

**CAISTOR ECONOMIC REVIVAL**

**PROPOSAL**

**UNIVERSITY OF LINCOLN**

**FEBRUARY 2002**

# 1 Introduction

101 This document is a proposal by the University of Lincoln to undertake the work set out in your consultant's Brief dated 4 February 2002. The University is committed to the regeneration of the whole of Lincolnshire and has a particular interest in the development of rural towns such as Caistor.

102 Caistor is at once unique and typical of small towns in England. Unique in its history and architecture, and indeed its approach to economic revival; typical in that its difficulties are replicated in hundreds of small towns across England, especially in peripheral counties such as Lincolnshire, Norfolk, Herefordshire, Shropshire, Devon and the counties north of York.

103 Since medieval times, the rationale for Caistor's existence has been its role as a centre for markets and trading for a wide, sparsely-populated rural area, reflected in its nineteenth century status as the centre of a 'union' of parishes. The fundamental challenge faced by Caistor is that this role has been undermined by near-universal car ownership, meaning that it is almost as easy for local people to shop and work in the surrounding towns as in Caistor itself. A secondary challenge is the decline of tourism as British people increasingly holiday abroad.

104 There is, in our view, little point in seeking to recreate the past. Exhortations, for instance, to 'save your local shops' may have some value and produce some short term benefit. The way forward for Caistor is, however, to create a new rationale for the town based on retail and other business activity that can survive on its own competitive merits. This proposal shows how the University of Lincoln can help Caistor Development Trust to achieve that goal.

105 The proposal is based, of course, on your Consultant's Brief, but also on the extensive information available at [www.caistor.net](http://www.caistor.net) and on a telephone conversation with Cllr Schofield.

106 It is perhaps appropriate to comment here on the style of working that we propose. This will involve close collaboration with yourselves at every stage. We envisage this as a joint project between the University and the Trust with each partner having much to contribute.

107 The remainder of this document comprises Section 2, which describes our approach to the work and is the core of our proposal, followed by sections on the timetable and costs (Section 3) and on staffing and experience (Section 4)

## **2 Our approach to the work**

### ***2.1 Introduction***

201 This section is the central part of our proposal. It begins by summarising the key issues identified in your Consultant's Brief, and then proceeds through the stages of work that we propose – broadly in chronological order, though there are some overlaps. The section is divided into the following sub-sections:

2.2 Key issues

2.3 Early consultations

2.4 What does Caistor want?

2.5 Analysis and first report

2.6 The main consultation phase

2.7 Strategic analysis and the interim report

2.8 A possible survey of tourists

2.9 Ways and means

2.10 Business planning and final reporting

### ***2.2 Key issues***

202 Section C2 of your Consultant's Brief identifies eight key issues, which may be paraphrased as follows:

1. To provide evidence, quantitative as far as possible, as to whether a business plan could justify an initial investment of public funds
2. To identify controllable and non-controllable factors (and risks resulting from the latter) associated with the business plan
3. To recommend structures for implementation, though we note that a not-for-profit Trust is the current preferred route

4. To make recommendations consistent with the preservation of the character of the town
5. To prepare a business plan
6. To analyse the effects of competition, especially in the retail sector
7. To make recommendations for the promotion of tourism
8. To establish working relationships with initiatives in wider contexts, for instance those relating to European funding (and Section C3 of your Consultant's Brief identifies a list of such initiatives)

203 We propose to tackle the issues that you have identified through the systematic process of fieldwork and analysis described in the remainder of this section.

### ***2.3 Early consultations***

204 We propose to meet you as soon as we are commissioned to develop this proposal into an action plan for the whole project. At this stage we will firm-up the outline staffing plan that appears later in this document. In the next section we propose a workshop in Caistor to develop your existing vision statement by supplementing it with quantitative targets. Prior to that, however, we would consult, face to face, with a small number of key agencies: the Trust itself, the two local authorities, EMDA and others as advised by you. We will, of course, consult with the wider list provided in your Consultant's Brief at a later stage in the process.

