Integrating Policy, Places and People through Community Rail Partnerships: Strategies and Frameworks for Meaningful Participation

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Introduction

Since its formal recognition in the UK Government's Community Rail Development Strategy (2004; revised 2020), community rail has evolved into an effective mechanism for long-term public participation in the rail sector. It advocates for rail as a catalyst for regeneration: developing stations as community hubs and bringing economic, environmental and social value to local areas. This collaboration between people, place and policy has helped to transform local routes into vital connectors within the national rail network.

Community rail thus provides a fruitful case study through which to understand the strategies and frameworks used to align priorities between the public and the rail sector. Community rail involves a range of stakeholders, from the Department for Transport and rail operators to Community Rail Partnerships (CRPs), who have differing priorities, capabilities and visions for engagement. This research will focus on the framework provided by the four pillars set out in the Strategy to interrogate how effective this framework is at aligning diverse priorities between stakeholders.

This research has been driven by one overarching research question and three sub-questions:

Which frameworks or strategies can help align priorities between stakeholders in the context of community rail?

- Which factors make public participation in community rail partnerships particularly viable or meaningful?
- How are the four pillars of community rail operationalised by CRP members?
- How do the pillars help align priorities between different stakeholders?

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Literature Review

Public Participation

Public participation refers to the involvement of the public in decision-making with the purpose of influencing the choice(s) made (Renn et al, 1995).

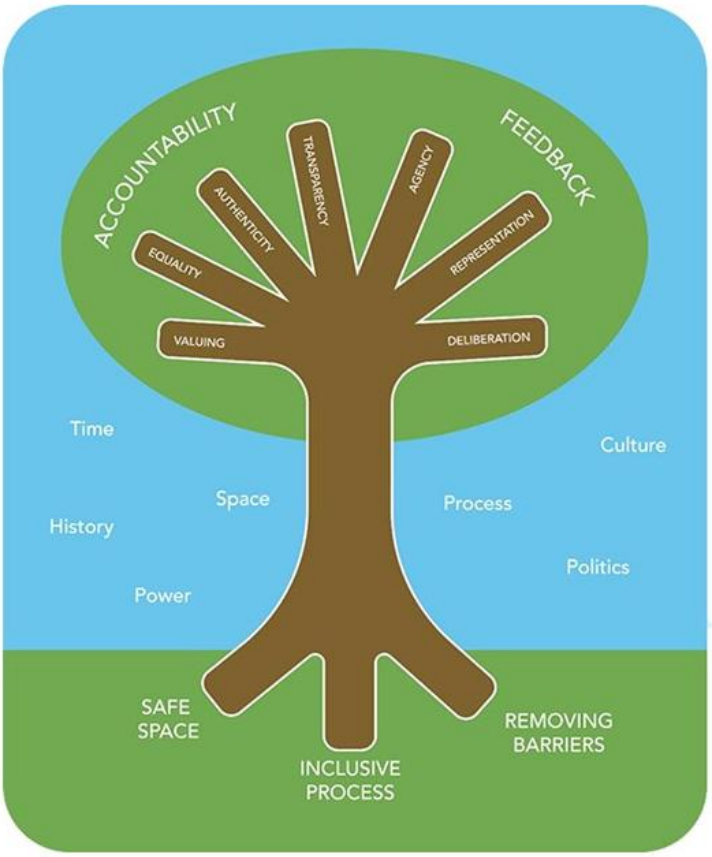
Authentic and effective participation depends on the quality of the process (Bell & Reed, 2022) and consequently, several academic frameworks clarify types of participation and what they imply about the power dynamics between stakeholders. The IAP2's Spectrum of Public Participation (1999), for example, explains the 'promise to the public' associated with different forms of participation. The spectrum ranges from 'informing' the public to 'collaborating' with and 'empowering' the public to be final decision-makers. The spectrum aims to legitimise all forms of participation, explaining that each can be appropriate based on the goals, timeframes and resources associated with the decision to be made.

Arnstein (1969) similarly uses the metaphor of a ladder to categorise types of participation into 'non-participation', 'tokenism' and 'citizen power'. Arnstein argues that participation is fundamentally about power distribution and that without shifting power to citizens, participation risks being symbolic rather than substantive.

