

Delivering Sustainable Communities with LAAs

Introduction

The primary objective of an LAA is to deliver genuinely sustainable communities through better outcomes for local people.

When agreeing and delivering outcomes, LAAs can also help tackle some of the key long-term challenges which are faced by local authorities, LSPs and their communities and which need be addressed if we are to realise genuinely sustainable communities. These are set out in the Government's new Sustainable Development Strategy launched by the Prime Minister on the 7th March 2005 which can be found at www.sustainable-development.gov.uk.

LAA Guidance, ODPM March 2006

This guide, part of the LAA toolkit, offers practical ideas about how to use LAAs to deliver genuinely sustainable communities. It includes suggestions and examples, but it is entirely for local partners to decide what would be most appropriate for their area. It draws on the experiences of the first two rounds of LAAs. This guide will be of use to areas in the 3rd round of LAAs and areas from the 2nd round and pilot rounds looking to refresh their Agreements.

The remainder of this guide :

- Explains what the government means by sustainable communities and how this relates to LAAs
- Describes four **elements** by which an LAA can deliver genuinely sustainable communities.
- Includes a checklist of "things to remember"
- Suggests organisations that could provide you with further advice, or websites with further information

You may choose to follow just one or two of the elements suggested below, but all four applied together will maximise the benefits.

Delivering Sustainable Communities

What should we be delivering?

The Government's Sustainable Development Strategy, *Securing the Future*, was launched by the Prime Minister on the 7th March 2005. It included the Government's definition of sustainable communities shown in the box below.

Sustainable communities embody the principles of sustainable development. They:

- ***Balance and integrate the social, economic and environmental components of their community***
- ***Meet the needs of existing and future generations***
- ***Respect the needs of other communities in the wider region and internationally also to make their communities sustainable***

Securing the Future, TSO March 2005, Annex A.

Creating genuinely sustainable communities therefore needs a distinctive approach. Following widespread consultation, *Securing the Future* established four priorities for action across the UK. They are:

1. Sustainable consumption and production
2. Climate change and energy
3. Natural resource protection and environmental enhancement
4. Creating sustainable communities and a fairer world

Cutting across all of these is a fifth driver to:

5. Help people make better choices to support the four priorities

Tackling these priorities will help us to foster more sustainable communities locally as well as putting us on course to achieve our national goals for sustainable development.

Why should we deliver it?

Delivering more sustainable communities now will benefit today's citizens **and** help to secure the future for later generations of residents.

By integrating social, economic and environmental objectives, sustainable communities maximise the benefits to be gained now from local initiatives and avoid unnecessary conflicts between them. This integrated approach helps to avoid 'down-stream' problems by addressing the root causes, be they social, economic or environmental. It also offers the opportunity to strengthen partnerships between social, economic and environmental interests.

Not only are sustainable communities a government priority, they are also communities that are better prepared to face a future of reduced resources and tougher environmental limits.

The final chapter of *Securing the Future* is called *Ensuring it Happens*, and aims to ensure that the four priorities are delivered nationally, regionally and locally. It recognises that:

Local authorities and their partners, through Local Strategic Partnerships, are pivotal to delivering sustainable communities.

How can we deliver it?

Local Strategic Partnerships and LAAs are crucial to delivering sustainable communities. They can help to achieve this by:

- Balancing and integrating the social, economic, and environmental needs of their community
- Preparing for the needs of future as well as current generations
- Aiming for the best possible social, economic and environmental impact on other communities, especially those in the poorest parts of the world
- Helping to deliver *Securing the Future's* four priorities

This remainder of this guide describes **4 elements** for delivering genuinely sustainable communities through LAAs and includes real life examples taken from the first two rounds of LAAs. All four are valuable and mutually supporting. They are:

1. Choose outcomes that support sustainable communities
2. Choose indicators and targets that support sustainable communities and avoid perverse outcomes
3. Sustainability proof the draft LAA
4. Think about how outcomes can be operationalised in ways that supports sustainable communities

Element 1: Choose outcomes that support sustainable communities

LAA's can help deliver genuinely sustainable communities by including: -

- **Tailored outcomes** to support *Securing the Future's* priority outcomes, such as: *improve local air quality or reduce fuel poverty*. For ideas on 'tailored outcomes' see the examples beginning on page 4.
- **Cross-cutting outcomes** that support social, economic and environmental goals at the same time, such as: *improve the health of people in the most disadvantaged areas by promoting local fresh food supplies*. For ideas on 'cross-cutting' outcomes see the examples beginning at page 6.