### ***2.4 What does Caistor want?***

205 An important starting point is to know what local people want for their town. Your survey of residents indicated the high priority that they attach to economic revival (and we note that this project is to focus on economic and business issues), and Section A5 of your Consultant's Brief sets out a clear vision for the town. But these general statements need to be refined. For instance, you may wish to have targets for (say) 2005 for:

- Additional employment in the town (with a consequent need for converted or new business premises)

- Additional employment in specific sectors, for instance self-employment based on ICT-enabled remote working, or in the professional and creative industries mentioned in your vision statement
- Population growth, perhaps requiring new house building
- Visitor numbers
- Visitor bed-nights, perhaps, depending on occupancy rates of the current supply of bed-spaces, requiring more accommodation
- Square metres of retail space (more, the same, or less (perhaps as space is converted to non-retail business use) than at present)
- Occupancy of retail space – we understand that this is higher now than at the time of drafting your Consultant’s Brief

206 We would see our first task as being to identify what is wanted and to develop targets to under-pin your vision for Caistor. Only when we know where we are going, will it be possible to plan how to get there.

207 Developing quantitative elements of the vision is a skill in itself. It precedes detailed planning and must be independent of practical considerations of the ‘where’s the money to come from’ kind. Nonetheless, it must be broadly realistic given the constraints imposed by the need to preserve the town’s character and the possible sources of funding. This is a fine line to walk. We propose early in this project to hold a vision event, an extended meeting, open to all members of the Trust and we would suggest to relevant agencies, to thrash out targets for Caistor consistent with the vision that you have already developed.

## ***2.5 Analysis and first report***

208 The early consultations, the workshop and the quantitative targets will enable us to develop indications of a way forward for Caistor. At this stage they will not have been tested in detail through consultation and business planning and they may change as the project proceeds. We will, however, write them up as a substantial first report – delivered to you one month after commissioning.

209 We understand that a decision by the Trust to proceed further will depend on the acceptability of the first report.

## **2.6 The main consultation phase**

210 Consultation with individuals and organisations is important for at least four reasons:

- It will allow us access to their specialised knowledge, whether of Caistor itself or of their organisations (for instance for funding)
- Any successful strategy must meet the criterion of *acceptability*. This does not mean consensus around some lowest common denominator. Rather it means that the strategy must be broadly acceptable in its main elements to key stakeholders such as local residents and key agencies such as the local authorities. Consultation will allow us to assess acceptability
- It will enable us to identify methods of implementing our proposals, including (this is usually the case) several that were not identified earlier in the study
- It gives people with a legitimate interest in the project an opportunity to express their views

211 We therefore propose an extensive programme of consultation involving about 30 face to face interviews, with the organisations listed in your Consultant's Brief and such others as we agree with you in the set-up phase.

212 The most difficult stakeholder group to consult will be residents, since they do not speak with a single, organisational, voice. Our initial proposal, reflected in our costs, is to do this through two focus groups. Without adding to cost, consultation might also be through (open) residents' meetings; again this is a matter for discussion in the set-up phase.

## **2.7 Strategic analysis and the interim report**

213 The vision that you have developed is the starting point for a standard strategic process used by companies and other organisations worldwide. The stages of the process may be listed as follows:

1. Vision
2. Forecasting (of what will happen without action)
3. Gap analysis, ie comparison of the vision with the forecast
4. Resource and environmental analysis, ie assessment of the resources available (or potentially available) for action to change things and of the economic and social

environment in which Caistor must live (this is sometimes called SWOT - Strengths, Weaknesses, Opportunities, Threats - analysis)

5. Identification of strategic options to close the gap
6. Assessment of the strategic options against pre-determined criteria - usually acceptability (discussed above), suitability (will it deliver?) and feasibility (can it be done?)
7. Strategic choice
8. Business planning relating to the chosen strategy

214 Following the programme of consultation, we expect to be in a position to work with you through Stages 2-6 above. The results of this work would be the basis of our interim report to you. We would then hold a client meeting with you to identify the preferred choice of strategy from alternatives, ie Stage 7, though it may be that we have already agreed with you by then that there is only one practical way forward.

