary work in an organisation at least three times in the past year
- Strengthen the engagement of rural residents through governance roles and by identifying local needs and actions to tackle them
- Increase in the number of town and parish councils attaining Quality Status

The key thing is that these targets can be measured and assessed. The Government is looking for evidence that partners have a clear analytical base for the outcomes,

and that there are baselines and milestones against which to measure progress on achieving targets.

What does seem to be clear across the country, however, is that the different public sector and LSP leads and the different Government Offices accept different levels of sophistication with regard to outcomes, detailed indicators and indicators.

Stretch targets and reward grants

Stretch targets and reward grants relate to those areas where you intend to make a 'step-change' in performance and if agreed by government can attract additional funding. The argument for a stretch target is made on the basis that pump-priming money will enable a higher target to be achieved – it will be stretched.

To evidence the case for a stretch target you will need to show:

- Information for the baseline – the actual number now
- The performance expected without the local LPSA
- The performance expected with the local LPSA
- The enhancement in performance with the local LPSA (stretch)

Pump Priming Grants (PPG) are available to support the delivery of the 'stretch' targets and can be spent up front or over the three years of the agreement. This means it can be used to get a new project up and running or to increase the capacity of an existing programme or project, to meet the 'stretch' target.

If the 'stretch' targets are met there is an additional Performance Reward Grant (PRG) available. The allocation of the PRG should be agreed during the negotiation phase of the LAA - when the 'stretch' targets are being agreed.

Sharing the reward element

It is important for the VCS to ensure that the outcomes have been endorsed at the LSP and that adequate pump priming funding is available for investment in VCS delivery. It is also important to use early discussions at the LSP as an opportunity to make sure that there are robust arrangements in place to apportion the reward grant equitably between the partners.

What's been happening so far?

A number of the first round LAAs have reflected that they started 'in the wrong place', i.e. they concentrated on funding streams rather than what the LAA was trying to achieve – its 'outcomes'. The identification of targets was therefore left until a very late stage in the LAA shaping and design process. Experience suggests that it is easier to think about funding streams after you have established what it is that you want to achieve in the LAA.

It is also easier to see where there might be cross-cutting outcomes (interventions and services that straddle and join up the blocks) if funding streams are the means rather than the end.

Examples of VCS involvement in designing outcomes

Wolverhampton

The *Moving Forward* report identified that if the VCS is to engage effectively with current opportunities, it needs to develop a vision, expressed through a series of outcome statements, that can be shared between VCS organisations and with wider statutory partners. These outcomes can also provide a framework within which a variety of strategic planning processes can 'fit'. The VCS is now working on this and is in the process of developing an outcomes framework through a series of workshops within the sector.

Telford

...is hoping to strengthen the capacity of the community, both at the Borough-wide and neighbourhood level and through the LAA, to engage communities in its growth and redevelopment process, and to ensure ownership of and identity with the redevelopment process. The outcome sought is more effective action and neighbourhood development by communities themselves. The recently agreed Local Compact is seen as a key mechanism for both strengthening the VCS and establishing sustainable and productive relationships between the VCS and partner agencies. Strengthening the capacity of BME communities to engage and impact upon decisions that affect their quality of life is a particularly significant outcome, and it is hoped that the LAA will enable the development of a local Commission for Equality & Human Rights, comprising of members of the LSP and the Connecting Communities Forum. The intention is to embrace diversity and create a more cohesive community within the Borough.

Telford is also exploring how to move towards establishing a notional minimum of £1 per head of population as an adequate funding base for VCS infrastructure organisations based on the formula established through work carried out by NCVO and NACVS. This would require a doubling of the current level of public sector funding support. Clearly this approach will need to be closely aligned with the Home Office's proposals outlined in their '*Change-Up*' Strategy and '*Firm Foundations*' publication, regarding sustainable funding and community engagement.

Leicestershire

In Leicestershire the VCS is leading on the Safer and Stronger element of the LAA. The Leicestershire LAA proposal involves the development of social capital, with associated stretch targets, pump priming and reward grants.

The Leicestershire LAA Stronger Block intend to measure 'bonding, bridging and linking social capital' across 20 geographical communities (at super output area level) and two communities of interest (citizens juries for people with physical and visual disabilities and BME communities). Measurements will be made in April / May 2006 and again in early 2009, after early interventions. Measuring social capital (the strength of a community) will be done through the use of locally trained volunteer interviewers, who will survey 10% of the population using a detailed questionnaire.