The outcomes framework in the LAA Guidance provides a menu of outcomes and indicators. The framework includes numerous outcomes and indicators that support the *Securing the Future* priorities. But partners need not confine themselves just to the Framework outcomes. Many of the round one and two LAA's added in their own outcomes. As the March 2006 LAA Guidance notes:

Other important outcomes will make up the balance of an LAA including those identified in the Sustainable Community Strategy and other local strategies

There is now substantial overlap between the outcomes framework in the LAA Guidance and *Securing the Future's* priorities. Local partnerships are encouraged to include tailored and cross-cutting outcomes to support these and to help people make better choices to support the priorities

A fundamental requirement of LAA's is that they should derive from the partners' priorities as reflected in their community strategies and linked documents. Therefore it will be much easier to incorporate outcomes that support the *Securing the Future* priorities if community strategies for the area are underpinned by sustainable communities and sustainable development principles.

Below are some examples to illustrate 'tailored' and 'cross-cutting' outcomes. These examples are drawn from the first two LAA rounds.

EXAMPLES OF TAILORED OUTCOMES

Helping people make better choices

Leicester has an outcome to increase environmental awareness to catalyse personal action.

One planet economy – sustainable consumption and production

Brighton and Hove has an outcome to improve our environment by using our resources more effectively to recycle and reduce residual waste.

Cornwall has outcomes to improve the sustainability of tourism; and minimise the growth in waste production.

Kingston has the outcomes:

- i) Reduce business waste and increase energy efficiency on industrial estates
- ii) Support local SMEs and 3rd sector organisations to procure from public sector organisations.

West Sussex has an outcome of a better quality natural and historic environment for all, which includes a target to work increase tenders from small and local producers for contracts let for food and catering by the County Council

Lancashire has a sub-outcome of increased environmentally, socially and economically sustainable business growth and entrepreneurship in Lancashire

Confronting the greatest threat – climate change and energy

Brighton and Hove has an outcome to improve awareness and encourage use of sustainable transport choices.

Cambridgeshire has a stretch target to increase the number of bus journeys into, out of, and within Cambridge.

Cornwall has an outcome to grow Cornwall's sustainable energy economy, reduce greenhouse gas emissions, and reduce fuel poverty

Kingston has the outcomes:

- Personalised travel planning delivering modal shift and CO₂ emissions savings
- An improved environment for walking and cycling and an increase in use of these forms of transport

Lancashire has a sub-outcome to improve access to public transport across Lancashire.

Redbridge has an outcome sustainable communities which deliver sustainable development locally, which includes a target to improve energy efficiency and sustainability in the domestic sector.

Shropshire has a PSA outcome for sustainable low carbon communities with strengthened economic capability in this rapidly growing area.

West Sussex has the outcomes:

- A better quality natural and historic environment for all, which includes a target to reduce total CO₂ emissions from energy use.
- Reduce congestion on West Sussex roads, improve access to services, and develop more sustainable transport solutions.

A future without regrets – protecting our natural resources and enhancing the environment

Cornwall has an outcome to develop Cornwall as a Centre of Excellence for the sustainability of biodiversity resources.

Kingston has an outcome enhance the local environment through the conservation of biodiversity and the natural environment.

Leicester has an outcome to reduce pollution and waste, support biodiversity, and achieve more efficient and sustainable use of resources, and increase environmental awareness to catalyse personal action

Wakefield has an outcome for improved quality and accessibility of public spaces which includes a biodiversity stretch target.

From local to global – creating sustainable communities and a fairer world

Cambridgeshire has a target to establish a baseline during 2006/07 on the current volume of social enterprises in order to develop a target to increase advice and guidance for social enterprise development across Cambridgeshire.

Cornwall has an outcome to improve access to work, healthcare, education, food shops and recreation.

Nottinghamshire has an outcome to improve access to jobs and services within the county.

Redbridge has an outcome of sustainable communities which deliver sustainable development locally, which includes a target to eliminate fuel poverty in non-vulnerable households in Redbridge by 2016 in line with the Government's Fuel Poverty Strategy objectives.

Shropshire has an outcome to enable local people and key workers across Shropshire to access new appropriate affordable housing; and a LPSA outcome to improve access to services and work for local people.