Building on other frameworks, Hunt and Bell (2022, p2) put forward the 'Tree of Participation' as a 'theoretically rigorous and easily applicable' model to guide practitioners to implement inclusive participatory processes. They use the metaphor of a tree to draw attention to:

- The influence of environment, place and context on participation.
- The roots, or origins, of participation.
- The key branches (or aspects) defining the process of participation.

Figure 1: Tree of Participation [Source: Hunt & Bell, 2022]



Emerging from academic discourse, therefore, is a recognition that there are several factors which underly meaningful participation. Academics generally argue that it is the participation that is led by communities themselves that has the best chance of engaging a diversity of perspectives and reflecting community priorities (Linovski & Marshall Baker, 2023).

Participation in Transport Planning

Transport is widely acknowledged as something deeply intertwined with issues of equity and justice (Linovski & Marshall Baker, 2023), and therefore for transport projects to balance social benefits with efficiency and cost minimisation, some degree of participation from transport user groups is necessary (Hrelja et al, 2024). The importance of participation is not only recognised in academic debates, but is embedded in policy, with participation becoming a formal duty on local authorities in the 1998 White Paper, reflecting a Labour government desire to "bring power to the people" (Bickerstaff & Walker, 2001).

That said, academic commentators argue that transport planning has had a particular issue with meaningful participation, with decision-makers opting for a 'decide, announce, defend' approach which can create barriers to equitable participation (Linovski & Marshall Baker, 2023). Similarly, Bickerstaff et al (2002) argue that while there is considerable activity labelled as 'participation' on the surface, evidence of substantive impacts is sparse. This, they argue, is traceable to the lack of clarity in central government policy and guidance.

Community Rail

Community rail was originally developed as a grassroots movement to bring communities together to safeguard and shine a light on neglected parts of the network (DfT, 2020). It was formally acknowledged by government in the 2004 Strategy for Community Rail, which brought in a clear policy framework and strategy to support the activity (Seedhouse, 2013). This framework focused on the partnership between the DfT, Train Operating Companies (TOCs), Network Rail, the Community Rail Network (CRN) and finally the Community Rail Partnerships (CRPs) themselves, who would breathe life into the strategy and take responsibility for the issues that matter to them (DfT, 2020).

The overarching value of community rail partnerships is that designing rail improvements projects with, rather than for, communities means that they are more likely to succeed in benefitting the people that they are intended for (CRN, 2025).

Where does this research intervene?

Community rail partnerships offer a useful case study of communities taking responsibility for managing and implementing projects within the transport sector. A certain amount of power has been delegated to them by the rail industry and DfT, making them an example of meaningful, community-led participation that is arguably more inclusive than other forms of participation, or consultation, within the transport industry.

This research aims to examine the frameworks and strategies used within community rail to enable viable, meaningful participation and align priorities between stakeholders. Using Hunt and Bell's (2022) 'Tree of Participation' as a guiding theory, the study will consider:

- **Roots**: the foundations of participation within CRPs.
- **Environment**: the institutional context in which participation takes place.
- **Branches**: communities' perceptions of agency, decision-making and ability to feedback.

Research Approach and Methodology

Meaningful participation involves a redistribution of power to the public. To explore these power dynamics, this study focuses on the experience of CRP members, who offer insights into their relationship with other stakeholders and their perception of the effectiveness of key frameworks.

To gather quantitative and qualitative data efficiently, a survey was distributed to CRP members via a CRN representative. The survey was initially distributed on the CRN's social media channels (Facebook, X, LinkedIn and Bluesky) and later distributed to CRP members in the East of England and the South East via email.

The survey, refined with CRN input, included seventeen multiple-choice questions and five open questions. It was recognised in conversations with CRN representatives that CRP members had recently participated in the CRN annual survey and that responses to this research may be lower due to 'over-surveying'. To mitigate this, the aim was to keep average response times to the survey below 10 minutes and set out the benefits of engagement to potential respondents. A total of seventeen responses were received.

In line with ethical standards, respondents remained anonymous. To gain an understanding of participant diversity, the survey asked for voluntary information on region, gender and age. This identified that the majority of respondents were from the East of England and the South East (reflecting the distribution method of the survey), that respondents' ages ranged from 26 to 71+ (with 76% of respondents between 51-70 years) and that there was an equal split of male and female respondents.

Additionally, one semi-structured interview was conducted with a CRN representative. For anonymity reasons, this respondent will be henceforth referred to as Stakeholder X. Both the open-ended survey responses and interview content were analysed using directed content analysis, a research technique which defines themes before and during data analysis with the aim of deriving theory or relevant research findings from qualitative data (Hsieh & Shannon, 2005).