Led by the local county CVS, local development groups will analyse the survey results and select a range of interventions, designed to enhance social capital in the communities. The interventions will form the delivery plan for each of the identified communities. An addition, the two 'community of interest' groups will also analyse the data and decide on their own interventions. The survey evidence will provide a baseline. Targets for formal volunteering and election turnouts will be agreed with the GO. They will re-survey the same targeted communities, using the same bundle of indicators, three years later.

The VCS will promote the ideas and initiatives for formal and informal volunteering amongst the 20 pilot communities, across the other LAA Blocks and encourage them to 'test approaches' and they will survey participation changes.

DEFRA Rural Social and Community Programme funding into the LAA will be pooled and co-ordinated via the Leicestershire Rural Partnership, and smaller funding streams will be used to tackle specific issues and gaps or deficiencies in social capital.

NW Leicestershire CVS will use social capital outcomes to measure the 'Indicators of Strong Communities' outcome indicators of:

- increase in local participation
- increase in community cohesion and inclusion
- increase in volunteering

They will also survey VCS agencies involved in the 20 local development group networks to establish the outcome indicators for:

- Growth of the VCS
- Increase in the key public services delivered through the VCS

Two stretch targets have been submitted from the Stronger Communities theme. These are:

1. Building community cohesion and inclusion and increasing local participation.

- (i)
 - a. The percentage of adults who respond 'Definitely agree' or 'Tend to agree' to the question *'To what extent do you agree or disagree that you can influence decisions that affect your area on your own?'*
 - b. The percentage of adults who respond 'Definitely agree' or 'Tend to agree' to the question *'To what extent do you agree or disagree that you can influence decisions that affect your area when working with others in the neighbourhood?'*
- (ii) The percentage of adults who respond 'Definitely agree' or 'Tend to agree' to the question *'To what extent do you agree or disagree that your neighbourhood is a place where people from different backgrounds get on well together?'*

2. Development of Volunteering across Leicestershire

The percentage of people who respond 'Two hours or more per week' to the question *'In the last 12 months, have you given unpaid help to any groups, clubs or organisations in any of the following ways (e.g. being a volunteer for one of these organisations)?'*

"The first milestone is to complete the surveys by the end of June, otherwise we lose the potential rewards".

Bradford District

The Executive of this Building Communities Partnership, chaired by the VCS, has lead responsibility on outcome 3: a district where active individuals, communities and voluntary organisations play a full part in the affairs of the District

Outcome 4: a District where strong, diverse communities live, learn work and play together.

The actions proposed follow the 5 themes of Stronger Communities:

1. Increasing community and voluntary sector involvement in local governance
2. Cohesion and inclusion
3. Increasing volunteering
4. Increasing the growth and strength of the VCS
5. Increase in the VCS delivery of public services.

The LAA action plan shows how this work contributes to the work of different strategic partnerships (which mirror the LAA blocks).

Developing a Safer and Stronger Communities Commissioning process

In Bradford District, services and projects will be commissioned to deliver the SSC partnership priority outcomes as outlined in the LAA. A number of external budgets have been pooled and aligned within the LAA to enable a joint planning and commissioning process.

There will be two separate processes

- Bradford Council will manage funding requests over £10,000
- Cnet will manage requests up to £10,000, on a rolling process.

This is not a grant giving process, it is an outcome and target led approach to delivering the LAA. Applicants will therefore have to demonstrate which of the priority outcomes and targets you aim to contribute to.

See below for examples of how the VCS is enshrined within a number of LAA frameworks (some are drafts).

Bradford District Draft LAA Performance Management

Outcome (Draft) : outcome 3: a district where active individuals, communities and voluntary organisations play a full part in the affairs of the District (SSC theme)

What are our goals for 2005 / 06?	What will we deliver? Action / activity	How will we measure our performance
Governance: to increase the capacity of local communities so that people are empowered to participate in local decision-making and are able to influence service delivery.	Support for VCS community involvement in governance roles in LSP via community network	Indicators 2007/08 % of VCS representatives on strategic partnerships 8% 9% increase on baseline 12% increase on baseline Target 2006/07 Target 70 above baseline 85%
	Development of new programmes to support community governors and other reps via CEN and others	696 79% 25 above baseline 82.5%
CEN Forums Neighbourhood partnerships Non statutory sector forum Other forums / consultations	Implementation of good practice in consultation approaches	Speakout July 2006 Survey March 2% above baseline 40 new 40 new
	Participation in community activity	59% 65% 67%
	To develop the capacity of small VCS groups through small commissions	1582 1682 1732
The growth of the VCS	Develop quality support for VCS groups to enable growth of groups	Survey baseline 31 st March 2% increase on baseline 4% increase on baseline
	% of groups reporting increased strength and effectiveness	Survey baseline 31 st March 2% increase on baseline 2% increase on baseline