Barking and Dagenham has an outcome that the environment provides opportunities for healthy living

EXAMPLES OF CROSS-CUTTING OUTCOMES

Devon's outcomes include:

- The physical and mental health of Devon's adult population is improved through physical activity. This includes promoting more active travel plans, walking and cycling.
- Older people will have easier access to the services and facilities that they need to enjoy a good quality of life.

Dorset has a separate cross-cutting issues block which includes the outcome to: improve access to services and tackle the barriers to social and economic inclusion.

Lancashire has a sub-outcome of better homes for Lancashire people, which includes measures to increase the average SAP (energy efficiency) rating of housing stock and to increase the take-up of energy efficiency grants.

Leicester has a mandatory outcome to support the sustainable growth and reduce the failure rate of locally owned businesses in deprived areas, which includes an indicator for the number of local companies obtaining contracts through public procurement.

Nottinghamshire has an outcome to reduce avoidable injuries incurred by children and young people. This includes a measure to increase the number of schools with school travel plans.

West Sussex has an outcome to enable people to live at home which includes a target to increase the number of homes with a minimum SAP (energy efficiency) rating of 60 (the minimum for affordability).

Working within the four LAA blocks

For round 1 and 2, local partnerships were often been uncertain about including outcomes in their LAA not listed in the LAA outcomes framework. The March 2006 LAA outcomes framework has been updated to encourage local areas to include more tailored outcomes which support delivery of sustainable communities. However, outcomes that are a

priority for the local area but not listed in the LAA outcomes framework can still be included in the LAA – and can be located in whichever block is most sensible.

For example Cornwall included its outcome to *grow Cornwall's sustainable energy economy and reduce greenhouse gas emissions* within its Economy and Enterprise block. Some local partnerships have also chosen to rename their blocks to better reflect their aspirations for sustainable communities. Four examples are shown below.

EXAMPLES OF SUSTAINABLE COMMUNITIES BLOCKS

Cornwall created a *Safer Stronger and Sustainable Communities* block following a stakeholder conference which identified sustainable communities as a priority for the LAA. It includes outcomes to: (i) increase the delivery of rural affordable homes and the proportion of lifetime homes; (ii) minimise the growth in waste production; (iii) improve access to work, healthcare, education, food shops and recreation; (iv) improve the sustainability of tourism; (v) develop Cornwall as a Centre of Excellence for the sustainability of biodiversity resources; (vi) grow Cornwall's sustainable energy economy, reduce greenhouse gas emissions and reduce fuel poverty.

Derbyshire created a separate *Sustainable Communities* block. The outcomes for this block are: (i) economically prosperous (improved employment chances for local people); (ii) decent and affordable homes; (iii) safeguarded heritage; (iv) improved access for local people; (v) environmental sustainability (waste and recycling); (vi) cleaner and greener public spaces.

Doncaster renamed the Safer and Stronger Communities block as *Safer, Stronger and Sustainable Communities*. It includes the following outcomes: (i) increased use of sustainable transport; (ii) landfill waste is reduced.

Shropshire, a single pot LAA, replaced the Economic Development and Enterprise block with a *Sustainable Communities* block. It includes outcomes to: (i) improve the quality of the environment in which people live; (ii) enable local people and key workers in communities across Shropshire to access new appropriate affordable housing; (iii) improve access to services and work for local people - enabling people to live their daily lives; (iv) sustainable low carbon communities with strengthened economic capability in this rapidly growing area; (v) improved safety for people using Shropshire's roads.

Element 2: Choose indicators and targets that support sustainable communities

Each outcome needs to be supported by one or more indicators and targets. Here we look at:

1. Sources of ready-made indicators and targets to support *Securing the Future* related outcomes
2. Using proxy indicators
3. Avoiding perverse indicators and targets

Ready made indicators and targets

There has already been a great deal of work done on developing national, regional and local sustainable development indicators and targets. These may provide useful sources for LAA indicators and targets which can be directly transferred to the LAA or adapted to fit local data availability.

Useful sources of indicators and targets (and their supporting data sources) are available from:

- The national sustainable development indicators and targets in [Securing the Future](#).
- The Audit Commission's voluntary local [Quality of Life indicators](#) and [Area Profiles](#)
- The regional indicators and targets in the [Regional Sustainable Development Frameworks or Integrated Regional Strategies](#)
- Local sustainable development or quality of life indicators and targets

The LAA outcomes framework in the March 2006 LAA Guidance already includes a number of suggested indicators which are directly relevant to the *Securing the Future* outcomes. Some examples are shown in the box below.

