

Doing the right thing

How a new model of *strategic locality working* is transforming public services at the very local level

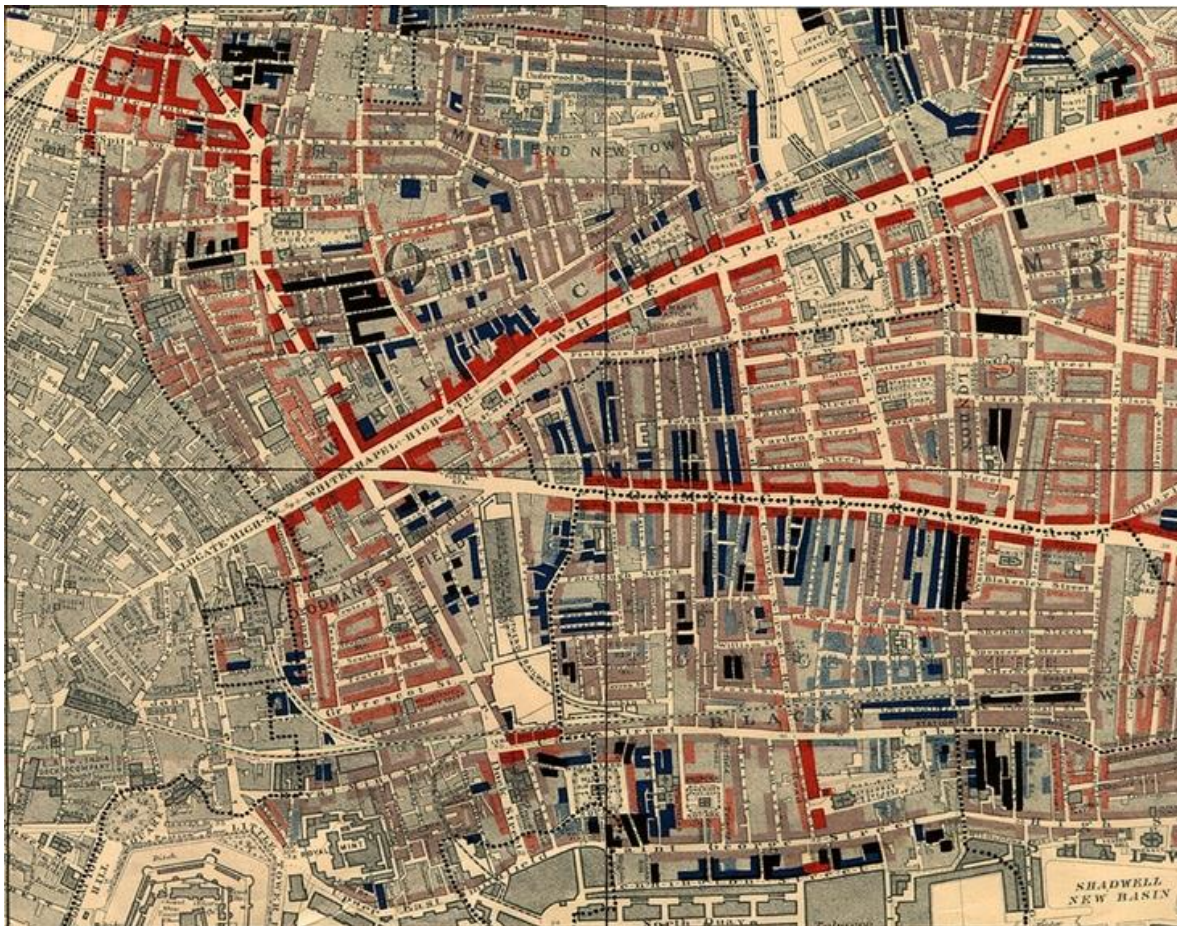


Image: portion of Charles Booth's poverty map showing Whitechapel in 1889 (public domain via Wikimedia Commons)

Research for the NANM by John P Houghton
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Foreword

There is a narrative around localism which says it has stalled, and that the public (if they are aware at all) do not feel particularly close to the city-region bodies and LEPs created by Whitehall devolution. So even while central government has devolved enormous budgets for infrastructure, adult learning and job creation, decisions seem no closer nor more responsive to local people.

Alongside this, many assume local authorities have no choice but to reluctantly divert resources from community engagement and participation because while nice-to-have, they are less essential than social care and child protection. None of this seems good for tackling the worrying lack of public trust in government and growing anxieties about economic fairness - surfaced by Brexit and the Grenfell fire.

We commissioned this research to mark ten years of the NANM. What it shows is that, under the radar perhaps, those who a decade ago might have described themselves as being in 'neighbourhood management' have embedded an approach in local authorities across the country which is growing in importance and stature.

This is happening *precisely because* it enables public agencies to build trust with communities and tackle urgent community needs at the very local level. It has grown because of, not in spite of, austerity and the increasing complexities of service delivery.