Wakefield District Draft LAA

OUTCOMES	INDICATOR	BASELINE MILESTONES & TARGETS				
		2007	2008	2008	2008	
15 Improved quality of life for people in the most disadvantaged neighbourhoods and ensure service are more responsive to neighbourhood needs and improving delivery	% of residents satisfied with delivery of local services and believing service providers are more responsive to their needs. (Household Survey)	Baseline and targets to be developed for the District using information from Citizen Panel by Sept 2006				
		Neighbourhood Areas (to Be established)	+10% pa	+10% pa	+10% pa	
	% of residents who feel they can influence decisions (Household Survey)	District (2003)	18%	23%	28%	33%
		Neighbourhood Areas (to be established)	+10%pa	+10%pa	+10% pa	
16 More people feeling empowered and having a greater voice and influence over local decision-making and the delivery of services	% adults who feel that working together they can influence decisions affecting their local area. (Household Survey)	District (2003)	18%	23%	28%	33%
		Neighbourhood Areas (to be established)	+10%pa	+10%pa	+10% pa	
	% of community representatives who feel empowered to participate in neighbourhood management as a result of the capacity building and support provided by CEN	Baselines and targets will be developed as part of the implementation of neighbourhood management in 3 areas of the district. These will be agreed by September 2006				
	% of residents (i) serving or (ii) willing to consider serving in citizen governance roles such as school governor or as community advocates or representatives.	Baseline and targets will be developed for the district with the CEN. These will be agreed by September 2006				
	Number of adults in neighbourhoods who feel empowered as a direct consequence of CEN Support. (CEN)	104	Targets to be developed by September 2006 (2005)			
	Numbers of volunteers representing the community and voluntary sectors on strategic decision making bodies. (CEN)	39	Targets to be developed by September 2006 (2005)			
	Number of independent communities of geography and interest networks.	15	Targets to be developed by September 2006 (2005)			

Nottingham Local Area Agreement

BLOCK C: SAFER AND STRONGER COMMUNITIES

Outcome to be delivered:

To empower local people to have a greater voice and influence over local decision making and the delivery of services.

Proposed Indicators

SSC13:

The percentage of residents who feel they can influence decisions affecting their local area. Data source: as measured by the Mori face to face survey conducted annually in November.

- City wide
(Reward target)

- BME communities city wide
(Reward target)

- Most deprived wards
(Reward target)

2008/09 targets are based on the Mori survey to be conducted in November 2008

Proposed Targets

	<u>Baseline</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>
Without reward:	24%	25%	26%	27%
	(64,077)	(66,751)	(69,422)	(72,087)
With reward:		26%	29%	32%
Reward = 5%		(69,417)	(77,426)	(85,436)
Without reward:	25%	26%	27%	
28%	(9,357)	(9,700)	(10,073)	(10,446)
With reward:		27%	29%	33%
Reward = 5%		(10,073)	(10,819)	(12,311)
Without reward:	25%	26%	27%	28%
	(19,850)	(20,644)	(21,438)	(22,232)
With reward:		31%	33%	35%
Reward = 7%		(24,614)	(26,202)	(27,790)
		(based on an average figure for six wards)		

Interventions / Actions

- Develop and implement Community Empowerment Task Group plan – Community Engagement Strategy.
- Neighbourhood Management pilots.
- Roll out of Neighbourhood Policing
- NDC Neighbourhood Management Pilot.
- Sustain 7 existing local area partnerships and develop 2 new local area partnerships.

Partnerships / Agency Responsible for Delivery

Community Empowerment Network/ Nottingham City Council Strengthening Communities Unit

BLOCK C: SAFER AND STRONGER COMMUNITIES

Outcome to be delivered:

Strengthening of the local VCS in Nottingham in the past year.