What factors make public participation in community rail partnerships particularly viable or meaningful?

This section highlights two factors shaping meaningful participation within CRPs: their community-driven identity and the institutionalised, long-term nature of involvement.

CRPs are (usually) community-initiated and (always) community-driven

As Stakeholder X noted, most CRPs are formed when a group of local people seek to actively promote their rail line. The group must secure financial buy-in from the relevant TOC, but this requirement is galvanised by franchising agreements requiring TOCs to support community rail and incentivised by the benefits that TOCs receive from CRP projects. Referring to the Tree of Participation, these policy requirements and incentives remove the barriers to initiating participation.

That communities are often the initiating stakeholder group within CRPs implies a certain meaningfulness of participation in itself. While traditional transport planning often involves statutory consultations led by government, developers or operators where communities respond to pre-set proposals, in the case of CRPs, communities are the driving force of participation.

In the minority of cases where a CRP is initiated by a TOC, finding a community group to manage projects on a day-to-day basis is a necessity, since community groups are the driving force of the everyday organisation and delivery of projects. The perceived influence of communities in the operation of community rail projects is outlined in Figure 2.

Figure 2: Perceived Influence of Stakeholders on Projects Implemented

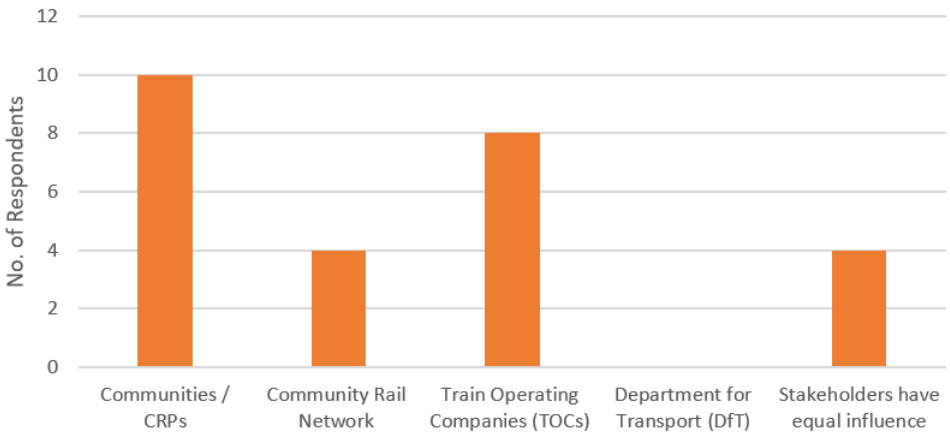


Figure 2 indicates that the majority of respondents perceive CRPs and TOCs to have the greatest influence on the projects implemented, likely reflecting the role of CRPs in the day-to-day organisation of projects and the role of TOCs in funding them. The DfT were not perceived by any participants to have the most influence on the projects implemented, while

CRN were perceived to have the greatest influence by four participants. This likely reflects the role of the CRN in advising CRPs on projects.

A core reason of the viability of CRPs as a form of long-term participation is that they are led by volunteers. Indeed, emanating from respondents was a sense of pride, and a desire for recognition, for the hard work that members of CRPs do. Multiple respondents suggested that collaboration with stakeholders could be improved if there was '*much more publicity about the good work the CRN and CRPs do*'. Another respondent explained that they had experienced '*a disconnect or lack of awareness from other stakeholders on how powerful community rail can be*', with other respondents implying that communities deserved more respect from other stakeholders for the hard work that they do.