There is also an assumption among some local public service researchers and policy makers that inspiration for innovation will come from other fields; perhaps disciplines like product or service design, digital innovation, behavioural economics, retail or consumer technology. These fields have much to offer but what this report shows is that some of the most impactful solutions are right in front of us, in what this research refers to as "strategic locality working". It is different from what was previously called neighbourhood management – although it involves many of the same individuals and the same skills. It has turned buzzwords like innovation and co-production, into practical reality and as one practitioner explained: "*It's the right thing to do. The alternative is to slash and burn.*"

Strategic locality working is ambitious, sophisticated but also pragmatic and grounded; those quoted in this report – **these under the radar radicals** - are confident and optimistic about the future of their work, but their approaches and strategies are the result of hard work and hard knocks.

Those now involved in strategic locality working have displayed ingenuity, creativity and real political nous to win trust and build productive relationships with communities, partner agencies, and elected politicians. It is not easy and requires persistence, but it delivers tangible benefits on the ground, and is far more effective than the alternatives of reactive, un-strategic cuts which only fuel public mistrust and frustration.

Chris Ley (Chair) and Ben Lee (Director)
The National association for Neighbourhood Management

Summary

A **new model of neighbourhood management** has emerged in response to the challenge of austerity. **Strategic locality working** is an approach to public service management and delivery that is focused at sub-local authority geographies (such as wards) and sees action and budgets co-ordinated across multiple agencies.

The approach has moved beyond reliance of previous models of neighbourhood management on short-term pilots, special funding, and the ‘street scene’ in small pockets of deprived areas. By contrast, strategic locality working is extensive in its geographical coverage, and ambitious in the range of issues it seeks to address.

As a result, strategic locality working is **transforming services at the neighbourhood level**. We are seeing the approach being used to address some of the most challenging issues facing the UK, such as mental health and wellbeing, adult social care, and skills and employability.

However, despite its growth over the past few years, strategic locality working has received **little attention in national and local discussions** around devolution and public service innovation.

Looking ahead, we expect strategic locality working to continue to prove its worth and grow as a result. **Even in the face of austerity and Brexit, half of all places with strategic locality working structures expect to invest the same amount or more over the next few years.**

We call on areas not yet using strategic locality working to learn from those who have and adopt the same practical and pragmatic approach to the local transformation of public services.

A new model of neighbourhood management has emerged

In summer of 2018, NANM commissioned a piece of research into **the state of neighbourhood management in England**. The research was designed to mark the first 10 years of NANM’s life and provide a snapshot of what neighbourhood management looked like **after a decade of austerity**.

The research took the form of a desk review of recent practice, an online survey of individuals involved in neighbourhood or locality working, and semi-structured interviews with practitioners.

Without pre-judging our findings, **we had a hunch** as what we would find: that where it still existed, neighbourhood management would be **surviving but not necessarily thriving, in the face of cuts**.

We suspected we would find interesting things at the margins, but a wider picture of neighbourhood-based decision-making being deemed too complicated and therefore drawn back to the centre. While neighbourhood-based officer roles were being sacrificed to stem budget holes in social care. The recent findings of Lord Kerslake’s Commission on the Future of Localism pointed strongly in that direction.¹

The results of **our research - both the survey and interviews - surprised us**.

Instead of simply surviving despite austerity, **neighbourhood management has evolved into something altogether more ambitious**. Instead of places simply holding on to what they had, we

¹ The Commission’s report found that localism was being stifled because in many places “public bodies remain top-down and risk averse”

found partners cooperating in delivery at the local level, through officers with a distinct and often authority-wide remit for locality working.

We found that strategic locality working is not focused narrowly on crime, grime and dog mess. Approaches have in fact **widened out considerably** to address complex social care and economic issues like mental health and skills.

We found that working practices are being delivered through networks of teams in mainstream services, funded from core, budgets instead of pilot programmes and pots of ‘funny money’. Strategic locality working is based on the understanding that a town or city is a **network of communities, organisations and agencies** - echoing ideas from Bruce Katz’s ‘New Localism’ in which he argues that cities are networks, not units of government.

Most strikingly, we found that over half of those who responded to the survey **expected the budgets associated with these approaches to be maintained or even increased** over the next few years. One practitioner described their enthusiasm for the future. While strategic locality working presents its own challenges in terms of cutting across organisational boundaries, **the only alternative is to “carry on in our silos until we run out of money”**.

Since the imposition of austerity measures on local public services, much has been written about the increasingly urgent need for radical innovation in public service provision in terms of service design, delivery models, and technology. Although many good examples have been documented of genuine innovation focused around sub-local-authority geographies, these have often suffered the same issues as previous attempts at reform. They have often been developed at the margins, with teams given special rules or freedoms not enjoyed by their mainstream counterparts, and with budgets which - however framed - are separate from the mainstream.² **As a result, they have failed to achieve significant adoption and propagation at scale.**

What should be of significant interest is that in neighbourhood and locality working we can see **an approach which is not innovating ‘from scratch’ but has continuity and scale**, and which has been able to change and combine relationships, budgets, and deliver the outcomes sought by financial decision-makers.