## ***2.8 Possible survey of tourists***

215 We understand from speaking to Cllr Schofield that there may be a need for a survey of tourists during summer 2002 to identify the nature of their visits to Caistor, the extent of their expenditures and the factors that might induce them to spend longer in the town. We note, however, that the consultant's brief makes no mention of this survey work. Our University has the capacity to carry out surveys on any scale and, as an indicative figure, we would be able to carry out a survey of reasonable size for statistical analysis (say an achieved sample of 500) for £10,000. Should this be required we would negotiate the arrangements with you during the set-up phase for the study.

## ***2.9 Ways and means***

216 There is little point in having a vision for Caistor, and a strategy for its delivery, unless there are mechanisms for achieving the vision. The mechanisms require primarily resources and organisational structures.

217 'Resources' is often used a synonym for money. We have in mind something wider. Money is certainly essential, but so is internal capacity to use money, given the audit and stewardship requirements for public funds, and so is willingness, dependent partly on the planning authority (West Lindsey District Council) and partly on private and public sector owners, to deploy property for regeneration purposes.

218 We note the strong steer in your Consultant's Brief in favour of a not for profit Trust as the appropriate organisational structure. We will certainly investigate this possibility within the project. Our experience elsewhere suggests, however, that local authorities can often meet at low or zero marginal cost the audit and funds-disbursement compliance procedures required by public funding. Such procedures can be difficult for local partnerships and it is at least worth investigating whether the Development Trust should be primarily a decision-making body that leaves detailed administration to others.

219 Cash resources present a logical difficulty. The sums clearly available for the regeneration of Caistor are likely to be small, perhaps negligible. The sums required may be substantial and it is unlikely that, during this project, any agency will make funding commitments. The business plan that we produce is almost certain therefore to require resources that are not (contractually) available. This may lead sceptics to say that the plan is unrealistic, because it is not attended by the certainty of success.

220 Our approach is different. Caistor is looking for exceptional treatment on the grounds (a) that its difficulties are unusually severe by the standards of similar towns and (b) that, as your Consultant's Brief notes, it is trying a new approach that might be a model for other towns to follow. This approach given proper advocacy can lead to substantial funding for programmes of regeneration. As examples of this process, we would cite our own University campus in Lincoln and the new Rural Action Zone in South Holland, but there are many more examples.

221 The keys to success with this kind of approach are several. We believe that this University can help you with each of them:

- Topicality ..... The development of small towns and rural areas was becoming topical - as evidence by the Rural White Paper - even before the foot and mouth tragedy. It is still more topical now, and the University is well informed about the policy debate
- Understanding of and links to the relevant agencies .... We work on a day by day basis with the key agencies in the region, nationally and in Brussels – we understand their respective agendas and know their personnel
- A powerful case .... Knowing people and policy agenda will not help unless (a) you have a powerful case for help – absolutely or as a model or case study and (b) that case is presented clearly and convincingly – we can help you to do this

## ***2.10 Business planning and final reporting***

222 The principal output from our work will be a final report in the form of a business plan for Caistor. Page 10 of your Consultant's Brief sets out a list of elements to be contained in the plan and, for the avoidance of doubt, we confirm that all of these elements will be covered. We would add one minor qualification, namely that our advice on legal structures will be informal lay advice, based on our experience of regeneration partnerships elsewhere. It will be for you to seek advice from solicitors on the implementation of the legal framework.

### 3 Timetable and costs

301 Our timetable for the project is shown in the table below, lighter shading indicates less intensive periods of work, and stars represent events or reports. The elements of work are described in the section above detailing our approach to the project.

Month	1	2	3	4	5	6	7	8
Set-up meeting	*							
Early consultations and analysis								
Developing the vision workshop	*							
First report	*							
Main consultation phase								
Strategic analysis								
Interim report				*				
Ways and means consultations								
Business planning								
Final report								*

302 The main element of our costs is the time taken by the people involved. Our cost calculations are set out in the table below.