Examples of indicators that support *Securing the Future* priorities

Sustainable consumption and production

- Businesses participating in environmental management systems
- Businesses participating in corporate social responsibility initiatives
- Proportion of spend on sustainable procurement

Climate change and energy

- Domestic energy use
- Renewable electricity
- Energy efficiency of housing stock and/or operational property and/or community organisations
- CO₂ and carbon emissions

Protecting our natural resources

- Measures of air and water quality
- Measures of biodiversity

Creating sustainable communities

- Percentage of 16-19 year olds within 30 and 60 minutes of a further education establishment by public transport
- Percentage of households (including those without access to a car) within 15 and 30 minutes of a major centre by public transport
- Transport – modal split and travel to work modal split
- Reduction in waste disposed of in landfill and increase in waste recycled
- Number of people living in private housing that does not meet the 'decent homes' standard
- Fuel poverty
- Local food procurement: % of all public sector organisations adhering to healthier nutritional standards
- An increase in the number of people formally volunteering

Using Proxy Indicators

Sustainable development indicators and targets often run into difficulties for two reasons:

1. Some rely on nationally available data, and it is much more difficult to arrive at accurate local data, e.g. for carbon dioxide (CO₂) emissions or food miles.
2. Some sustainable outcomes, e.g. increasing species at risk or reducing waste arising, take a long time to achieve, even when local areas are actively working on them.

Sometimes, therefore, it may be necessary to develop 'sub-outcomes' or proxies that set out what you are going to do to achieve the outcome. For example proxy indicators on CO₂ emissions might include indicators on home energy efficiency or public transport improvements.

Avoiding perverse indicators and targets

One of the dangers of indicators and targets is that they can end up driving implementation, sometimes even when partners have realised that, with hindsight, the choice of indicators was not ideal. There are many examples of indicators and targets that unintentionally end up driving actions that work *against* other social, economic and environmental goals. For example:

- Targets for collecting green waste for municipal composting can work against reducing the household waste stream and encouraging home composting (*suggestion: use a target to minimise waste going to landfill*)
- Targets for tourism jobs can work against minimising CO₂ emissions and vehicle journeys (*suggestion: combine the tourism jobs indicator with targets for tourism visits by public transport*)
- Targets for promoting healthier diets can work against reducing food miles or supporting local shops (*suggestion: use indicators about promoting local fresh food supplies*)
- Targets for improving the thermal comfort of homes can work against reducing energy consumption (*suggestion: combine indicators on numbers in fuel poverty with targets for improving the energy efficiency of dwellings for the target group*)
- Targets for improving the availability of affordable housing can work against protecting habitats, greenspace, landscape and character (*suggestion: combine targets on the availability of affordable housing with targets for percentage developed on previously developed land, conversions of existing buildings to dwellings, housing density etc.)*

When choosing indicators and targets it is advisable to check them against the LAA outcomes framework, the *Securing the Future* outcomes (see the Annex) and any other priorities in local sustainable community strategies. Try to avoid choosing targets and indicators that might drive delivery in directions that conflict with other priority outcomes.

The best option is to avoid perverse indicators and targets, but if they do slip into your LAA, do not assume that they are irreversible. Discuss possible changes to the targets and indicators with your GO if you realise that they might have adverse impacts on other social, economic or environmental priorities.

Below are some examples that illustrate the use of indicators and targets to support sustainable and cross-cutting outcomes.

EXAMPLES OF INDICATORS AND TARGETS

Devon

- Outcome that *the physical and mental health of Devon's adult population is improved through physical activity* (HC&OP) includes the following indicators: % of all public sector organisations with active travel plans; % of local people walking and cycling regularly.
- Outcome that *the health of Devon's adult population is improved through healthy eating* (HC&OP) includes the following indicator: % of food products used within the public sector being locally produced and supplied.
- Outcome that *older people will have easier access to the services and facilities that they need to enjoy a good quality of life* (HC&OP) includes the following indicators: proportion of older people who can get to [key employment locations/appropriate hospital/affordable food shop] within 45 minutes door to door by public transport; proportion of older people in rural Devon within a reasonable distance of a daily transport service; proportion of older people saying they find access to specific services difficult (for example, hospital, GP, school, college, etc); the number, type and coverage of community/voluntary transport schemes and services.