The approaches being taken by those we surveyed and spoke to go back further than the past twenty years. In many ways they build upon a locality-based approach which was first developed in the 1800s when modern-day municipal government was in its infancy.

The new model was born of austerity

Each iteration of neighbourhood management has developed as a **response to crisis**.

The **original model** of neighbourhood management was devised by Octavia Hill as a response to the **crisis of urbanisation and a desire for social reform** in the late-1800s. With concern rising about the misery and sickness of Victorian cities, and with municipal governmental support still in its infancy, Hill mobilised an army of hands-on managers to repair and renovate some of the worst slum courts

² Government-led initiatives to stimulate public service innovation such as Total Place, Community Budgets, Our Place, and ‘City Deals’ along with independently-led NESTA’s Neighbourhood Challenge have all generated new models often shown to be more effective, cheaper, and more citizen-focused but have all struggled to scale-up innovation.

in London. Their role was not simply to provide relief for the poor but to inculcate a sense of agency and self-efficacy in the poorest parts of London.

The **second wave** of neighbourhood management after the 1960s was developed in response to the crisis of **post-war redevelopment**. At this point, the state played a much more active role in cities. In fact, it had become so powerful that communities in the UK were starting to fight back against clean sweep demolition programmes (like Coin Street in London). Neighbourhood management was a way of demonstrating that careful renewal and surgical rehabilitation was more effective and less destructive to communities than the blunt instruments of the bulldozer and wrecking ball.

In other areas, such as Balsall Heath, neighbourhood management was used as a way to re-assert local control over conditions and restore civic pride. The connecting theme across these places was the realisation of the limits of government policy, and the determination of local residents to shape their own destinies.

This approach was deeply influenced by the thinking of Jane Jacobs, as expressed most famously in *The Death and Life of Great American Cities*. Jacobs argued that vitality of city life was generated by every-day, small-scale interaction. Urban development should therefore seek to encourage that kind of interaction through careful interventions that created human-size spaces, instead of the destructive, clean sweep approach implemented by the “master builder” Robert Moses. This nurturing, asset-based approach to towns and cities have influenced community development on both sides of the Atlantic, and beyond, ever since.

This third wave of neighbourhood management was a response to the **crisis of the inner cities** and sought in Third Way fashion to bring together two previously oppositional elements. Britain in the 1990s was a much wealthier place compared to the post-war years, but the general rise in prosperity had left many behind. This was crystallised in 2000 with the Index of Multiple Deprivation which threw a statistical spotlight on the country’s 10% poorest neighbourhoods. As part of the National Strategy for Neighbourhood Renewal, the Blair government launched a programme of neighbourhood management pilots.

Where previous iterations of neighbourhood management were focused very much on local conditions, these pilots were designed to provide a link between the neighbourhood and wider work of Local Strategic Partnerships. The key actors in this approach were local public bodies, who committed to work with local residents as consultees, and joint decision-makers. Although, in practice, public agencies found it hard to bend their strong managerial culture to work effectively with community participation.

We are now seeing the **emergence of a fourth iteration of neighbourhood management**. It has developed out of the crisis of austerity. The old neighbourhood programmes, frameworks and funding streams were among the first to go as the coalition government sought to reduce the nation’s public-sector debt. Facing these cuts, some authorities stopped their work at the neighbourhood level.

Other places, however, saw **neighbourhood management as a way to work through austerity**. What has emerged in those places in this new model of strategic locality working which goes further than the previous iterations of neighbourhood management in terms of geographic spread and attention to issues.

“It’s the right thing to do. The alternative is to slash and burn.”

“Our approach is to use neighbourhood management to manage austerity”.

The places which used strategic locality working to manage austerity soon realised the benefits:

- More **sophisticated decisions** could be made about what to cut and what to maintain, based on a **grounded appreciation** of how decisions would impact in specific places.
- Local partners could see specific opportunities for **delivering savings through more partnership, pooling and collaboration**. With neighbourhood managers often acting as the brokers and intermediaries.
- Difficult discussions and **decisions could be made with local community groups**. Instead of facing top-down cuts, local people could get involved and play an active part shaping the local choices in response to austerity. Or at the very least, decisions taken by statutory partners could be communicated and explained.