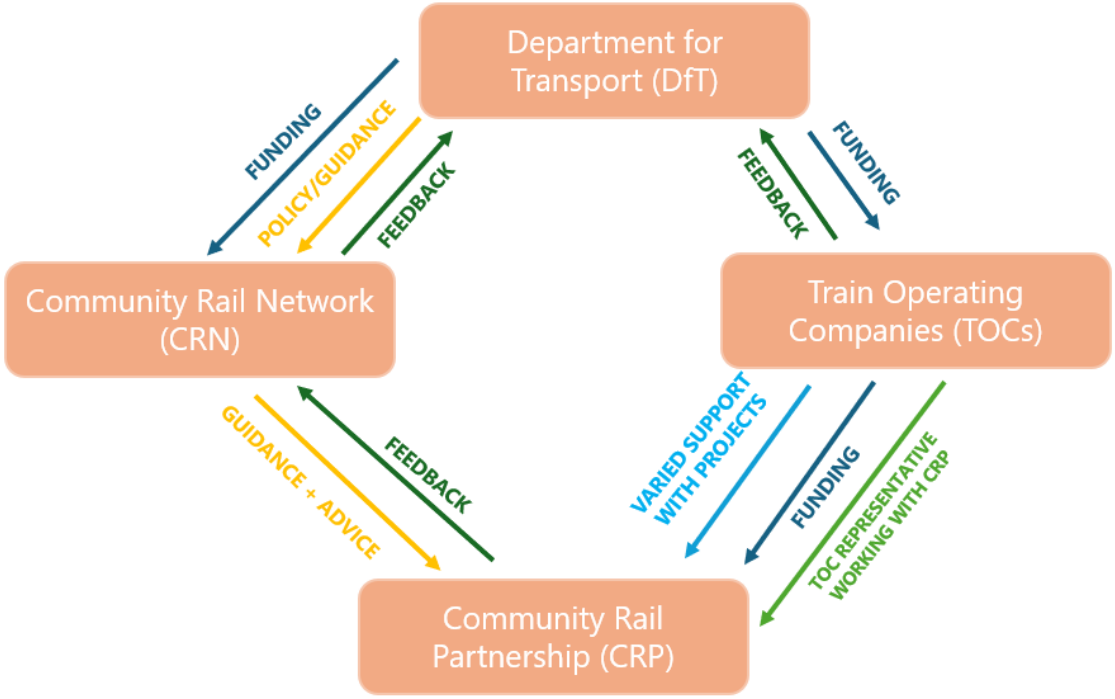
Apparent from this frustration is that communities recognise that, without them, the impact of CRPs would be greatly diminished or non-existent. This supports the idea that communities within CRPs hold a meaningful amount of power. On the IAP2 spectrum, participation within CRPs would arguably be categorised as 'collaboration', recognising that all parties are necessary parts of the partnership that exists between stakeholders.

Participation is well-defined, institutionalised and long-term

CRPs are designed to be enduring, providing a long-term framework for community involvement in local railways. Unlike conventional forms of transport participation where participation is episodic or tied to a single project, CRPs sustain participation over a long period of time. As Stakeholder X put it, CRPs can be described as '*one big permanent project which is permanently delivering many different little projects*'. This continuity and consistency enables CRP community groups to build cohesion, identity and a sense of ownership around their local railway stations and lines. As a result, participation is less reactive and more proactive.

The long-term nature of community participation in railways is enabled, in large part, by the institutionalisation of community rail within both policy and practice. CRPs occupy a stable position in relation to other key stakeholders, as indicatively demonstrated in Figure 3, which was developed based on interview with Stakeholder X and broader survey responses.

Figure 3: Stakeholder Relationships within Community Rail



Noting that Figure 3 is a simplistic representative of stakeholder relationships that cannot capture every element of interaction between the key stakeholders in community rail, it is intended to provide an insight into the context, or *environment*, that CRPs operate within.

While responses emphasised that the individual relationships between CRPs and their respective TOCs differ, it was clear that the relationships themselves are well-established. This is largely a result of community rail being an obligatory entry in franchising agreements between TOCs and DfT since the 2010s, requiring TOCs to engage with and provide core funding and support to CRPs. In addition, the existence of the accreditation process, administered by the CRN, requires CRPs to demonstrate that they are operating at a high standard and supporting the objectives of the DfT. These frameworks and processes contribute to a structural interdependence between stakeholders. In the context of the Tree of Participation, the clarity of stakeholder relationships offers CRPs a 'safe space' or entry point into the railway sector.

The institutionalisation of participation has made community engagement relatively uniform nationally. CRPs receive a reliable funding stream from TOCs, who themselves receive funding from the DfT. The existence of the CRN, who act as a membership body of CRPs, enables member CRPs to access a range of support, advice and events. Similarly, all CRPs will run Steering Group meetings (often quarterly) which are attended by a CRN representative, the general public, local authority representatives, tourism organisations, mental health charities, or as Stakeholder X implied '*anyone who is impacted or interested in how the CRP can benefit them*'. The open nature of Steering Group meetings implies that inclusionary

processes (another key *root* of the Tree of Participation*)* exist in the foundations of community rail.