Cost summary					
	Days				£
	Glyn Owen (@£600)	Other lecturing staff (@£450)	Researcher staff (@£300)	Total	
Set-up meeting, including preparation and follow-up	0.5	1	1	2.5	1050
Early consultations (up to 10)	1	2	1	4	1800
Developing the vision workshop	0.5	1	2	3.5	1350
Analysis	0.5	2	3	5.5	2100
First report	0.5	2	2	4.5	1800
Main consultation (up to 30 consultations, plus two focus groups for residents)	3	6	6	15	6300
Strategic analysis	1	6	3	10	4200
Interim report	0.5	4	3	7.5	3000
Ways and means consultations (up to 10)	2	2	1	5	2400
Business planning and final report	2	8	8	18	7200
Client liaison and project management	1	2	2	5	2100
Total cost for time, average day rate = £413	12.5	36	32	80.5	33300
Expenses as charged, but estimated at, and not to exceed, 5% of fees					1665
Sub-total					34965
VAT @ 17½%					6119
Grand total					41084

### ***Contractual arrangements***

303 So far as we are aware, this proposal conforms to your contractual requirements. We have also enclosed a copy of your 'Form of Tender' which summarises our commitment to you. For the further avoidance of doubt, we confirm our acceptance of all of the conditions set out in the documentation sent to us by you in connection with this proposal.

304 Your contract will be with the University of Lincoln, which will have full responsibility for the delivery to you of the reports and other outputs specified in this document.

## 4 Staffing, relevant experience and referees

401 This project will be led by Professor Glyn Owen. Glyn is an experienced economic regeneration researcher and consultant and has completed over 150 research and consultancy projects in this field of study for the key government departments (DTI, DTLR, DfES, DEFRA) and for local agencies such as TECs (now local LSCs), local authorities and regional development agencies. A project list forms Annex 2. He has been closely involved with the formulation of government policy in this field, for instance leading the study that led to the formation of regional development agencies such as EMDA. Glyn is visiting professor of economics at Sheffield Hallam University and is about to take a visiting chair at the University of Lincoln. He has a special interest in the regeneration of Lincolnshire, having worked here on consultancy projects for the county council and the Lincolnshire Development Partnership for the past three years.

402 Glyn will work closely during the project with Rebecca Herron, who is the Director of the Community Operational Research Unit (CORU) within the Lincoln School of Management. She has a PhD in Applied Mathematical Studies from Leeds University and 10 years of practical business experience. She has worked as an Operational Research Analyst in Industry and Commerce as well as running research & development projects within Local Education Authorities. Her research studies include specialisms in computer simulation, nonlinear systems (e.g. chaos theory etc.) and the study of pupil's educational performance over time. CORU's current research projects include work in both Lincolnshire and Nottingham schools, with community development projects, environmental partnerships and disability associations. Rebecca is the Associate Editor (Community OR) for the Operational Research Society publication 'OR Insight' and a member of the Society's Education and Research Committee.

403 CVs for Glyn, Rebecca and other members of the team are available on request and some information on the recent work of CORU forms Annex 2 to this document.

404 CORU researchers will undertake much of the fieldwork for the project, but key interviews will be undertaken by Glyn or Rebecca.

405 We note that your schedule allows for an initial set-up phase of work lasting one month. During that period, we propose, in consultation with yourselves, to assign the right staff to this project from those at our disposal, drawing on staff from our departments of **tourism** and **architecture**, as well as on staff from business and management.

## ***Referees***

406 Although many referees can be provided on request, the most appropriate referee for this project is:

**Mr Ivan Annibal**  
Director  
Lincolnshire Development  
Beech House  
Witham Park  
Waterside South  
Lincoln  
LN5 7JH

## Annex 1: Research and consultancy projects completed by Glyn Owen

The list below is complete to 31 December 2001 and includes projects where Glyn Owen worked as sub-contractor to other organisations, such as PricewaterhouseCoopers