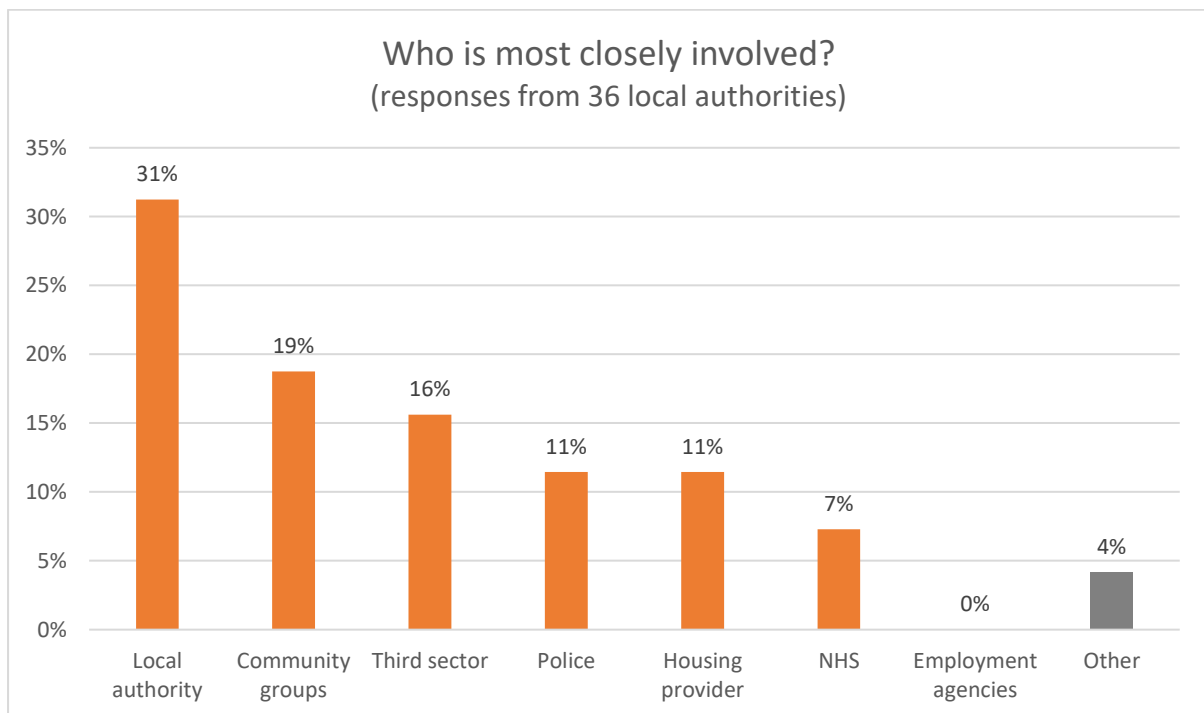
Throughout the period of austerity, this approach has proved its worth again and again.

Neighbourhood management has not just survived austerity; in many places it has thrived. The approach has been adapted beyond its original remit and scope to become more wide-ranging and ambitious in terms of geography, focused and extent of partnership working.

The new model is multi-partner and wide-ranging in scope

Using the findings from the survey, augmented by some follow-up calls, we can describe the characteristics of strategic locality working.

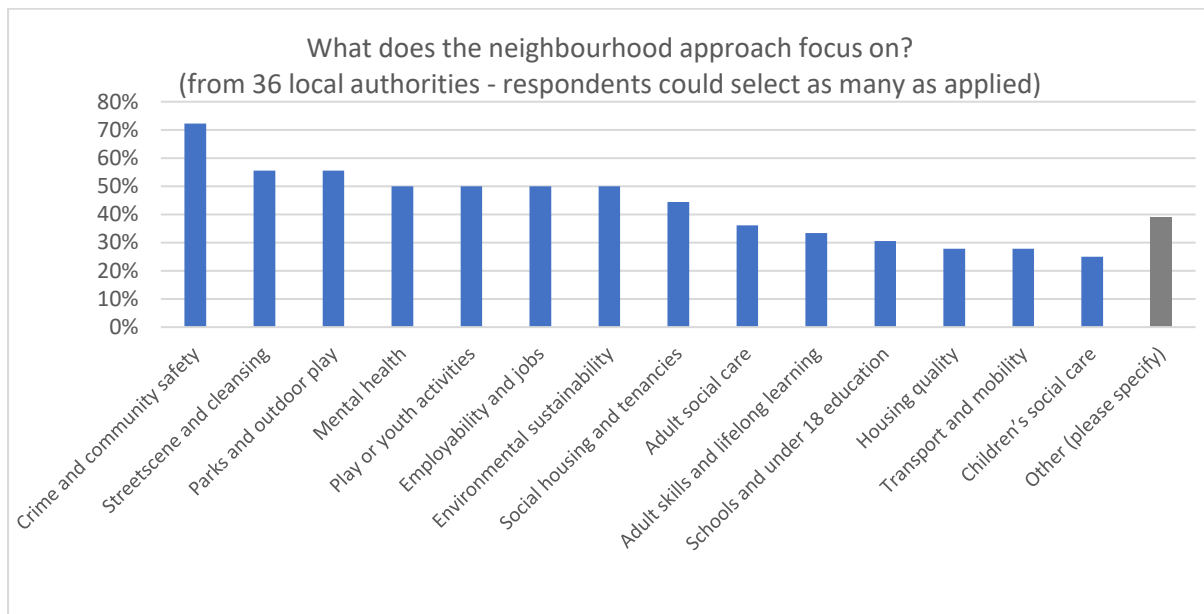
As we might have expected, local authorities are in the lead in two thirds (67.4%) of places. However, we also a **wider range of involvement from local partners**. Community groups are involved in half of all places, followed by third sector agencies, the police and housing providers.