Referring back to Bickerstaff et al's (2002) assertion that poorly defined participation risks being ineffective, there are few indications that this is the case for community rail. The existence and structure of relationships between stakeholders is embedded and well-understood. That said, a key theme emerging from survey participants was that the nature of those relationships vary. Stakeholder X explained that '*the way that TOCs have supported CRPs is very, very different'*. For example, some TOCs require that everyone working or volunteering on platforms has a DBS check, while others do not have this requirement.

Several CRP members reported that they have '*productive'* and '*positive'* relationships with their TOCs, while a small minority implied that they found the relationship strained at times. One participant added that they wanted '*a more can-do attitude from the TOC instead of an instant no'*. Calls for greater clarity in the relationships between TOCs and CRPs were a common theme, with one respondent suggesting that they would like their TOC to provide more '*clear and consistent processes for supporting station adopters',* while another suggested that it would be beneficial to '*clarify the independence of CRPs from TOCs'*.

Stakeholder X explained that the heterogenous relationships between CRPs and TOCs are likely a result of the differences in the franchise model over the last twenty years. Reflecting this, a clear theme in responses was an expectation that nationalisation may provide a degree of standardisation in TOC-CRP relationships. With TOCs due to be in-house by 2027, several respondents noted that they were curious to see how relationships developed over the next few years. One respondent described their TOC to be '*in a heightened state of paranoia before and since nationalisation'* which has impacted the ideas and initiatives that they wish to support.

That said, while CRPs have different perceptions of the efficacy of their working relationships with stakeholders, it remains true that the stakeholder relationships themselves are well-established. The existence of the CRN as a membership body certainly helps with this, adding a level of standardisation to proceedings that there otherwise may not have been.

How are the four pillars of community rail operationalised by CRP members?

At the centre of the DfT's Community Rail Development Strategy, and frequently mentioned by Stakeholder X, are the four pillars of community rail. The pillars' prominence within policy and practice identified them as a key framework used to set the agenda of community rail.

Operationalising DfT Guidance Using Four Pillars

The DfT's strategy for community rail is for CRPs to flourish as independent, sustainable groups who work to deliver four key pillars shown in Figure 4:

Figure 4: The Four Pillars of Community Rail

The frequent, active use of the pillars by CRPs is clear from survey responses. The pillars are well-known by CRP members, with 82% of respondents stating that they could confidently name all four pillars. The majority of respondents (65%) stated that the pillars were 'always' referenced in Steering Group meetings, with a further 18% stating that the pillars are 'sometimes' used. Similarly, 88% of respondents stated that the pillars were either 'always' or 'sometimes' used in the day-to-day organisation of projects.

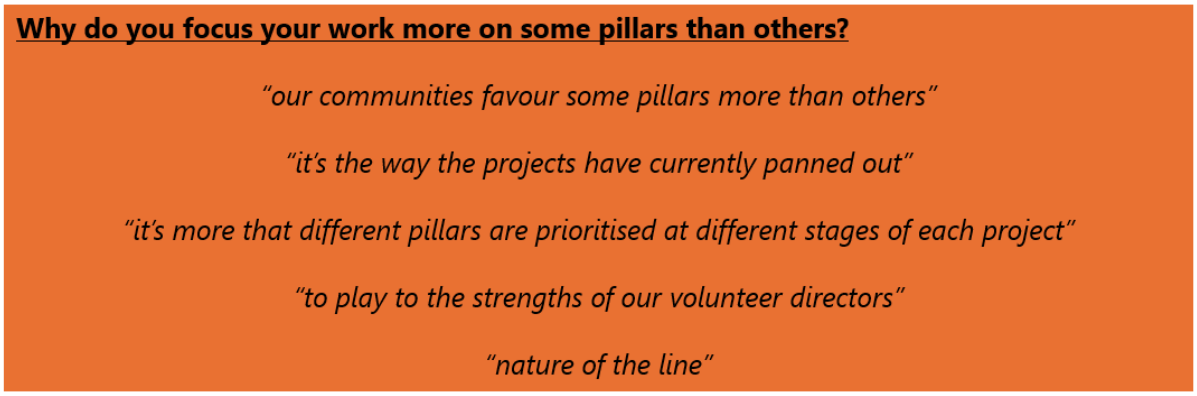
As Stakeholder X observed, the majority of CRP members are unlikely to have read the DfT's full Community Rail Development Strategy due to its length. Therefore, the fact that communities can recall and implement the pillars, and do so frequently, suggests that the pillars form an accessible, memorable framework through which to operationalise the DfT's strategy.