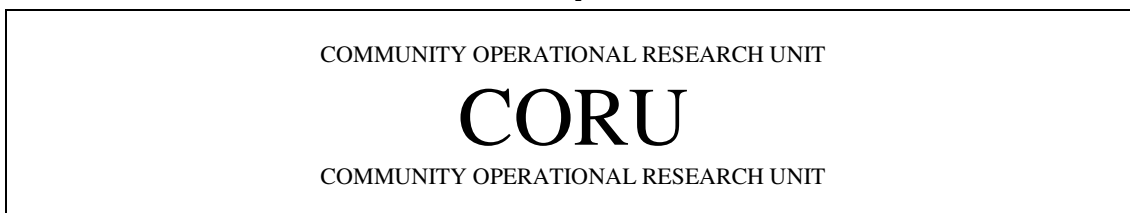
Client	Date	Brief description
Coalfield Alliance	2001	Bid to become Sub-Regional Strategic Partnership
Scarborough District Council	2001	Development work with local partnership
Flintshire County Council	2001	Economic development strategy
Lincoln City Council	2001	Review of cost benefit analysis of a major rail project
Lincolnshire Development Partnership	2001	Development work with Board
Adult Basic Skills Strategy Unit	2001	Readiness to deliver ' Skills for Life'
Barnsley Development Agency	2001	Strategy review
DfES	2001	Eval of New Entrepreneur Scholarships (Phase 2)
N Yorkshire Econ Development Forum	2001	Strategy development seminar
Teacher Workload	2001	Major assessment of teacher workloads
DfES	2001	Labour market analysis for Action Teams for Jobs
S Yorks Objective One Partnership	2001	Development of clusters policy
Rochdale MDC	2001	Economic regeneration strategy for Heywood
Wansbeck DC	2001	Economic regeneration strategy
Wirral MDC	2001	Devt of Neighbourhood Renewal Funding strategy
DfEE	2001	Eval of New Entrepreneur Scholarships
Qualifications and Curriculum Authority	2001	Review of National Occupational Standards
University for Industry	2001	Cost measurement project
Cornwall County Council	2001	Ob1 IDP for Bodmin Moor
Cornwall County Council	2001	Strategy for Bodmin Moor
Blaenau Gwent Council	2001	Education and training strategy
Rochdale MDC	2001	Strategy for two deprived wards
Lincolnshire TEC	2001	Impact evaluation of University of Lincoln
Burngreave NDfC	2001	Strategy devt with Board
Lincolnshire County Council	2001	Retained consultant
University for Industry	2001	Retained consultant
Yorkshire Forward	2001	Cluster strategy
Yorkshire Forward	2001	Staff macroeconomics seminar
Yorkshire Forward	2001	Evaluation of S Yorks Ob1 IDPs
DfEE	2000	Early years & Childcare partnerships COBA
University for Industry	2000	Impact measurement project
Barnsley and Doncaster TEC	2000	Ob1 Training Programme
CELTEC	2000	LMI Strategy
N Cornwall District Council	2000	Ob1 IDP for N Cornwall
Flintshire County Council	2000	Strategy seminar
Knowsley Borough Council	2000	Ob1 IDPs for Knowsley
Liverpool City Council	2000	Labour market study
East Midlands Regional Observatory	2000	Space cluster strategy
Unison	2000	Advice on LEA privatisation