This diversity of partner involvement was reflected in the wide range of issues being addressed. We asked respondents to select **the priorities on which their partnership was focused**.

Instead of a narrow focus on ‘crime and grime’, **strategic locality working has a much wider scope**. Mental health is the fourth most common priority, with ‘employability and jobs’ in sixth and ‘adult social care’ in eighth. We spoke to one area that gathers and review the stated priorities across ward structure. They described the shifts they had observed in recent years:

“Cleaner, greener, safer is still up there. But we’re also seeing digital inclusion and social isolation, financial inclusion, mental health.”



The robustness and resilience of strategic locality working structures means they are increasingly seen as the **forum for tackling these complex issues area by area**. In some places, this is leading to co-production between local agencies and community groups as they respond to locally-identified priorities. Agencies are focusing less on narrow institutional targets, and prioritising what matters to the local community.

“We’re starting to see co-production. It doesn’t matter who does what any more.”

One research participant described the shift toward integrated area working as the **first demonstration of “genuine place shaping”**. Previously, partners had joined together in partnership and talked the language of joint-working, but the reality was that reporting structure and performance management meant individuals focused on narrow, siloed issues. The requirement to think deeply about how to maintain public services at the local level has led to more meaningful collaboration through which organisations share budget, targets and risks.

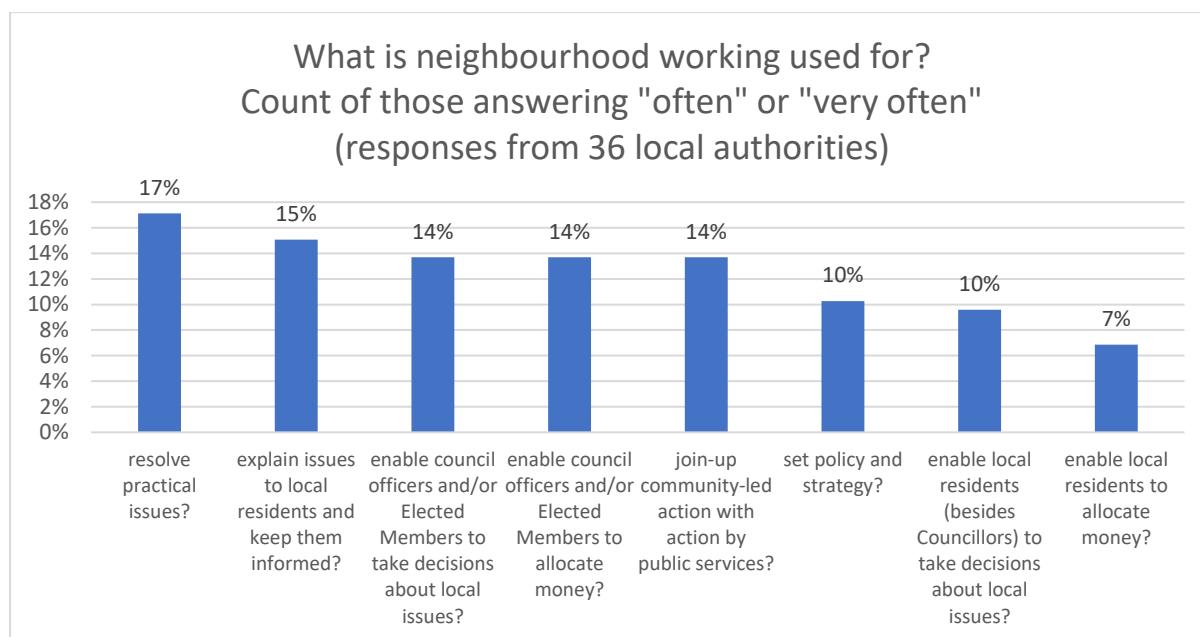
This is also happening in areas where other services (within the local authority and beyond) are being re-organised at the ward / group of ward level, outside of existing neighbourhood management structures.

“Other partners are coming forward now, to align what they do [with us].”

Focus on resolving and explaining issues

We asked what neighbourhood working was ‘used for’. Resolving practical issues came first, followed by explaining issues, and enabling the council to make decisions.

Enabling local residents to take decisions or allocate money does feature but at the bottom of the list. This suggests **neighbourhood working is being used to tailor services to local needs**, and as a basis for real decision-making, but less so to empower local citizens through decision-making or spending power. The fact that activity in many sits on the lower rungs of the ‘participation ladder’ suggests that most approaches are, currently at least, more a **managerial tool**.



For many of those involved in strategic locality working, this is at odds with broader goals around empowering communities and driving more power and resources down to the neighbourhood level. The modest role of citizens as consultees and occasional partners feels more like the situation under the Neighbourhood Renewal Fund (NRF), where the rhetoric was about local communities being in the driving seat, but the reality was that they were more likely to be passive passenger.