Dorset has an outcome to *improve access to services and tackle the barriers to social and economic inclusion* (cross-cutting issues block). It includes the following targets:

- Increase bus use by 10% from 2000 levels by 2010. (Mandatory - BVPI)
- Increase the % of households within a 13 minute (800m) walk of an hourly or better bus service by one third by 2010. (Mandatory - DfT)
- Increase the % of households access to a demand responsive bus service to 60% by 2010
- Increase the number of passenger Journeys on community and demand responsive services, by 10% per year for 5 years from 2001/02
- Increase the proportion of public sector employers and business partners with an up-to date and functioning green travel plan;
- Increase number of journeys where a transport resource traditionally used by one agency is shared
- Increase the number of people accessing information on health electronically
- Increase the number of GP surgeries having electronic information points.

Herefordshire has an outcome to *reduce traffic congestion through access to better integrated transport provision*, with the indicator change in annual average daily traffic volumes into Hereford.

Kingston has an outcome: *enhance the local environment through the conservation of biodiversity and the natural environment*, with the following indicators:

- i) Status of the Council contribution to the Kingston Biodiversity Action Plan
- ii) % of undesignated land survey to identify presence of and opportunities for maintenance and or enhancement of biodiversity.

iii) % area (ha) of Local Nature Reserves per 1,000 population.

Kingston has an outcome: *support local SMEs and 3rd sector organisations to procure from public sector organisations*, with the following indicators:

i) % of Council spend going to local SMEs and 3rd sector organisations

ii) % of suppliers that are local SMEs and 3rd sector organisations

Leicester has an outcome to: *reduce pollution and waste, support biodiversity, achieve more efficient and sustainable use of resources, and increase environmental awareness to catalyse personal action*. It has the following targets for 2009:

- Reduce CO₂ emissions to 27% of 1990 levels
- % (tbc) of household waste going to landfill
- Average SAP (energy efficiency) rating of 72% for local authority dwellings by 2007/8
- To increase the area of land in the city managed for biodiversity

Shropshire has an outcome to: *improve access to services and work for local people*, with the indicators:

i) Accessibility to work - % of (a) people of working age (16-74) and (b) people in receipt of job seekers allowance who are able to access a key employment destination within 45 minutes by a public transport service that operates at least hourly on 6 days per week).

ii) Accessibility to town centres - % of (a) rural households and (b) rural households without access to a car who are able to access a town centre by public transport or demand responsive transport services, that is available on at least 2 days per week).

Suffolk has an outcome to *promote sustainable communities*. It includes targets to:

- Increase the percentage of affordable dwellings in the 'development pipeline' by 2008, in line with the developing Regional Spatial and Housing Strategies. In the first year an indicative target of 15% will be used and revised at the first review.
- Increase the proportion of municipal waste diverted from landfill from X to Y by 2008. (*LPSA target*)
- Ensure that everyone has access to green space
 - A. Increase the area of green space managed in whole or part for its ecological interest and with public access by 250 hectares by 2008.
 - B. Increase the number of volunteer days spent on such sites by 15% by 2008.
 - C. Increase the number of people attending environment events held at such sites by 5% by 2008.
- Maintain and enhance the quality of Suffolk's distinctive landscapes and environments.
 - A. Ensure that 50% of the Biodiversity Action Plan (BAP) targets are completed and 85% are in progress by 2008.

Wakefield has an outcome to have *cleaner, greener and safer public spaces*. It has the following indicators:

a) Number of local nature reserves under active management within the district

b) Number of hours volunteering in support of these local nature reserves and other open spaces

West Sussex has an outcome: *a better quality natural and historic environment for all*, which includes targets to:

- Work within UK procurement policy and EU procurement regulations to increase tenders from small and local producers to at least 6% by value of all contracts let for food and catering by the County Council
- Reduce the rate of growth in waste to achieve a potential diversion of municipal waste
- Increase the proportion of properties fitted with water meters
- Reduce total CO₂ emissions from energy use (excluding energy from transport) from 4,205,448 tonnes in 2003 to 4,036,284 tonnes in 2008/9

West Sussex has an outcome: *reduce congestion on West Sussex roads, improve access to services, and develop more sustainable transport solutions*, with targets to:

- Reduce the proportion of people living in the Downland Transport Plan Area who cannot access a doctor's surgery within 30 minutes by public transport from 46% to 20%.
- Increase the percentage of children getting to school by sustainable transport (walking, cycling, by bus or train) from 17.2m in 2004/5 to 19.1m in 2008/9 (reward target)

Element 3: Sustainability proofing of draft LAAs

Many local partnerships have undertaken some form of sustainability proofing of their draft LAA. The approaches have varied. Three examples are:

Lancashire invited an independent panel to undertake a sustainability appraisal of their draft LAA. The recommendations from the appraisal were discussed by the steering groups for each of the four blocks and presented to the LAA steering group. Many of the recommendations have been incorporated into the LAA, delivering plans or will be considered for the LAA refresh.