Kelda plc	2000	HE devt programme for managers
Kelda plc	2000	Remuneration strategy
Lincolnshire County Council	2000	Devt of Lincs Regeneration Partnership
College of Ripon and York	2000	Strategy devt with Board
South Yorkshire Health Action Zone	2000	Economic evaluation
DfEE	2000	Evaluation of Work-based learning
UK ADAPT Programme	2000	Economic evaluation
Sheffield EU URBAN programme	2000	Evaluation
Sheffield One (URC)	2000	Masterplan
Regional Policy Forum	2000	Review of operations of RDAs
Wakefield College	1999	Facilitation of governors' strategy day
Major US company	1998	Call centre feasibility study
EU DGXXIII	1998	Review of apprenticeships schemes across EU
Stadium Developments plc	1998	EU cost benefit analysis of a visitor attraction (Magna)
DfEE	1998	Text of Labour Market and Skill Trends
N Yorkshire TEC	1997	QA of economic research studies
LGMB (Idea)	1997	Review of regional policy
Nottinghamshire County Council	1997	Led senior officers' seminar on implications of RDAs
Sheffield TEC	1996	Use of MSc students for SME export marketing
CHART99	1996	SRB bid
Rotherham Econ Partnership	1996	Eval of SRB impact
Home Office; Barnsley MDC	1996	Eval of CCTV system
DfEE	1996	Impact measurement model, II
DfEE	1996	Eval of SME attitudes to graduate recruitment
A further education college	1996	Feasibility study of new site
Sheffield Hallam University	1996	Review of links with colleges
Rotherham Business Link	1996	Devt of information services
Rotherham Business Link	1996	Devt of eval framework
South Yorkshire Technopole	1996	Plan for a new design centre
Westminster Foundation	1996	Training in St Petersburg
Regional Policy Commission	1996	Provision of Commission secretariat
N Yorkshire TEC	1996	Economic assessment of NY
DfEE	1995	Individual commitment pilots
Rotherham CTE	1995	Eval of export potential of SMEs
Sheffield TEC	1995	Eval of export potential of SMEs
Sheffield TEC	1995	Eval of business support
Sheffield TEC	1995	Devt of business support strategy
CHART99	1995	Establish partnership and secure £14m of funding
CHART99	1995	Successful SRB bid for £11m
CHART99	1995	Bid for SME support
LGMB (Idea)	1995	Local authority service pricing
DfEE	1995	Eval methods for assessing impact of partnerships
Social Services Inspectorate	1995	Demographics and labour supply
EURADA	1995	Exhibition centre feasibility study in Portugal
DfEE	1995	National TEC Baseline follow-up
Barnsley MDC	1995	Advice on UDP and expert evidence
Barnsley and Doncaster TEC	1994	Review of City Challenge and SRB projects
Bradford and District TEC	1994	Strategic analysis of Bradford' s economy

North Derbyshire TEC	1994	Project management training
North Derbyshire TEC	1994	Advice on technology transfer
North West TECs	1994	LMI training course
Rotherham CCTE	1994	Eval of adult guidance
Rotherham CCTE	1994	Market research before BL start-up
Rotherham CCTE	1994	Focusing support for SMEs
Sheffield TEC	1994	Focusing support for SMEs
Wakefield TEC	1994	Eval of Coalfield Action Programme
CHART99	1994	Potential of fast growth SMES
CHART99	1994	Potential for technology transfer
Dearne Valley Partnership	1994	Ministerial review
Doncaster Regen Partnership	1994	Strategic plan for Doncaster
Humberside CC	1994	Impact of British Steel Scunthorpe
Rotherham MBC	1994	Impact of steel on Rotherham
DTI	1994	Use of a large company database
DTI	1994	Eval of marketing of EU programmes
DfEE	1994	EDS Toolkit development
DfEE	1994	Eval of three EDS schemes
DfEE	1994	Trialling of EDS in S Yorks
DfEE	1994	Focusing support for SMEs
Office Electricity Regulation	1994	Review of customer disconnections
DfEE	1994	National eval of Gateways to Learning
DfEE	1994	National evaluation of Skill Choice
DfEE	1994	National evaluation of Youth Credits
Barnsley and Doncaster TEC	1993	Needs of redundant mineworkers
Barnsley and Doncaster TEC	1993	Preparation of a 'TEC Challenge' bid
Barnsley and Doncaster TEC	1993	Fast growth SME support system
Barnsley and Doncaster TEC	1993	SME support through EU RECHAR
North Notts TEC	1993	Management training
Rotherham CCTE	1993	Research for economic conferences
Yorkshire Water plc	1993	Six COBAs
CHART99	1993	Strategic plan
CHART99	1993	Successful bid for £2m for SME support
Dearne Valley Partnership	1993	Feasibility study for a Groundwork Trust
Barnsley Doncaster and Rotherham MDCs and DETR	1993	Multi-stage research and consultancy programme leading to over £100m of public sector funding
Chesterfield DC and N Derbyshire TEC	1993	Plan for a new HE campus
Rotherham MBC	1993	Plan for a teleworking centre
DTI	1993	Technology audit of SHU
CEDRE	1993	Impact of opening of Eastern Europe
CEDRE	1993	Problems caused by derelict sites in EU
S Yorkshire Health Authorities	1993	Centralisation of laundry services
SY Passenger Transport Exec	1993	Economic advice
DfEE	1993	Eval of Jobsmatch in Bradford
East Lancashire TEC	1992	Labour market needs of ethnic minorities
Rotherham CCTE	1992	Input-output analysis of collieries
Sheffield TEC	1992	Input-output analysis of collieries
Dearne Valley Partnership	1992	Year 1 business plan