The major difference is that the need for community ideas and energy to meet the big societal challenges around social care, inclusive growth, and public trust is far greater now than it was in the time of NRF.³

The focus on resolving practical issues means that the **tension between representative and participatory democracy has not derailed the approach**. With an emphasis on getting things done, most areas have reached pragmatic resolutions to the question of the role of councillors. One lead officer, for example, explained the success of local area management means it is seen as a “a mechanism to address the kinds of issues that come up in their advice surgeries.” The other factor may be that newer councillors may be more comfortable with the idea of playing a facilitative and support role. They are not the “wounded lions” of previous generations.

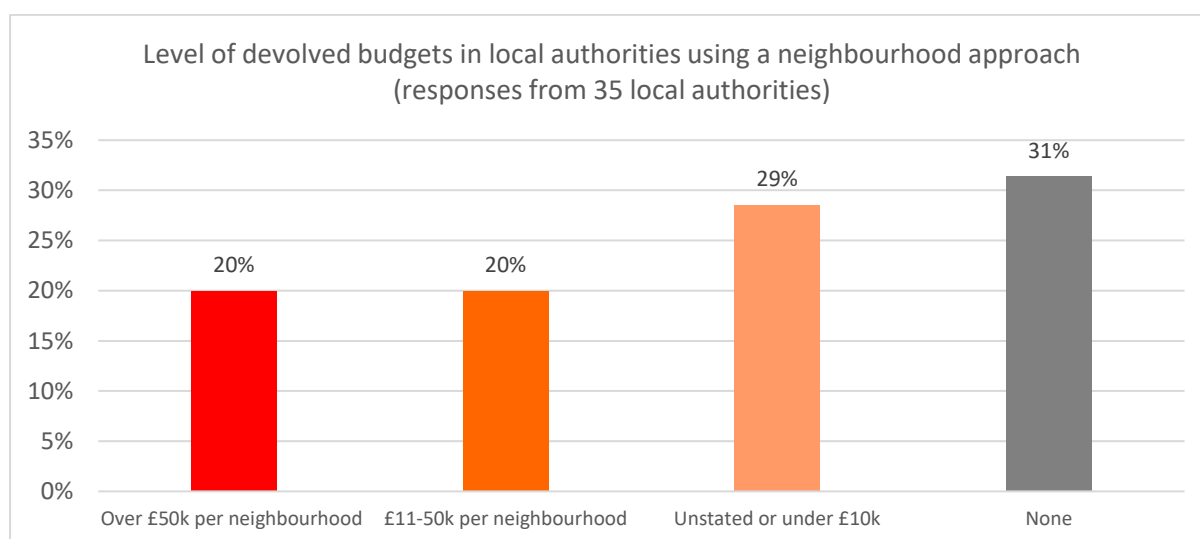
³ See for example the 2018 summary report of the Civil Society Futures inquiry which argues that one of the biggest social challenges the UK faces is to create “a radical and creative shift which puts power in the hands of people and communities”.

Going mainstream

In terms of geographical coverage, **half of all areas are applying a neighbourhood approach to their entire local authority area.**

Strategic locality working is going beyond a focus on the most deprived to apply to whole area working. This seems to be happening because funding for the approach is coming out of mainstream budgets, instead of short-term deprivation-focused pots and, more fundamentally, because the approach is proving its worth.

In terms of resourcing, **80% of areas have dedicated staff with a locality remit.** We are not seeing neighbourhood management being done by volunteers or in elected members' spare time. Nearly 70% have some form of devolved budgets and **20% have devolved more than £50k** (these figures could be per area or across the whole authority geography).



In summary, strategic locality working is going mainstream. It is being delivered:

- Across entire local authority geographies.
- Through dedicated staff teams.
- With core budget funding, not 'funny money' pots of special grants or short-term pilot projects.

One area partnership that has mainstream funding and a dedicate officer team is looking to develop an area strategy that is focused on the connected aims of: tackling poverty and low income; and embedding a culture of citizen involvement. The first strand will involve a review of all activity areas, from drugs policies to parks, to see what contribution can be made the reduction of hardship. The second is focused on increasing engagement by going beyond a "small band of volunteers" to involve more people, including those most excluded, in decision making.

Another strategic lead described the opportunities created by collaboration with other agencies. Even though their budgets would not increase in the short term, they saw huge potential to increase investment in local activities by working with community organisers, place-based social action work, Big Local, and local stakeholders like universities that were also looking to get out in the local community.

Growing in scale and coverage

Finally, we asked neighbourhood practitioners what they thought would happen to their budgets over the next few years. Even at this time of austerity, **over half (57%) of areas expect their budgets to be maintained or increased.**

One lead officer on strategic locality working who only expected their budgets to be maintained, and that after cuts in recent years, described their “excitement” about the next few years. The investment in local areas instead of central staff teams meant that *“in the past, we ended up doing all the work. Now we’re helping residents to take action.”* This was being done through investment in structures and devolved funding that would support residents to deliver their own solutions.