In **Cornwall** sustainability was identified as a high priority by a stakeholder conference to discuss the LAA. Following the conference an options appraisal matrix was used to shortlist the outcomes. The matrix tested the robustness of each proposal, i.e. was it deliverable, and how well it would contribute to the triple bottom line of promoting social, economic and environmental well-being.

Leicester asked the steering group for each LAA block to scrutinise the draft proposals from the other three blocks. This led to many useful recommendations for improving the way each block could support other LAA outcomes.

Local areas undertaking sustainability proofing should do so as early in the LAA process as possible to gain the maximum benefits.

Element 4: Think ahead: operationalising outcomes for sustainable communities

Annex C of the LAA Guidance identifies a number of characteristics as the basis for successful performance management of the LAA. This includes operational planning and delivery. It is expected that “strategies have been developed into operational plans within each organisation and the partnership as a whole, with timescales, milestones and responsible owners”

Past experience has frequently shown that it is at the point of implementation that well intentioned outcomes fail to maximise the opportunities to promote sustainable communities, or worse still, can perversely work against other local priorities. As an illustration, below are alternative ways of operationalising two common LAA outcomes.

Outcome 1 - Improve health by promoting healthy lifestyles	
Plan A	Plan B
<ul style="list-style-type: none"> • Employ dieticians to run healthy eating sessions in the hospital. • Encourage GPs to give prescriptions for free exercise sessions at the town’s leisure centre. • Encourage health visitors to distribute leaflets on giving up smoking, healthy eating and breastfeeding when they visit homes. • Provide new heating systems for low income households 	<ul style="list-style-type: none"> • Provide free exercise sessions in local community centres • Train and employ local people to help local people stop smoking • Establish local fresh fruit and vegetable co-operatives and new allotments • Improve walking and cycling routes to shops, schools and community facilities • Improve energy efficiency of housing and reduce fuel poverty of low income households
<p>Plan A tends to work against sustainable communities and other LAA outcomes because:</p> <ul style="list-style-type: none"> • Provision of services in the main hospital and leisure centre: (i) may exclude those on low incomes who can not afford to make the journeys; (ii) encourages more vehicle travel and therefore CO₂ emissions. • The impact may be short term because the activities are delivered by professionals from outside the community. • New heating systems may consume a lot of energy, especially if installed in energy inefficient dwellings. <p>Plan B tends to support sustainable communities and other LAA outcomes because:</p> <ul style="list-style-type: none"> • It supports cross-cutting outcomes to create local jobs, reduce traffic and reduce energy consumption. • Aims to embed healthier lifestyles for the long term by: (i) establishing local supplies of fresh food, allotments, and improved walking and cycling routes; (ii) training local people which will bring an understanding of healthier lifestyles into the community. 	

Outcome 2 – Reduce crime	
Plan A	Plan B
<ul style="list-style-type: none"> • Encourage vulnerable groups to avoid walking the streets and using public transport at night. 	<ul style="list-style-type: none"> • Redesign streets and public areas to improve their safety. • Promote design to create safer places in

<ul style="list-style-type: none"> • Close down late night businesses that attract trouble-makers. • Encourage businesses to improve the security of their premises. 	<p>new developments.</p> <ul style="list-style-type: none"> • Encourage more evening activities with active frontages onto streets. • Improve the sense of safety on and in waiting areas for public transport
<p>Plan A tends to work against sustainable communities and other LAA outcomes because it:</p> <ul style="list-style-type: none"> • Is likely to increase the social isolation of vulnerable groups and worsen their mental and physical health • Encourages more use of private cars • May increase the fear of crime if businesses introduce security measures such as blank shutters and high walls • May result in less people in the streets, thus making them more frightening • The actions do not support long-term improvements in the safety of areas. <p>Plan B tends to support sustainable communities and other LAA outcomes because:</p> <ul style="list-style-type: none"> • It supports the long-term redevelopment of areas to make them more welcoming and less frightening • Creates more vibrant local areas • Encourages more people to walk and use public transport. 	