<u>Proposed Indicators</u>	<u>Proposed Targets</u>			
SSC16: <ul style="list-style-type: none"> • Percentage of VCS groups and organisations affirming growth in activity over the past year in terms of financial turnover • Number of voluntary and community groups and organisations accessing capacity building help in the past year 	<u>Baseline</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>
	* To be surveyed			
	300	330	360	390

Interventions / Actions

- Connecting and developing opportunities to influence the regeneration agenda for community and voluntary sector groups in the city
- Assisting the community and voluntary sector to respond to the developing priorities of One Nottingham
- Enabling small and emerging community and voluntary groups to undertake grass roots activity
- Supporting community and voluntary sector groups to move towards service delivery
- Working with statutory providers to achieve equitable contracting arrangements for the community and voluntary sector
- Reviewing community and voluntary sector infrastructure through Change Up
- Strategic approach to funding the voluntary sector e.g. Voluntary Sector Investment Programme and other Public Sector Grant Funds.
- Compact review and strengthen.

Partnerships / Agency Responsible for Delivery

Nottingham Community Voluntary Service

Comments:

- The indicator on financial turnover will be measured using a simplified version of the State of the Sector methodology as developed by the Home Office. This will include community and voluntary groups and faith organisations where they carry out wider community and neighbourhood renewal activity. * This survey will happen in Quarter 2 06/07. The baseline and targets for 2007/08 will be established in Quarter 3 06/07.
- The indicator included on the number of voluntary and community groups and organisations accessing capacity building help in the past year is based on a basket of activity within the city including: groups actively involved in the Community Network, number of groups receiving small grants, Change Up infrastructure programme, number of groups with development plans linking to neighbourhoods and groups that the NCVS Change Team are working with to move towards delivery of services. In future years this indicator will be measured by identifying the main sources of capacity building help in the city.

Justification for Nottingham's stretch target figures – extracts illustrating role of VCS and assessment processes

BME community stretch:

BME communities have been identified as being disproportionately more disadvantaged than the city as a whole and as such are a focus of this stretch target. Lessons have been learnt from previous work in engaging BME communities, for example through area action planning, demonstrating that there is room for improvement in engagement processes.

Partnerships with the BME community and voluntary sector and the 'bending' of partnership organisations resources to engage BME communities should, with considerable effort, enable us to achieve a stretch of 5% above the target anticipated without stretch by 08/09. The development of a community engagement strategy in the city, building on the work carried out by One Nottingham Express, will focus on the most disadvantaged communities, especially BME communities.

Strengthening of the local voluntary and community sector in Nottingham in the past year

SSC16: Percentage of VCS groups affirming growth in activity over the past year in terms of financial turnover. Number of VCS groups accessing capacity building help in the past year.

Evidence:

The Home Office's State of the Sector results are expected to be published in Spring 2006. This will offer valuable insights into the national picture for VCS organisations.

Nottingham will replicate a (simplified) state of the sector panel to develop a baseline and track progress on this indicator. Anecdotal evidence collected through the City's VCS infrastructure bodies indicates that the local VCS is expecting a worse financial position in 2005/6.

The Safer and Stronger Communities Block recognises that to increase the 'strength' of communities will involve multi agency initiatives with resources committed in the long term to enable organisations to grow and develop. The Safer Stronger Communities block has been working with colleagues in the other three blocks of the Local Area Agreement to develop cross cutting indicators which enable the issues to tackle in multiple sectors i.e. public, private, and voluntary and community. An example of this is the growth of the VCS which is of importance to the Safer Stronger Block and the Economic Development and Enterprise block and we have worked together to come up with an indicator which meets the differing needs of both blocks.

Nottingham's Voices

Nottingham's Community Empowerment Network and the City Council's Director of Neighbourhood Services have jointly led the development of this block of the LAA. The wider SSCF group have advised on the content of the whole block and the Crime and Drugs Partnership have scrutinised and agreed the crime related indicators and interventions. This partnership approach to developing the SSC block has meant that staff in a wide range of agencies – including the community and voluntary sector – have been able to influence the indicators, targets and proposed interventions.