Another lead officer who took part in the research argued that the challenge for the future would be embedding integrated neighbourhood working. They felt this was already happening, as a result of strong political leadership and the requirement to constantly find efficiencies through partnership. It would still, however, require a consistent push to change attitudes. In some parts of the public sector, engaging the community is still seen as “going to get shouted out”. Whereas some residents feel that the public sector should “do everything”. To shift these views, staff are encouraged to see themselves as “community builders” rather than service delivers and are being equipped to support and challenge residents to develop and implement their own solutions.

Characteristics of strategic locality working

There is no one ‘typical’ way to deliver strategic locality working. Each approach must be tailored to local geography and opportunity, reflect the capacity of different partners, and be focused on local priorities.

We can, however, identify some common characteristics across different places. We describe these here, and then illustrate the approach at three different levels in three different places.

How it works	Typical characteristic(s)
Lead partner(s)	Local authority - delivering through mainstream structures, as opposed to ‘special arrangements’ / pilot teams.
Geographic coverage	Entire local authority area – potentially with variegated focus in response to need.
Thematic focus	Street scene, crime and safety <i>plus</i> locally identified cross-partnership issues e.g. adult social care, mental health.
Funding	From local core budgets - not from central government pilot programmes.
Purpose	Resolution of practical problems and communication of decisions by taken local partners.
Role of citizens	Potential partner in problem solving and audience for communication of decisions.

What it looks like in practice

Here, we describe how three areas have gone about delivering strategic locality working in practice. First, we look at how Barnsley has built engagement and joint working into the different layers of its area governance framework. We then look at how Trafford has translated its approach to asset-based community development into a range of engagement opportunities for residents. Finally, we look at how Nottingham is bringing together its community-facing services through Neighbourhood Action Teams.

Layers of engagement in Barnsley

Barnsley has put in place a four-level structure to support the development of its corporate priority of “Strong and resilient communities”.

Area councils	<p>The areas councils were established to devolve decision making for local strategic priorities at an area level, and were a vehicle for introducing area-based commissioning and procurement arrangements</p> <p>The councils have £2.1m budget allocated equally by number of wards in the area.</p>
Ward alliances	<p>Ward alliances are made up of ward members plus a majority of residents/local workers/businesses. They determine local priorities and mobilise community-led solutions.</p>
Neighbourhood networks	<p>The neighbourhood networks are designed to tap into the strength of existing groups, and organisations, and further encourage the sharing of assets and knowledge.</p>
Individuals	<p>As well as taking part in the opportunities described above, citizens can take part in an authority-wide volunteering programmes under the banner of ‘Love where you live’.</p>

No one size or structure will fit all places. The key thing, as in Barnsley, is to be clear about roles and responsibilities at different levels, and ensure all partners are focused on a shared goal.

<https://www.barnsley.gov.uk/services/community-and-volunteering/>

Building on local assets in Trafford

Trafford has adopted asset-based community development as the guiding principle of its approach to neighbourhood working. The premise of that everyone has gifts and should be seen as a contributor to their local community. In this context, citizens should be placed as actors and shapers, not passive recipients.

This approach is then made real through a range of activities on the ground, each shaped to the particular circumstances and potential of each area. These are summarised below.

Locality projects.	Co-produced by services and communities, these innovative projects tackle strategic issues by pooling resources, doing things differently and using community assets, skills and resources.
Locality partnerships.	Acting as inclusive networks of people who live and work in a locality, they bring people together to share information and ideas, build relationships and create change
Community grants.	Using a range of models and scale to allocate funding across the local community, from micro-grants to residents to larger grants to established community groups, encouraging local action
Be Bold...Be the Difference.	A borough-wide campaign to encourage residents to get involved in their local community, take action and make a difference, and to highlight the support that is available to them from agencies.
Community builders	Front-line staff, managers and Ward Councillors have a key role in this campaign, acting as 'Community Builders', on the ground enabling residents to take action by signposting and connecting them to other local people and supporting services.
Public Service Reform	Public Service Reform will see fundamental changes to how services are delivered in localities and with communities, enabled by significant change in the workforce.

Each area will develop its own approach to making area-based working a reality on the ground. It is important however, as in Trafford, to create different opportunities for people to engage, and to ensure that approaches like asset-based community development are applied in practice.

<http://www.traffordpartnership.org/locality-working/locality-working.aspx>

Neighbourhood action in Nottingham

The City of Nottingham has developed 20 Neighbourhood Action Teams that bring together a wide range of community-facing services and functions.

Each team is led by a Neighbourhood Development Officer and includes officers from housing, community protection, the police and social care. The teams also work with local councillors and areas committees which operate a higher spatial scale. The purpose of the team is to “work with citizens to actively shape services and their neighbourhoods, supporting social cohesion.”

One important way they do deliver on that goal is through annual ward budgets. The budgets are agreed each year, set out local priorities for improvement, and are approved by local councillors. Many of the activities funded through the budgets are designed and delivered with local groups that act as co-sponsors. Many activities and priorities are based on the prevention agenda through collaboration and joint work across all local partners.