Dearne Valley Partnership	1992	Successful City Challenge Pacemaker bid
Dearne Valley Partnership	1992	City Challenge Action Plan
Chesterfield DC and N Derbyshire TEC	1992	Economic strategy study
Barnsley MDC	1992	COBAs of two collieries
Rotherham MDC	1992	Plan for worker buyout of a colliery
Rotherham MDC and DETR	1992	COBA of removal of a toxic waste plant
DTI	1992	Eval of Y&H Ob 2 Programme
DfEE	1992	National survey of Training Credit holders
Rotherham CCTE	1991	training needs of service SMEs
Barnsley, Doncaster & Rotherham MDCs	1991	Econ strategy study that led to formation of the DVP
Rotherham MDC	1991	Eval of fast growth SMEs
Employment Service	1991	Skills audit of Rotherham
Economic and Social Research Council	1991	Eval of assistance to SMEs in 3 countries
Bradford and District TEC	1991	Survey of employers re Training Credits
DfEE	1991	Eval of Training Credits in Bradford
Rural Scene Ltd	1991	Impact of a proposed teleworking scheme
Joint Initiative for Social and Economic Research	1990	Impact of Sheffield Devt Corp
Joint Initiative for Social and Economic Research	1989	Producer services in Sheffield
Sheffield MDC	1989	Assessment of Lower Don Valley
Sheffield MDC	1988	Eval of Sheffield City Hall
European Commission	1988	Eval of control of equity aid to industry
Coalfield Communities Campaign	1988	Eval of British Coal Enterprise

## Annex 2: details of CORU experience



CORU is a group of researchers in Business & Management who are developing ideas and techniques to support community initiatives. This development is through 3 strands:

- ⊗ Teaching & Supervision
- ⊗ Research & Development
- ⊗ Consultancy and advisory services

### PhD Research Projects:

- *Citizenship* and organizational learning in schools
- *Complexity* and *Systems Thinking*
- Improved solutions to Homelessness
- *Performance* in a Nottingham mini-Education Action Zone
- *Quality & Success* in small & medium-sized enterprises
- *Quality & Success* in community development projects

### Consultancy undertaken in 2000/01:

- ⊗ The FAST Project (Fully Acquainted with Systems Thinking)
- ⊗ 'Effective Consultations' survey (Royal Association of People with Disabilities)
- ⊗ Pupil achievement and target setting in Nottingham Special Schools
- ⊗ Evaluation of the Rural Bus Service

## Community O.R. Unit's Local and National Links:

- The Community Council of Lincolnshire (Board Member)
- Lincoln 'Health Matters' Steering Group
- Healthy Living Centres Steering Group

### Forum's and Networks:

- Urban Challenge practitioner group
- Rural Stress Network
- Lincolnshire Environmental Forum
- Lincoln Locality Voluntary Sector Network

### Research Groups:

- *Syntegration* network
- O.R. Society's 'Education and Research' Committee
- Sub-editor – Community, 'O.R. Insight' magazine (O.R. Society)

## Project partners and participants:

- Business Link Ltd & University for Industry (Ufi) – FAST Project
- Royal Association of People with Disabilities
- Lincoln Community Development Project
- The City of Nottingham's Education Department

## Planned for 2001/02:

- ⊗ 'Impact of Drug Action Teams' study
- ⊗ Pupil achievement and target setting in Nottingham Special Schools
- ⊗ Workshops for the Nottingham Mini-Education Action Zone
- ⊗ Survey for N.E. Amateur Swimming Association
  
- ⊗ SME Network (Building on the FAST Project)
- ⊗ Citizenship Links

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