The selection of indicators has been based on:

- Existing evidence of local people's priorities from surveys and past consultation (e.g. Respect for Nottingham survey; annual MORI poll; consultations on development of Area Action Plans)
- Elected Members' understanding of key issues for their constituents
- Staff understanding of key issues for their customers
- New consultation with the VCS, including a specific event for the Black and Minority Ethnic VCS (Are you local? / Are you local 2?)
- government guidance and discussion with GOEM

Equalities

One Nottingham has used NRF funding to boost the sample size of the 2005 MORI satisfaction survey to enable us to identify inequalities in experience or perception compared to Nottingham as a whole. We will then target our resources to ensure that we meet the needs of the city's most disadvantaged residents. There is a commitment to continuing to measure our progress in this way.

Additionally, we believe that as we increase the strength of the voluntary and community sector there will be more opportunities for the VCS to deliver key public services. A more diverse service provider system will be more accessible and responsive to the needs of particular sections of Nottingham's communities. This, in turn, should strengthen the proportion of residents who feel empowered to influence local service delivery.

- The continuation of the Community Empowerment Fund small grants programme – enabling local communities to develop their own responses to locally identified issues and concerns – provides another mechanism for empowerment and citizen control. The small grants programme will have a particular focus on BME communities (reflecting the successful prioritisation of past years) and deprived neighbourhoods (building capacity in neighbourhood management) Nottingham's voluntary sector employs over 3,000 people and generates an income of over £120m (NCVS 2003).
- The Economic Development and Enterprise Block of the Local Area Agreement has been developed under the auspices of a stakeholder steering group, including the Voluntary and Community Sector, Local Authority, Learning and Skills Council, Jobcentre Plus and representatives from the Local and Sub-Regional strategic partnerships, chaired by the Lead Negotiator, Nottingham City Council's Corporate Director for City Development.

Economic development

The voluntary and community sectors central role in delivering outcomes is well recognised in this Local Area Agreement, both as a recipient of services (for example support on procurement, enterprise and business support) to a key partner in delivering services (from employment training to information, advice and guidance to Young Enterprise programmes). The Economic Development and Enterprise will both ensure it plays its full part in delivering the cross-cutting outcomes relating to engaging communities and the VCS sector, but also in maintaining an ongoing dialogue through the relevant partnership structures to actively promote this agenda. It is also recognised that the VCS sector is often best placed to deliver on equalities issues.

So, ready to develop your own outcomes framework?

Remember to think through:

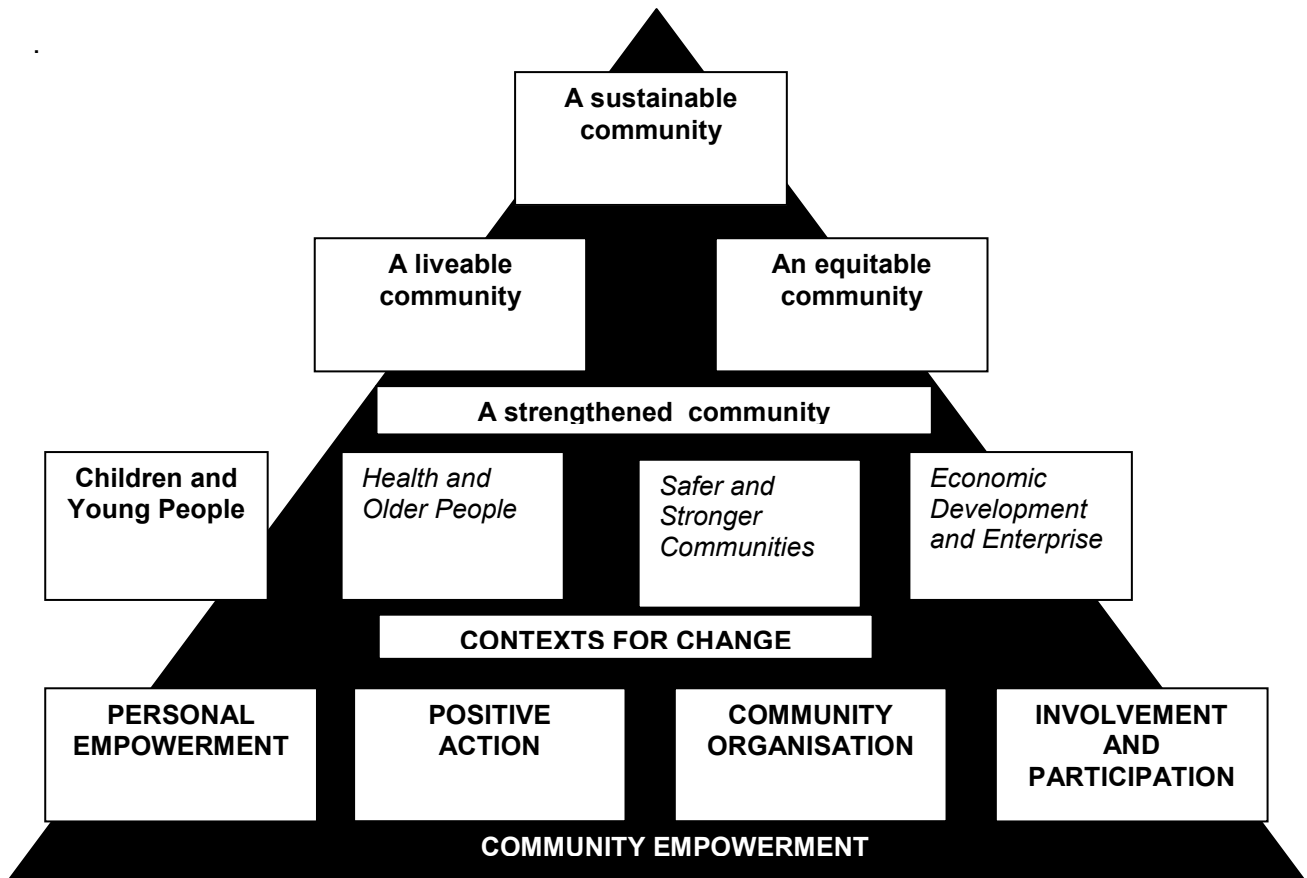
- Outcomes – both nationally set (high-level) and locally relevant and determined
- Measures and indicators
- Targets (including stretch targets and rewards)
- Milestones
- Lead organisation for outcome delivery
- Partners
- Funding allocation