<https://www.local.gov.uk/locality-working-nottingham-putting-citizens-heart>

Impact – the local transformation of public services

Many areas are planning to maintain or increase their investment in strategic locality working because they are **already seeing the positive impacts of the approach**. We identify **four primary impacts**.

Partnership action taking precedence over discussion and information sharing. Collaborative partnership is the holy grail of many public services initiatives. And yet, while there are many structures called partnership, we don't often see meaningful partnership practice in the sense of: shared budgets, shared risks and shared rewards. We do see this through strategic locality working because it enables partners to identify practical opportunities to work together and manage risks and rewards locally.

Providing a mechanism for de- / re- / commissioning services. One of the fruits of enhanced partnership working is the ability of local agencies to take mature and transparent decisions on the future of services. Instead of partners acting alone and fighting for "their service", area working provides a mechanism for taking decisions in the best interests of the local community.

Harnessing the insight of communities. To inform those decisions, strategic locality working also provides a mechanism for gathering the views and intelligence of the local community, and a reference point for explaining how and why decisions have been made. While not alleviating the negative consequences of service cuts, it does make the process feel less arbitrary and imposed.

Generating value and social return on investment. All of these combined means that investment is increasingly generating social and economic value. Barnsley's area councils, for example, have a combined £2.1m local commissioning budget. 88% of budget spend is kept in the local economy through investment in local agencies. In 2016/17 alone, the approach produced: 6156 volunteers who gave over 31,000 hours to their communities; 47 jobs, 16 apprenticeships & 126 work experience placements. The SROI was £11.80 for every £1 invested.

How to do strategic locality working

There is no single, out-of-the-box approach to strategic locality working that areas can apply. However, we can identify a number of steps that seem crucial to building trust in the approach.

Explaining the approach in terms that citizens understand. Places that are using strategic locality working describe the outcomes they deliver in the context of managing budget pressures without simply salami-slicing services. They are positioning their actions as part of a continuum from public-sector led to community-led action in which public officials know they are not always the experts.

As an illustration of this, one area lead described the shift in their authority from "consultation on things we've half decided" to an emphasis on co-production. Using an asset-based community development approach, staff are encouraged to work with residents on shaping local solutions to locally identified priorities.

Focusing on the big strategic challenges. Strategic locality working is going beyond the old narrow focus on the street scene, and is now working to address complex, partnership-wide issues like mental health and wellbeing, skills and employability, and social inequality. This energises a wide range of partners to take coordinated and holistic action.

Assigning budget lines within core budgets. We have seen multiple times the fate of most short-term pilot projects when the 'funny money' runs out. By contrast, where strategic locality working is funded from mainstream budgets, partners are more likely to engage because it is seen as long-term approach, rather than a time-limited experiment.

Giving clear roles to councillors. This can be a (joint) leadership role, an enabling role, a facilitating role, and more. But it is important to be clear about what councillors are expected to do and how they are expected to behave.

Making form fit function. Each area has developed a different approach to strategic locality working. Some areas have the same structure covering all wards, where other have more intensive arrangements in some places and less in others. Some areas make funding available on a broadly equal per-head basis, in contrast to areas which invest more according to the IMD for example. No one size fits all. The important thing is to focus on what partners are trying to achieve and shape the structure around those intended outcomes.

A call to action to other places

Our call to action is simple and is directed at areas which are not yet committed to strategic locality working.

We call on areas not yet using strategic locality working to learn from those who have and adopt the same practical and pragmatic approach to the local transformation of public services.

Stop waiting for the innovation to come from elsewhere, or to take an entirely new forms. We have been waiting for a decade for the promise of innovation or a technological leap to solve societal problems.

Look within. Instead of waiting for a new idea to arrive from elsewhere, local partners should look at the innovation that has been happening on their doorsteps, street corners, neighbourhood offices.

Build on what has already been learned over the recent decades about forming equal partnerships with citizens, working with the differences between neighbourhoods instead of trying to smooth them out, and empowering frontline staff.

Get on and do it. As Octavia Hill demonstrated, you get started by getting started. The conditions are never perfect, there will always be barriers in the way. But the areas doing the most are often those with the least. They have made major changes because they have had to make the biggest cuts. They should inspire others to follow their lead and further spread the benefits of strategic locality working.

Locations of survey respondents

This list shows the areas where survey respondents say they live or work, and where they also indicated some form of locality working being in operation. In two cases this was where the respondent lived, and in all others it was where they worked. One respondent said no form of locality working in operation where they lived or worked - this area is not included.

Barnsley
Birmingham
Bolton
Lancashire
Calderdale
Camden
Cheshire West and Chester
City of Lincoln
City of York
Durham
Gateshead
Great Yarmouth
Hastings
Kirklees
Leicester
Lewisham
Middlesbrough
North Westminster/Paddington
Nottingham
Oxford
Peckham in Southwark
Powys
Kensington and Chelsea
Kingston Upon Thames
Sandwell
Shropshire
Slough
Staffordshire
Stockport
Stoke-on-Trent
Sunderland
Trafford
Wakefield
Warrington
Wycombe