88% of respondents stated that the pillars helped them to structure projects in a way that ensures holistic benefits are delivered socially, economically and environmentally. That said, some participants argued that the pillars do not always precede practice, explaining that they first focus on listening to their communities, before identifying if and where the project aligns with the pillars. For them, the specific wants and needs of their communities overrule the four pillars as the key drivers of projects. A similar message was put forward in 12% of

responses: that CRPs are able to deliver social, environmental and economic benefits without the help of the pillars. These responses imply that a degree of flexibility is applied towards the pillars and, in some cases, that they are not blindly followed if they are not aligned with the specific needs of communities. This provides an insight into the interaction between policy and people in practice.

The sentiment that all four of the pillars are not aligned with communities' wants and needs all of the time was echoed by the majority (71%) of respondents, who stated that they tended to focus their work on only two or three pillars, rather than all four. A variety of reasons were stated to support this decision; a selection of which are included in Figure 5.

Figure 5: Survey Responses



Several respondents explained that they choose to focus on the pillars most relevant to their community or rail line. One respondent noted that their '*area was not particularly diverse culturally, so our key focus is getting bums on seats and helping with social mobility*', implying that social mobility was a greater priority than cultural diversity initiatives in their community. Similarly, multiple respondents stated practical reasons for a focus on certain types of projects, citing the skillsets of volunteer directors and the lifecycle of projects.

That CRPs can concentrate resources on the two or three pillars most relevant to them rather than attempting to deliver all four simultaneously reflects the flexibility and feasibility of the framework. It recognises the heterogeneity of communities and places while still bringing all groups together to push towards the same goal of safeguarding local railways.

This emphasises the benefit in a strategic framework that covers several bases. The existence of multiple aims or goals makes it easier and more likely for diverse actors to identify with an aspect of the strategy – whether that be encouraging local economic development or improving the accessibility of railways for those with disabilities. Broader frameworks can better accommodate multiple stakeholders' perspectives and objectives – an argument that is made both theoretically and practically by academics in broader policy fields (Hay et al, 2022; Reed & Bell, 2022).

In contrast to this point, a minority of respondents (29%) held the view that it was important to focus on all four pillars equally, rather than focus on only those most relevant to that community. The responses included in Figure 6 illustrate this point.

Figure 6: Survey Responses

Why do you feel that it is important to focus equally on all four pillars?

"they are the values which uphold strong and healthy communities"

"it is our role to provide activities around these four pillars"

"to offer a range of projects and activities to support all within our community"

"each of the four [pillars] command equal weight in the overall community rail strategy"

"to spread the benefits of Community Rail as wide as possible"

The reasons for an equal focus on the four pillars coalesce around either (a) wanting to benefit as many people in communities as possible and (b) because CRP members perceive it to be their role to support all four equally. This view implicitly supports the multi-dimensionality of the four pillars as a framework, emphasising that to achieve the most holistic outcomes for communities, all four pillars should be focused on. This argument does not necessarily reject the prior discussion (that a broad framework allows flexibility), but instead adds further nuance, reflecting the differences in how different actors interact with policy.

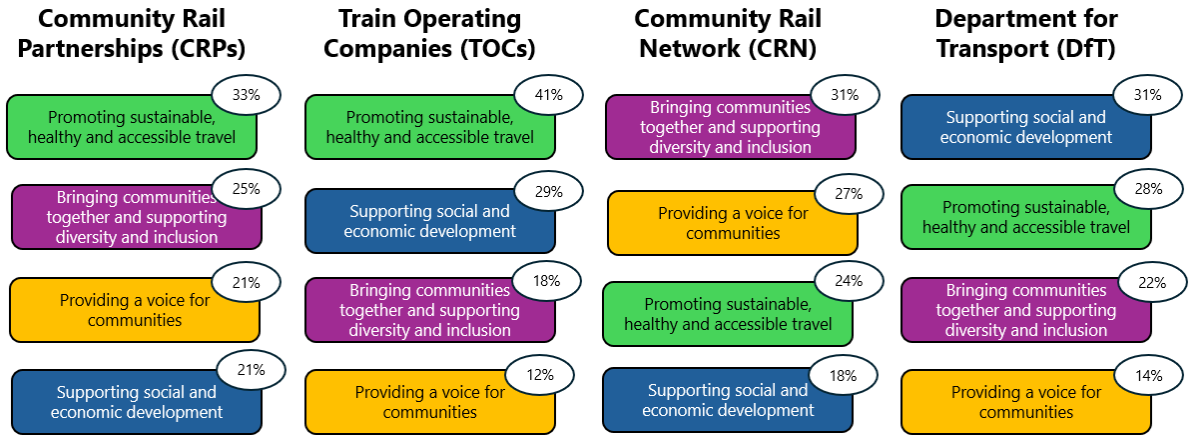
How do the pillars help align priorities between different stakeholders?