Below are some examples of operationalising outcomes which support sustainable communities.

THINKING AHEAD: EXAMPLES OF OPERATIONALISING OUTCOMES

Cornwall has an outcome *improved access to work, healthcare, education, food shops and recreation*. The types of projects to be developed include:

- Community buses
- Minibus sharing
- Taxi-buses and shared taxis
- Dial-a-ride services
- Strengthened local bus services
- Voluntary car and car-sharing schemes
- Shopmobility
- Wheels to work
- Information and awareness projects
- Affordable travel schemes
- Car sharing schemes

Devon's outcome that *the physical and mental health of Devon's adult population is improved through physical activity* (HC&OP) has the following delivery strategy:

- Develop active travel plans across all public sector organisations and increase the number of private business with plans
- Increase workplace opportunities for taking activity
- Further develop cycling and walking opportunities
- Promote the use of pedometers through PCTs
- Promote walking for health programmes and further develop exercise referral schemes
- Develop pilots for whole town approaches to active travel, evaluate and roll out
- Increase the uptake on exercise referral schemes for key chronic conditions

- Promote safe and structured activity for older people to enhance bone density and balance
- Work with voluntary sector bodies to promote walking and gardening

Devon The main delivery mechanism for the outcome that *older people will have easier access to the services and facilities that they need to enjoy a good quality of life* (HC&OP) will be the Devon Local Transport Plan. The delivery strategy for this outcome includes:

- Development of a consistent needs based approach to the commissioning of transport to facilitate easier access to health care services (through the Health Transport Partnership)
- Development of community and voluntary transport schemes and services across the whole of Devon that are consistent with the LTP
- Targeting bus services to improve accessibility for older people particularly those who live in rural areas

Dorset has an outcome that *older people are helped to live full and active lives*. The approaches proposed include:

- Home energy efficiency schemes
- Social care and health staff to identify older people facing fuel poverty and sign post them to the district councils for housing assessment and advice.
- Promoting home improvement agency schemes which include property maintenance
- Sustaining and developing good-quality opportunities for locally-delivered learning which will contribute to quality of life, mental and social well-being and physical fitness.

Poole has an outcome to *improve health lifestyles in children and young people*. The actions include:

- Develop increased range of local accessible leisure and recreational opportunities in school and the community.

Things to remember

In summary, when preparing LAAs, try to:

Outcomes

1. Include tailored outcomes that support *Securing the Future's* priority outcomes.
2. Include Cross-cutting outcomes that support social, economic and environmental goals at the same time.

Indicators and targets

3. Use ready-made sustainable development indicators and targets if they are suitable.
4. Use proxy indicators if local data is not available or when sustainable outcomes are likely to take a long time to achieve.
5. Avoid choosing perverse indicators and targets by checking them against a list of sustainable outcomes.

Sustainability proofing

6. Subject the draft LAA to sustainability appraisal, triple-line short-listing, or sustainability scrutiny early in the LAA process.

Support sustainable communities in operational plans

7. Think ahead about smart ways in which the outcomes can or will be operationalised to support genuinely sustainable communities.

Advice

8. Ask local or national specialists for advice on how to achieve outcomes that deliver sustainable communities.

Further sources of advice

Below is a list of government (funded) bodies that can provide advice on different aspects of sustainable communities. Of course many local partners will be able to draw on the experience and skills of local staff.

Academy for Sustainable Communities – The Academy has been established by the Office of the Deputy Prime Minister to develop the skills necessary for achieving sustainable communities.

Website: <http://www.ascskills.org.uk>

Contact: 0870 420 2390

Arts Council England (ACE) - The national development agency for the arts in England. It can advise on how to achieve sustainable communities through arts activities/ engagement in the arts.

Website: <http://www.artscouncil.org.uk> (contains details of regional contacts)

Audit Commission – The Audit Commission is an independent body responsible for ensuring that local government and other public bodies spend money economically, efficiently and effectively. The Commission is responsible for the voluntary quality of life indicators and area profiles.

Website: <http://www.audit-commission.gov.uk>

Contact: 020 7828 1212

Building Research Establishment – The BRE provides a range of consultancy, testing and research services to the public and private sector and aims to promote buildings that are sustainable internally and externally. It manages the Building Research Establishment Environmental Assessment Method (BREEAM) for buildings, including EcoHomes.