The manager of VOX (Wakefield's CEN) provides the following pointers and questions:

- Identify who the agreement being developed for
- Identify who is responsible for its success or failure
- Who do you need to include in the development of the outcomes?
- Who can contribute most?
- Identify the work streams
- Establish the officer lead and the project team
- Define basic terms and develop a glossary
- Are stronger communities an inevitable consequence of safer communities?
- Are greener communities by definition stronger communities?
- Is it all about liveability and nothing else?
- Are CEN's in the business of Neighbourhood Management or Neighbourhood Governance?
- Change the language – speak plain English

Tools and signposts:

- Organisations developing something in relation to volunteering:
Bradford CVS
Eastleigh Community service
Surry CVS
Chester le Street CVS
Exeter CVS
Salford CVS
Exeter CVS
HAVCO (Havering)
SAVO (Suffolk)
NAVO (Nottinghamshire)
Westminster Volunteer Centre
- Perform is an outcomes based planning and assessment framework for VCS infrastructure organizations. If you use this to develop your strategic plan, you might find understanding the LAA approach easier – they are very similar in their design.
- The Outcomes Champions Programme developed by Charities Evaluation Services, trains people working in infrastructure organizations as 'Outcomes Champions', to help VCS groups understand how to plan with an outcomes approach. An Outcomes Champion is based with the Regional Forum.
- If you are familiar with ABCD – the Achieving Better Community Development Framework you could adapt it to help you relate your work to the LAA – place the LAA themes in the second tier of the framework to help plan this.



- NACVS, Nov 2005 – Voluntary and community sector involvement in second phase local area agreements. www.nacvs.org.uk/resources/la/laaphase2.doc
- IDeA - 'Making it work' - guidance on VCS involvement in LAAs, www.idea-knowledge.gov.uk/idk/aio/1359044
- Home Office/Office of Deputy Prime Minister – 'Indicators of Strong Communities' - indicators for the capacity building/community empowerment outcome in the SSC block and SSCF agreements. www.neighbourhood.gov.uk/publications.asp?did=1567
- ODPM Guidance on LAAs <http://www.odpm.gov.uk/index.asp?id=1161635>
- I&dea knowledge base <http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelid=1174195>
- VCS perspective from ACRE, Community Matters, Community Development Foundation, NACVS and Urban Forum <http://urbanforum.org.uk/new/index.html> (March 2005)
- Yorkshire and Humber Regional Forum, Tel: 0113 394 2300 Email: office@regionalforum.org.uk
- COGS website for PERFORM guidance material around outcomes planning for infrastructure organisations, and guides to other tools and frameworks, www.cogs.uk.net