This section interrogates how respondents perceive the pillars to be operationalised by TOCs, CRN and DfT. It provides an insight into the power dynamics between stakeholders and what this implies about the form of participation that communities experience.

Perceived Stakeholder Priorities

It was emphasised by Stakeholder X and other respondents that all stakeholders value all four pillars and recognise the importance of each. Accordingly, Figure 7 presents the relative priority that survey respondents perceive each stakeholder to place on each pillar[2].

Figure 7: Perceived Pillar Priority by Stakeholder



A key takeaway from Figure 7 is that no pillar received more than 50% of the votes for any stakeholder. This implies that, to some degree, all of the stakeholders are perceived to prioritise all of the pillars, as was strongly emphasised by Stakeholder X.

In the same vein, the fact that respondents perceived CRPs themselves to prioritise each pillar relatively equally reflects earlier findings. Whether individual respondents felt like all pillars were equally prioritised and therefore voted for all four pillars, or they voted for a different selection of pillars based on their unique rail lines (which has the effect of spreading out votes equally between the pillars), this explains a similar number of votes for each pillar.

The CRN was perceived to prioritise community-building and participation-focused pillars the most, which aligns with their role as supporters and advisers of CRPs. Figure 7 indicates that TOCs and the DfT are perceived to prioritise pillars in almost the same order. The lowest scoring pillars for both stakeholders are '*bringing communities together*' and '*providing a voice for communities*' which suggests that TOCs and DfT are perceived to prioritise

[2] Respondents voted for the one or more pillars they perceive stakeholders to prioritise the most. Pillars are listed from high to low priority, with a percentage of votes received by each pillar.

community participation the least. This sentiment was a common theme in responses, with 47% of participants stating that their ability to negotiate and have their voice heard by TOCs was limited. 47% of respondents also stated that they did not feel able to feed back their opinions to the DfT, with a further 29% stating that they feel able to feed back their opinions but did not see changes enacted. This was affirmed by one respondent, who stated that they would like to see '*work in the community be a higher priority for TOCs'*. As a key tenet of participation on the Tree of Participation framework, the varied experience with feedback could undermine the meaningfulness of participation.

Referring to the organisational structure of community rail (Figure 3), it is inferred that part of the reason for CRP members' perceived inability to feed back to DfT is that CRPs are in practice detached from the DfT. There are limited lines of contact between CRPs and the DfT, with the CRN acting as an intermediary body between them. In practice, this means that CRPs provide feedback to the CRN, who then '*try to push those CRP priorities up'*. While Stakeholder X did recognise that there have been wins – for example, when the CRPs and CRN encouraged the DfT to make accreditation as a less frequent process for CRPs – it was recognised that it is difficult for the CRN to '*bite back'* to the DfT on some topics.

This finding goes some way to indicate the type of participation that communities experience. Considering the IAP2 Spectrum and the associated power dynamics between stakeholders, some respondents would likely argue that the power is not tipped in favour of CRPs enough. One respondent commented that '*my TOC overpromises and underdelivers, and I feel impotent to change this'*, which implies directly a lack of power when it comes to negotiating with TOCs.

Funding also emerged as a key factor affecting power dynamics and relationships between stakeholders, with several participants implying that stakeholders with control over financial resources tend to hold greater influence in determining which projects receive priority. As one respondent emphatically commented, '*he who pays the piper calls the tune*', while another noted that '*funding opportunities to support all four pillars are not available evenly*'.