Website: <http://www.bre.co.uk>

Contact: 01923 664000

Carbon Trust - The Carbon Trust supports business and the public sector in cutting carbon emissions and promotes the development of new clean technology. The Trust runs a carbon management programme for Local Authorities.

Website: <http://www.carbontrust.co.uk>

Contact: Richard Rugg 020 7170 7000

Commission for Architecture and the Built Environment (CABE) - Promotes high quality design and architecture and can advise on how to make buildings more sustainable.

Website: <http://www.cabe.org.uk>

Contact: Matthew Bell 020 7960 2456

Commission for Integrated Transport – An independent body, the Commission advises Government on integrated and sustainable transport policy.

Website: <http://www.cfit.gov.uk>

Contact: 020 7944 3000

Energy Saving Trust (EST) – The EST promotes sustainable energy to the public and private sector and the general public. They support a number of initiatives directly aimed at Local Government including Practical Help, a free guidance and advice services tailored to Local Authority needs.

Website: <http://www.est.co.uk>

Contact: Practical Help 0870 241 2089

English Heritage – The agency responsible for protecting and promoting the historic environment of England.

Website: <http://www.english-heritage.org.uk>

Contact: 0870 333 1181

Environment Agency – The Agency works to protect and enhance the environment. Its responsibilities include pollution monitoring and control and flood defences. The Agency has both a national office and a network of regional offices.

Website: <http://www.environment-agency.gov.uk>

Contact: 08708 506506

Forestry Commission – The Commission is the government department responsible for forestry policy in Great Britain. The Commission works with partners, including Local Government, to promote more sustainable management and use of forests

Website: <http://www.forestry.gov.uk>

Contact: 0131 334 0303

Improvement and Development Agency (IDeA) - The IDeA supports performance improvement among Councils in England and Wales. The Agency's Sustainable Communities Team provides advice and guidance on a range of sustainable development issues. There is also a Local Agreements Network which supports Local Authorities that are developing LAAs and LPSAs.

Website: <http://www.idea-knowledge.gov.uk>

Contact: Sustainable Communities Team 020 7296 6618

Local Agreements Network 020 7756 7611

Local Government Association (LGA) – The LGA is the representative body for all Local Authorities in England and Wales. It provides a range of support and guidance on promoting Sustainable Communities, in LAAs and LPSAs and in addressing particular sustainability issues such as Energy and Climate Change.

Website: <http://www.lga.gov.uk>

Contact: Tim Woodhouse 020 7664 3381

Museums, Libraries and Archives (MLA) - the national development agency working for and on behalf of museums, libraries and archives and advising government on policy and priorities for the sector.

Website: <http://www.mla.gov.uk/> (contains details of regional contacts)

Natural England will be a new Non-Departmental Public Body of Defra, due to be launched in the next year. It will combine the functions of English Nature, Rural Development Service and part of the Countryside Agency. Natural England will have a role in rural, urban and marine environments. Natural England will be responsible for environmental land management funding. See <http://www.countryside.gov.uk/> and <http://www.english-nature.org.uk/> websites until Natural England is launched.

Office for Government Commerce (OGC) – An independent office of the Treasury, the OGC encourages improvements in the efficiency and effectiveness of public sector organisations, with a focus on procurement. They have produced guidance on how to consider environmental issues in purchasing.

Website: <http://www.ogc.gov.uk>

Contact: 0845 000 4999

Sport England (SE) - The lead body for delivering the Government's sporting objectives in this country. Sport England shares best practice, set standards, build partnerships and promote the benefits of sport, which include healthier living and social inclusion.

Website: <http://www.sportengland.org> (contains details of regional contacts)

Sustainable Development Commission (SDC) – The Commission is the Government's independent advisory body on sustainable development policy. The SDC considers government policy with regard to a wide range of policy areas and advises government on how policy can be enhanced. The SDC website included numerous good practice examples.

Website: <http://www.sd-commission.gov.uk>

Contact: 020 7238 4999

Teachernet – Provides advice on promoting sustainable development in schools and through the curriculum.

Website: <http://www.teachernet.gov.uk/wholeschool/sd/>

Waste and Resources Action Programme (WRAP) - Established in 2001, WRAP aims to promote sustainable waste management. It provides a number of services for Local Authorities including ROTATE (Recycling and Organics Technical Advisory Team).

Website <http://www.wrap.org.uk>

Contact: ROTATE Co-ordinator 01295 819911