In addition, several respondents, including Stakeholder X, explained that there has been no inflation-related uplift in funding in five years, meaning that the real value of funding for CRPs has decreased. This has knock-on implications for the work that CRPs are able to do, with one respondent highlighting that '*if funding continues to be non-inflationary, officer hours will need to be reduced to be afforded*'. As a result, '*consistent core funding levels for CRPs'* was an improvement requested by several respondents. The tight budgets for community rail work, reflective of it being part of the charity sector, naturally detract from the agency of CRPs and limit the projects that they may want to deliver.

Respondents note that disagreements between stakeholders are rare, but where they exist, the pillars are an effective way of finding common ground. Almost half of respondents stated that the four pillars either 'sometimes' or 'always' helped to resolve disagreements between

stakeholders. Here, the pillars become a framework to unite around and a way to ensure that the DfT's strategy is at the forefront of everyday discussions.

The section has highlighted two key messages: that all four pillars are perceived to be valued by all stakeholders but that community agency and the ability to feedback is more limited than at first glance. Applying Arnstein's ladder or the IAP2 Spectrum, it could be argued that participation is more akin to communities being valued collaborators with limited scope to influence key decisions, rather than communities being empowered to strongly influence decisions themselves.

Conclusions and Recommendations

This research has illustrated the value of community rail as a case study for long-term, effective participation within the transport sector. As community-initiated and community-driven groups, CRPs demonstrate how the public can exert significant influence over local railway projects. Applying the IAP2 spectrum, while participation may fall short of 'empowerment' because final decision-making powers remain with TOCs and DfT, it is argued that participation can be characterised as 'collaboration' due to the enduring partnership between stakeholders.

Further, this research has identified the four pillars of community rail as a key strategic framework used to align priorities between stakeholders and argued that its efficacy stems from its accessible, multidimensional structure. This enables the **people** within CRPs to operationalise **policy** and strategy in a way that best benefits the **place** in which they live.

The key conclusions that have emerged from this research are as follows:

- **Meaningful, viable participation** is (usually) community-initiated and (almost always) community-driven. CRPs report having a significant influence over community rail projects and feeling proud by the work that they do.
- **Long-term, institutionalised participation** provides the public with a clear pathway to participation within the rail industry. The Community Rail Development strategy gives CRPs formal recognition and the structure of relationships between stakeholders is well-established and understood, despite the relationships themselves differing in efficacy.
- **Accessible, memorable frameworks** are effective at translating lengthy policy strategies into actionable targets and aims. They help people operationalise policy in the places that they volunteer and live.
- **Multidimensional, adaptable frameworks** make it easier for diverse stakeholders to identify with an aspect of the strategy. Far from a rigid framework, the four pillar framework allows CRPs to implement the projects most applicable to their railway line.
- **All stakeholders value all four pillars**, and while disagreements are rare, the pillars can be used effectively to find common ground and recentre discussions on mutual goals.
- **CRPs do experience limited agency** due to funding-related power imbalances and limited feedback mechanisms. TOCs and DfT are perceived to prioritise community-building and participation-focused pillars the least, raising questions about the depth of community agency.

It is suggested that further investigation into how feedback mechanisms between CRPs and national stakeholders could be strengthened may be an effective next step to enhance participation in community rail. Considering the transport sector more broadly, a set of

recommendations for working towards inclusive, meaningful participation are presented below:

Institutionalise participation

- **Evaluate contractual obligations for participation** in contracts and agreements with key stakeholders, just as community rail is included in franchising agreements to galvanise stakeholders to support participation.
- **Assess the impact of national membership groups** of those participating in a similar area of the transport sector. By providing guidance, networking opportunities and a collective power to feed back to decision-makers, national membership groups can improve outcomes and amplify the voices of individual communities.
- **Analyse funding models for community-led initiatives**, such as ring-fencing funding to encourage long-term engagement and continuity.

Make communities the driving force of participation

- **Encourage long-term, enduring participation** where multiple 'instances' of engagement are provided over a longer period of time, giving the public the ability to shape proposals rather than just comment on them.
- **Transfer a meaningful degree of power to communities** by involving them at an earlier stage. Give communities the opportunity to feed back to other stakeholders and make it clear that they are being listened to.
- **Establish clear pathways to participation** to reduce barriers to involvement.

Keep strategies and frameworks applicable but accessible

- **Avoid rigid frameworks** to allow participating groups to act as genuine partners and act in the interest of their communities. Multidimensional frameworks attract diverse participants and are more appropriate to apply to heterogenous communities and places.
- **A simple, memorable framework** helps translate lengthy strategies into actionable, memorable goals that communities can confidently implement.

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